SERO

U.S. Army
Installation Management Agency
Southeast Region

STRATEGIC PLANNING
Reference and Resource Book
(RRB)

Prepared by:
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Southeast Region Office
U.S. Army Installation Management Agency

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Appendices……………………………………………………………………………………

Acknowledgements

This reference book would not have been possible without the teamwork and collaboration by many in the IMA Southeast Region. Special acknowledgements to: Phil Jessup-HQ IMA , Quality Planning and Performance Branch, Berry Patrick, Chief, Strategic Analysis Branch, Southeast Region (SERO), Faye Lewis-SERO, Carrie Rice-Chief, Fort Bragg Plans, Analysis, and Integration Office (PAIO), Janet Blanks-Chief, Fort Stewart PAIO, Sara Johnson-Chief, Fort Knox PAIO, and Deana Jones-Chief, Fort Rucker PAIO, and James Halford, Chief Fort Campbell PAIO.

This team of professionals worked together to develop content, provide references, sample documents, and general information for the production of this Reference Book. This has been a cooperative effort between the IMA HQ, Southeast Region, and the Installations mentioned above.

Preface – Using This Reference Book

The Strategic Planning Reference and Resource Book has been designed to familiarize you and help you through the strategic planning process in a step-by-step approach. It provides an outline for you to plan, organize and conduct your conference, document and execute your plan, and to monitor and adjust your strategic plan, as needed. While we recommend specific steps, we also provide options and alternatives that allow you to tailor your conference and strategic plan to your unique local conditions. This is a practical reference book that is meant to be used as guidance through the strategic planning process and transition of your Garrison from a planning phase to a strategic management phase.

This reference book is designed for active use during the planning process and gives you step by step procedures for conducting your conference and ultimately packaging and implementing your strategic action plan at the installation level.   It is divided into sections contained in the IMA "A to G Strategic Planning Model." While the "A to G Model" is not mandatory, it was specifically designed for strategic planning at Army installations and is encouraged for preparation, packaging, and management of your plan.

Well organized, incrementally developed, and effectively implemented strategic planning at the installation level is critical to focusing limited IMA resources on the key business drivers and key performance indicators for meeting the needs and interests of customers, stakeholders, and partners and ultimately the overall success of the IMA agency.

Without a coordinated strategic action plan, many installations do not base their programs, operations, services, and facilities on reasonable and objective interpretation of

pertinent data and plans based on their operating conditions. Symptoms of uncoordinated or poorly conceived planning efforts include proposals for construction projects that are rejected by validation studies and projections for steadily increasing resources when the supported population is significantly changing. In some cases, where plans are developed, they seem more of a one-shot, meet-the-regulatory-requirement effort than an ongoing process that managers find useful. The Garrison's objectives may often stated in such general terms that it is not possible to evaluate how well they are being accomplished. In some instances, planning is conducted primarily to justify decisions that have already been made, rather than being the basis for decisions. Most planning deficiencies result from a lack of resources and commitment to planning, and a need for more specific guidance from higher headquarters.

This reference book provides a tool for developing, implementing, and maintaining a useful strategic action plan for installation operations.   As new information on organizing a conference or changes occur, information will be posted on the SERO website. The leadership at HQ IMA and Region encourage Garrisons to develop, understand and maintain their Strategic Plans for efficiency of day-to-day operations and long term goals. The handbook will be revised periodically, on the basis of comments from installations, to make it more useful and effective in developing and reviewing Garrison strategic action plans. We welcome your feedback and please send comments and suggestions to Southeast Region Plans Division or the IMA HQ Plans Division to the e-mail addresses listed in *Appendix A.*

"A-to-G" Strategic Planning Model Overview

The IMA developed "A-to-G" Strategic Planning Model has seven steps in the process: they include A – Creating Awareness; B – Identifying a Baseline; C-Developing Clear Vision and Mission statements, guiding principles and goals; D-Down to Action to create your objectives, initiatives, and associated action plans; E – Evaluating your plan; F – Giving and Getting Feedback on your plan; and lastly, G – systematically **GETTING BETTER and repeating the process again every year or two, starting at Step A.**

Planning is essential for managers at all levels, yet many wrongly perceive it as a costly, time consuming, and difficult activity that provides only a marginal return on investment—in other words, a waste of time. But the fact that decisions can be made without any planning is no revelation; if it does not matter what is to be achieved or what direction is to be followed, any decision will be valid.   As it is often expressed, "If you don't know where you are going, any road will take you there." To amend these misperceptions at the outset, we will review some basic tenets of good planning and relate them to personal experiences. Planning is simply the process of deciding what to do and how to do it. With a properly conceived and documented plan, the reason for the plan should be self-evident. While some planning schemes may seem complex at first, the basic process is actually simple and straightforward.

When developing and managing your strategic plan it is important to maintain simplicity in the planning process and do your work in increments.   Don't get hung-up on detailed and complicated planning models, or trying to develop your own planning model. This seven step "A-to-G Strategic Planning Model" has been developed by Army Plans personnel for Army Plans personnel and specifically focuses on strategic planning for Army Garrisons. Using the "A-to-G Model", along with this reference book, you can design the format and approach that best fits your conditions and organization.

Strategic planning at the installation level, as well as the program and service level is a critical management process, but before you get started, it is very important to understand that the Installation Management Agency as an overarching "corporate strategy" that your plan should be focused on and clearly linked to your local goals and objectives contained in your plan.

The "A-to-G Model" is outlined below in broad terms, followed by detailed steps:

A-to-G STRATEGIC PLANNING MODEL
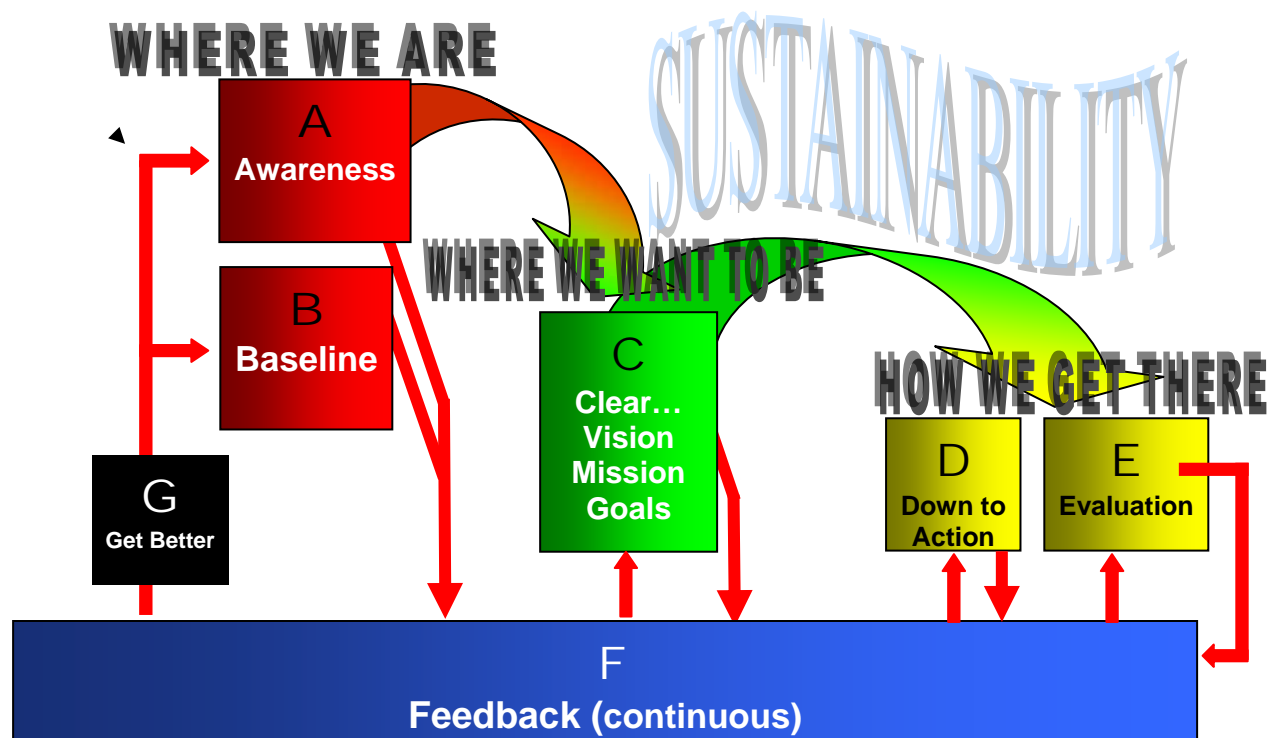
The expanded model below shows each of the seven steps into specific processes and criteria. This book outlines the details of each step and provides examples and an appendix of resources that can be used throughout your strategic planning endeavor.
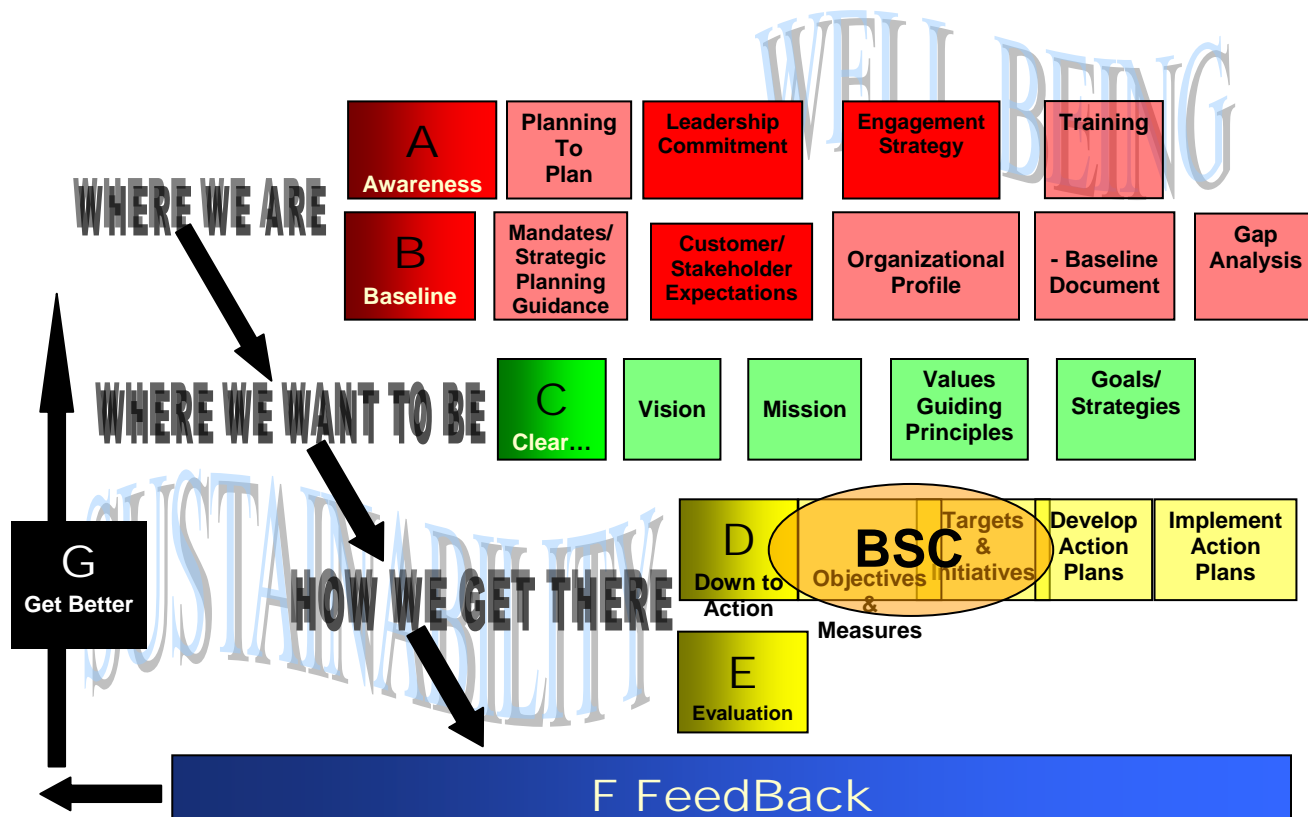
As a baseline, you should develop your plan using the IMA overall strategic plan. This plan is outlined below with specific IMA-wide goals and objectives. You should regularly check the IMA HQ website for updates of the IMA corporate strategic plan. The IMA plan should be a guide for building your own goals and objectives locally and should be linked in every way to ensure a top to bottom and left to right strategy being deployed from the Headquarters, to the Regions, to the Installations, and down through the individual programs.

The IMA "corporate" plan currently contains four goals and 15 objectives that are broken down in the various actions and initiatives that ultimately lead to accomplishing the IMA strategic priorities. Remember, these are the IMA overall goals and objectives and do not replace your local development of goals and objectives tailored specifically to your local conditions. In addition to the IMA Strategic Plan, you should also refer to the "Army Installation Strategic Plan" that was published by Department of the Army as a companion to the "2005 Defense Installation Strategic Plan." These and other documents such as the "Joint Vision 2020" and "Army Vision 2010" can be found at the following website: http://www.hqda.army.mil/acsimweb .

The IMA Strategic Plan is a living document that is currently being updated by a team of Goal and Objective Champions that have been assigned by the Director of IMA. The Goal and Objective Champions are reviewing and updating the plan and we will post revisions to this book when new information becomes available.

Installation Management Agency
Vision and Mission Statements

IMA Vision

Communities of Choice - Home to America's Armed Forces with premier facilities and services that enable our military to deploy and win on any battlefield.

IMA Mission

Manage Army installations to support readiness and mission execution – provide equitable services and facilities, optimize resources, sustain the environment, and enhance the well-being of the Military community

IMA HQ CORPORATE GOALS AND OBJECTIVES

Goal 1: Develop and retain visionary **leaders** and an innovative, professional workforce focused on building communities of choice	**Goal 2**: Optimize resources and employ **innovative** means to provide premier facilities and quality services	**Goal 3**: Be a streamlined, **agile** organization that is customer-focused and results-driven in support of current and future missions	**Goal 4**: Build and sustain a state of the art **infrastructure** to support readiness and mission execution and enhance well-being of the military community
1.1 Use and resource a disciplined career lifecycle workforce education/ development framework 1.2 Further develop, deploy and inculcate the IMA identity, esprit de corps and culture	2.1 Develop and formalize strategic business partnerships 2.2 Deploy and institutionalize processes for fact-based decision making 2.3 Align resource allocation with validated requirements and IMA's strategic priorities 2.4 Seek best practices internal and external to the organization and apply throughout IMA 2.5 Identify future risks, opportunities and liabilities and implement actions now	3.1 Define and continuously improve processes so that they are streamlined, standardized and repeatable across IMA 3.2 Institutionalize knowledge management 3.3 Gain efficiencies by streamlining organization structures and clarifying roles and responsibilities 3.4 Build relationships of trust and confidence through open communication with all customers and stakeholders, internal and external	4.1 Demonstrate leadership as stewards of environmental resources 4.2 Outsource facilities and services (to include personnel) when economical and while maintaining mission support 4.3 Plan and design installations to embrace and adapt to changing requirements 4.4 Seek and develop advanced concepts and technologies to facilitate state of the art installations

The IMA Strategic Plan also contains specific objectives for each goal, with associated definitions, measures, and targets. Your local plans should be designed to ensure your local operations are working toward and contributing to accomplishment of the overall IMA goals and objectives while meeting the needs and requirements of your local conditions.

The first step in the **"A-to-G Strategic Planning Model"** is to get organized and begin the planning to plan process. This includes all of the preliminary preparations to get you, the staff, and the organization ready for the strategic planning endeavor. The section summary below gives you a quick "at a glance" look of the topics and processes covered in Section A, followed by detailed information.
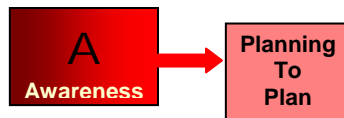
A1: Planning to Plan

Section Summary

A1.1 **Senior leadership's communicated commitment**

A1.2 **Properly resourced processes**

A1.3 **Tasks outlined with a timeline for completion**

A1.4 **Relevant process participants, points of entry and roles and responsibilities identified**

A1.5 **Participants trained on the purposes, and philosophies, methods, expected benefits, and outcomes of strategic planning**

A1.6 **Developing stakeholder ownership**

A1.7 **Access to data (e.g. customer satisfaction, cost and performance measurement)**

A1.8 **Identify risks and mitigation strategies**

Section Details:

A1.1 **Senior Leadership Commitment:** Without the involvement of the senior leadership from the beginning of your strategic planning effort, your process will go nowhere. It is important for your organization's senior leader to show support and to communicate that support throughout the organization early. This can be accomplished

with a signed policy letter or "Commander's Letter of Intent" sent out over email, an "all-hands" meeting to discuss the details of the upcoming strategic planning meeting or any other personal communication tool that the senior leader wants to use to show commitment to this process.   A sample Commander's Letter of Intent is provided for you in *Appendix B*:

A1.2   **Resources:** In light of the limited resources that many organizations are faced with these days, one way to stretch the resources that you have access to is to request assistance from a sister organization. You might request the use of a trained facilitator and experienced support staff to assist with your strategic planning meetings/events. The SERO Plans Division has trained strategic planners and facilitators that are available to you at little to no cost. To arrange for a SERO facilitator you should contact the Plans Division Office identified in *Appendix A.*

These external facilitators and support members can provide an objective set of eyes to help improve your process, as well as allow more members of your organization to be actual participants in the meeting instead of worrying about running it.

A1.3   **Tasks and Timelines:** A good way to outline tasks for completion is through the creation of a planning meeting checklist. With a checklist, you can ensure that nothing gets missed as you make your way through the planning process. See *Appendix C* for a sample checklist that you can use through all phases of the strategic planning process is attached. You can tailor this checklist to the timeline that you need.

A1.4   **Staff and Participants:** An important part of your strategic planning meeting is the support staff that you will rely on to take on different roles in your meetings. Development of a strategic planning event is not a one-person job. Some recommended roles that need to be filled to support your strategic planning meeting include meeting coordinator, small and large group facilitators, recorders, timekeepers, team leaders, administration support, logisticians, and guest speakers*.   Appendix C* contains a detailed list of duties and responsibilities for staff and participants.

A1.5   **Training Participants:** Prior to your strategic planning meetings, you may want to provide a strategic planning class to train your participants on the strategic planning approach. This can be offered several weeks prior to your meeting and enforced with emails preparing meeting participants to attend your strategic planning meeting. *Appendix D* outlines a sample strategic planning training course agenda.

A1.6   **Stakeholder Ownership and Feedback:** Focus energy to ensure stakeholder needs are addressed. Give your participants feedback on what was done. Keep good records to be consistent in your feedback and reporting out.

A1.7   **Data Needed:** One way to provide access to the data that will be needed as part of your strategic planning efforts is through the internet. You can create a web site

where you can post applicable information for review and/or a web portal where participants can exchange information.   AKO has some great tools for creating workgroup files that can allow you to post information as it is created during your working group sessions and annual conference.
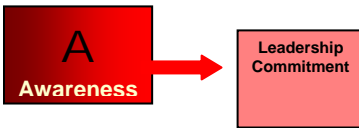
A2: Leadership Commitment

Section Summary:

A2.1   Leadership and Strategic Direction

A2.2   Stress the concepts of sustainability and well-being

**A2.3**   Use APIC to manage the organization

Section Details:

A2.1   **Leadership and Strategic Direction:** The senior leader's responsibility is to provide the overall strategic direction for your strategic planning efforts. The senior leader's strategic direction provides the entire organization a road map and keeps the leaders and employees focused on the same sheet of music. Otherwise, everyone is going in their own direction.

A2.2   **Sustainability and Well-Being:** The senior leader must also stress the concepts of sustainability and well-being as corporate priorities.   These concepts involve ensuring that the future needs of our customers are not compromised by the decisions that you make today. This is what makes strategic planning with its long-term focus so critical to our nation's security, today and tomorrow.

A2.3   **Army Performance Improvement Criteria (APIC):** The senior leader must ensure the concepts set forth in the Army Performance Improvement Criteria are truly integrated into your strategic plan. The most current edition of the APIC Criteria can be found at http://www.hqda.army.mil/leadingchange/APIC .   The entire document is available for download in Adobe Acrobat (*.pdf)(513Kb).

The **Army Performance Improvement Criteria (APIC)** is a valuable resource for achieving organizational-level change. The *APIC* provides a framework for in-depth organizational assessment and measurement of continuous improvement efforts. Based on the Malcolm Baldrige Criteria for Performance Excellence, the *APIC* guides Army leaders through seven categories, which systematically examine all aspects of an organization and determine how well it is meeting its goals. The categories are interrelated and based on a set of values and concepts that when fully applied result in a highly effective and efficient organization.

The *APIC* serves as a working tool for strategic planning, organizational assessment and training. It raises the organization's performance expectations and standards. It establishes common performance criteria to facilitate communication and sharing of best practices between Army organizations, business and industry.

In 1988, the Secretary of Defense issued the challenge to all of the services to become the most efficient organizations possible. The Army acted immediately on this directive and later codified it in AR 5-1, *Army Management Philosophy.* Published by the Director of Management in 1992, AR 5-1 established policy, procedures, and responsibilities for performance improvement and efficiency for all Army organizations. The *APIC* was first published in 1995 to provide a standard method of measuring the results of continuous improvement efforts. It is updated and refined annually.

The *APIC 200*6 includes actual examples of self-assessments for each category. Charts and other graphics have been added to the examples in all seven categories. These "real world" examples make the *APIC* a "How To" document and share best management techniques, strategies, and performance practices among Army organizations. The examples are from the applications submitted for the 2005 Army Communities of Excellence (ACOE) Award program.

A Awareness	→	Engagement Strategy
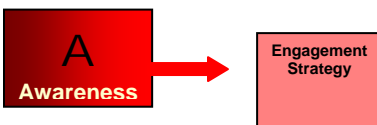
A3: Engagement Strategy

Section Summary:

A3.1 **Identify Stakeholders**

A3.2 **Informational and Orientation Sessions**

A3.3 **Strategy and Strategic Planning**

A3.4 **Stakeholder Engagement**

A3.5 **Understanding your stakeholders' needs**

Section Details

Imperatives: Determine How to do the Following:

A3.1 **Identify Stakeholders**:   A Garrison's operating environment includes a large number of groups with interest in the Garrison's activities. These groups are referred to as "Stakeholders" because they affect or are affected by the achievement of the Garrison's goals and objectives. The Garrison should ensure identification of all stakeholders on and off-post. Examples of these are MACOMS, Senior Mission Commanders, other agencies, installation tenants, and other groups located on post. Off-post stakeholders include the local city and county governments, in some cases even the state government. Also, other groups off post such as veterans groups, retirees, school districts, vendors and suppliers, etc., are considered stakeholders.

To identify your stakeholders, you will need to take some time to brainstorm who impacts or is impacted by your strategic plan. They should be involved in your strategic planning efforts or at least involved at various steps throughout the process. One way to accomplish this is to have a series of "mini-workshops" 10 to 12 weeks in advance of your annual conference, usually held in two hour increments.   This format allows you to gather and develop information from a variety of sources that will be of great value during the conference. It will also reduce the workload during the conference and allow more time for detailed analysis and information gathering over an extended period of time. Lastly, doing the short mini-sessions gets and keeps the strategic planning participants engaged and active in the process for an extended period of time rather than squeezing everything into a two or three day conference. You get better information, you team stays fresh, and you end up with a much better strategic plan spreading out the planning over time as you are writing the plan.

A3.2 **Informational and Orientation Sessions**: To reach out to your employees, leadership, customers and other stakeholders, you will need to get them involved at the very beginning of your strategic planning development process. Early involvement of these groups will make it easier to implement anything that comes out of your strategic planning efforts. It is important to conduct a series of strategic planning informational and orientation sessions to familiarize everyone with the fundamentals and concepts of strategic planning.

A3.3 **Strategy and Strategic Planning**:   As you begin your process, it is important for everyone to understand strategy and strategy development. ... Educate yourself and others (applies to all involved: installation and surrounding communities, as well as

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planners, customers, stakeholders etc); understand the concept/theory and application of sustainability; familiarize yourself with the Army Strategy for the Environment. In addition to Army sources, there are also other outside sources of strategic planning information, seminars, courses, and certifications that will prepare you and your staff to lead the strategic planning process. Some of these sources include training and conferences offered by the Association for Strategic Planning (ASP), American Management Association (AMA), U.S. Department of Agriculture (USDA), as well as local colleges and universities that offer courses in strategic planning.   All of these can be found on the web by just typing in their name in any web search engine. **Appendix E** provides a sample list with contact information for some of these groups.

An overall education campaign geared towards both your fellow employees and others that will be impacted by your strategic plan is one way to approach this. Prior to your strategic planning meetings, you may want to provide a Strategic Planning class where the strategic planning approach is taught. See **Appendix D** for a sample course outline. Also, a set of training slides are also available on the SERO web site for downloading and use locally.

A3.4 **Stakeholder Engagement:** Engage stakeholders from inside and outside the fence (everyone who is impacted by installation operations, e.g. Soldiers, families, employees, HQ, tenants, other military in the region/state, community members, regulators, federal agencies, interest groups, contractors) to provide insight on:

- What products and services are of value
- Current operations
- Future vision
- Major challenges

In order to engage stakeholders from inside and outside the fence, you can 1) send out surveys to a cross-section of these individuals, 2) request information from existing public forums like local chambers of commerce, school boards, public commissions, etc or 3) hold a special meeting to collect feedback from representatives of these stakeholder groups.

A3.5 **Understand your stakeholders needs:** It is important to know who your customers and stakeholders are, what their current requirements are, and know any future changes to their requirements prior to developing your strategic plan.

- **Customer** - *Anyone who receives a product or service from the organization*
  - Customers include the end users of products or services, as well as others who might be the immediate purchasers of products or services as a component of their product

- **Stakeholder** - *A person or group with a stake in, or who can influence, the organization's success or failure*

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- Examples of key stakeholders include customers, employees, partners, governing boards, stockholders and local/professional communities

A3.6 **Logistics Checklist: Plan for successful strategic planning meeting or conference:** The logistics considerations reviewed in this section are also included in the example strategic planning meeting checklist mentioned in A1.3

WHO:
- Select facilitators, team leaders, and functional proponents/goal champions, and on-site meeting managers

WHEN, WHERE and HOW:
- Set the duration of the strategic planning meeting to allow sufficient time to study, discuss, and agree on a set of goals strategic objectives
- Set strategic planning meeting or conference agenda
- Establish a meeting budget
- Select site and negotiate contract
- Develop a process for attendee registration
- Prepare printed materials
- Schedule air and ground transportation
- Finalize the details of onsite meeting management, including
  - Food and beverage coordination
  - Audiovisual needs
  - Technological support
  - Meeting recording (as appropriate)

See Appendix R for a sample conference workbook and expanded checklist.

4: Training the Planners

Section Summary

A4.1 **Trained Staff**

A4.2 **Training Materials**

A4.3   **APIC and Strategic Planning**

A4.4 **Adult Learning**

Section Details:

A4.1   **Trained Staff:** Use well-informed and trained staff "ready to plan" with working knowledge of:
- APIC
- IMA's strategic planning model and processes
  - *Sustainability and Well-Being*
  - *Balanced score card/strategic readiness system*

A4.2   **Training Materials:** Provide training through a combination read-a-heads, briefings, meetings, and training just-in-time and not only several months ahead of the planning process (Regions can provide support for this effort)

A4.3   **APIC and Strategic Planning Process:** It is important that the staff have a strong working knowledge of the following:

- APIC, especially Category 2, Strategic Planning and how your strategic planning efforts fits into your overall performance excellence system.

- The IMA strategic planning process and how each phase of your strategic planning efforts fits into this process.

A4.4 **Adult Learning:** Training should be geared to adult learners remembering that different people learn differently (e.g. concrete experiences, reflective observation, abstract conceptualization, and active experimentation).

B **Baseline**	**Mandates/ Strategic Planning Guidance**	**Customer/ Stakeholder Expectations/ Needs**	**Organizational Profile**	**- Sustainability and Well-Being - Baseline Document**

B
Baseline → **Mandates/
Strategic
Planning**
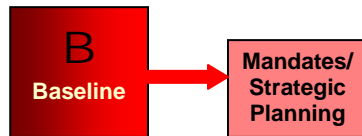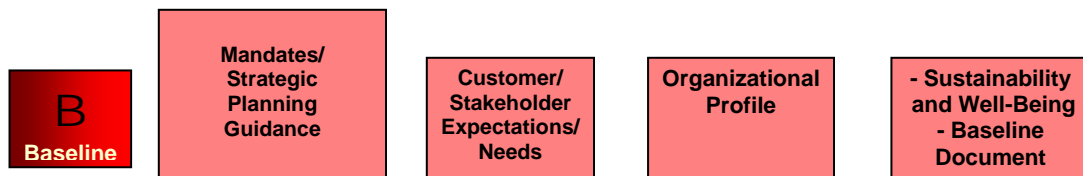
B1: Review and Evaluate Mandates and Guidelines

B1

Section Summary

B1.1 Evaluate situation

B1.2 Understand mandates and guidelines

B1.3 DA Mandates and IMA Charter

Section Details

B1.1 Evaluate Situation: Evaluate the installation situation: review your mission; understand how sustainability supports and protects your mission.

B1.2 Understand Mandates and Guidelines: Understand relevant organizational mandates and guidelines and their implications for action and resources are invaluable when engaging in strategic planning

– Reviewing mandates and guidelines is a requirement both at HQ IMA and at the installations.

– The Plans Division or Section will be the lead staff element regarding the organizational-level review of mandates and guidelines and individual staff elements will perform their own review

– Each Mandate and Guideline must be weighed and prioritized to achieve a proper balance in execution

- External and internal mandates and guidelines act as either <u>authorization for</u> or <u>constraints on how</u> an organization may operate and achieve its strategic planning objectives. Some mandates/guidelines include:

  - US, DoD, DA, and IMA Policy and Requirements
    – Federal regulations
    – National defense strategies
    – DoD and Army strategic planning and programming guidance
  - National Performance Review
  - Base Realignment and Closure
  - National Performance Review
  - Government Performance and Results Act (GPRA)
    Force XXI
  - Installation XXI

B1.3 **DA Mandates and IMA Charter:** As stated, the strategic plan must incorporate mandates from outside IMA as well as within the agency. It must also reflect clearly the Department of The Army's Charter for IMA.

The following is a partial list of mandates and guidelines to begin the strategic planning process (a more comprehensive list will subsequently be published by IMA HQ):
  – Government Performance Results Act (GPRA)
  – The President's Management Agenda
  – Congressional mandates
  – Budget mandates
  – Department Of Defense (DoD), Office of Management and Budget (OMB), Department of the Army (DA) and Assistant Chief of Staff for Installation Management (ACSIM)
  – National Military Strategy (2004)
  – Annual Defense Review (2004)
  – The Army Plan 2002-2017
  – The Army Campaign Plan
  – Joint Vision 2020
  – The Army in 2020 (2003)
  – The Way Ahead (Nov 2003)
  – The Army Posture Statement (2005)
  – The Army Strategic Planning Guidance 2006-2023
  – Army Regulation 210-20 Master Planning for Army Installations
  – Army Regulation 200-1 Environmental Stewardship and Sustainability
  – Army Sustainable Range Plan 2003
  – Army Strategy for the Environment, (2004)
  – ACSIM Sustainable Design and Development (SDD)
  – U.S. Army Chief of Staff's "Areas of Focus"
  – Garrison PAIO Functional Description (Para 4H 1, 2, & 3)

B2: Understand Stakeholder Needs

B
Baseline

Customer/
Stakeholder
Expectations/
Needs

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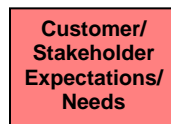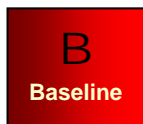
B2 Understand Stakeholder Needs

Section Summary

B2.1 Identify and Involve Customers and Stakeholders

B2.2 Needs Linked to Goals and Outcome Measures

B2.3   Report Requirements in the Organizational Profile

Section Details

B.2.1 Identifying and involving customers and stakeholders and understanding their expectations and requirements is a must in the strategic planning process.

B2.2 Their views, needs, and concerns require consideration during development of organizational goals, objectives, strategies and programmatic outcome measures

B2.3 Report customer and stakeholder requirements, by group, in the Installation Organizational Profile.

B
Baseline
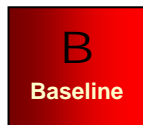
B3: Create/Review the Organization Profile

B3

Section Summary

B3.1 Organizational Description and Challenges

B3.2 Strategic Analysis/SWOT Analysis

B3.3 Including Sustainability and Well-Being

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B3 Create/Review the Organizational Profile

• Addresses operations and key challenges

• Identifies potential gaps in required information and focuses on critical performance requirements and business results

• Provides planners with a common understanding of the organization and what they consider important

• Identifies topics for which conflicting, little, or no information is available and is the starting point for planning efforts

• Is based on two parts of the Army Performance Improvement Criteria (APIC):

B3.1 Organizational Description and Challenges

P1: Organizational Description
• Describes the business environment and key relationships with customers, suppliers and other partners

• Addresses the primary characteristics and relationships that shape the organizational environment and the organization's governance system

• Sets the context for the organization and the strategic planning

P2: Organizational Challenges
• Describes the organization's competitive environment; the key strategic performance improvement

• Identifies key strategic challenges

• Addresses organizational approach to performance improvement

B3.2 Strategic Analysis/SWOT Analysis
Strategic analysis is the heart of the strategic planning process and should not be ignored; but it cannot be completed in the absence of an accurate (fact-based) determination of the issues and pressures, both internal and external that affect the organization

- Guidelines for creating an organizational profile can be found in the APIC criteria book.

  - Keep the organizational profile short (up to five pages) and use appropriately sized charts or graphs to maximize readers' ability to comprehend the organizational information

- Scan the internal and external operational factors that influence IMA and its installations

- Factors internal to the organization usually can be classified as strengths (S) or weaknesses (W); those external to the organization can be classified as opportunities (O) or threats (T) – together they form the basis of a SWOT analysis of the strategic environment

- Strategic plans ARE NOT:

  - Merely "to-do" lists of what to accomplish over the next few years

  - Effective unless consulted when the organization is faced with making difficult, major decisions, allocating resources, setting operational priorities

  - Tactical or short-term in nature

- These are due to plans that are only developed from what is known about current organizational requirements and external conditions. **See Appendix G for a sample SWOT analysis matrix/worksheet.**

Strengths and Weaknesses:
An organization's strengths are its resources and capabilities that can be used as a basis for developing a competitive advantage. The absence of certain strengths may be viewed as a weakness. Consider employee competencies, organizational structure, customer services and reputation of the agency, governance, facilities and equipment, fiscal position, technology and communication, culture and values

Opportunities:
An external environmental analysis may reveal certain new opportunities for mission success and growth. Consider an unfulfilled customer need, arrival of new technologies, loosening of regulations, removal of barriers

Threats:
Changes in the external environmental also may present threats to the organization. Consider shifts in customer's tastes away from how we do things now, the emergence of substitute products, new regulations, increased barriers

After completing your SWOT analysis, a best practice is to address the following challenges:

– How can the organizational sustain the strengths identified

– How might the organization use strengths to take advantage of opportunities identified and overcome threats

– How can the organization minimize or overcome weaknesses in order to take advantage of opportunities and overcome threats

One of the best ways to address these challenges and translate the findings into useful material for later in the strategic planning process is to develop a modified SWOT matrix:

A SAMPLE SWOT ANALYSIS MATRIX IS CONTAINED IN APPENDIX- G.

B3.3 Including Sustainability and Well-Being

DO NOT OVERLOOK… Sustainability and Well-Being
- Define links between mission, environment and community

- Identify long-term challenges military installations and surrounding communities face

- Make strategic planning your framework for comprehensive, long-term installation and community planning leading to sustainable installations in the future (show movie)
- Identify sustainability and well-being challenges to the installation and surrounding communities

    ▪ Review core business processes and develop core topic areas
        <u>For example</u>
        Training Lands and Ranges
        Procurement/Equipment/Maintenance/Waste
        Infrastructure/Operations
        Regional Development
        Transportation-Readiness

    ▪ Identify major threats to long-term installation sustainability and well-being

    ▪ Identify core team members/proponents

B3.4 Indentifying Significant Impacts

Identify ***significant impacts*** on mission, well-being and environment due to installation operations:

   - Examine current impacts and root cause

- Examine potential/future impacts and root cause

Significant Impact includes mission constraints, decreased well-being, community economic or environmental concerns, cost increases, unrecoverable environmental damage.

Impact Examples
Mission: Restricted training time, decreased airspace, temporary and permanent loss of land for mission uses, communications interference, increased costs....
Well-Being: Health, safety, security, employment, property values, costs, recreational opportunities, availability of resources such as water, air, land....
Environment: Water pollution, water availability, air pollution, land contamination, land degradation, plant and animal impacts....etc.

See Appendix N for a sample internal/external analysis worksheet.
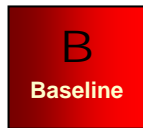
| **B**
Baseline | **B4: BASELINE DOCUMENT** |

B4 The Baseline Document

• The baseline document helps build consensus on critical sustainability and well-being issues, documents them for all involved in the planning process, and provides data for the next steps in the planning process.

• Baseline document helps provide installation focus while recognizing regional issues, influences and impacts

• **Baseline document consists of:**
  ▪ Message/Letter of Intent from Garrison Commander ***(See Appendix B for a sample Commander's Letter of Intent outlining strategic priorities.)***
  ▪ Table of contents
  ▪ Executive summary
  ▪ Organizational Profile
  ▪ Acronyms and abbreviations

• The sustainability and well-being portion of the baseline document includes the following:

  ▪ States sustainability and well- being challenges in each core area
    ➢ List key impacts on mission, well-being and environment
    ➢ List significant activities and key data
    ➢ List current sustainability and well-being initiatives

- ➢ List sustainability and well-being opportunities
  - ➢ List team members/players/proponents

Baseline Document Checklist:
- Draft baseline prepared by team members, finalized by PAIO

- Baseline document reviewed by planning and support staff

- GC approval and signature obtained

- Document communicates and distributed

B
Baseline

B5: Conduct Gap Analysis

B5 Gap Analysis

Performance Audit and Gap analysis of the strategic planning process…

Once the planning team has envisioned the organization's future, it is important to identify where the current "performance" level is within the organization, referred to as a… "Performance Audit."

- *The performance audit is a focused effort that involves the identification and analysis of the organization's strengths and weaknesses*

- *It also involves identification and analysis of external threats and opportunities.*

Gap Analysis…

This process identifies the "gaps" between the organization's current performance and the desired performance required for successful realization of its strategic plan.

- **Focuses on elements of the organization's business processes – such as leadership, human resources and strategic planning itself**

- **Requires the organization to implement a system to ensure sustainability of action plans [2.2a(1)], progress and success of the plans [2.2a(5)] and modify and rapidly execute new action plans as needed [2.2a(2)] – such a system is defined in APIC (Category 2:Item 2.2)**

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- **Recommends APIC be used at the onset and reviewed at the "feedback" stages of the process**

C Clear…   **Vision**   **Clear Vision, Mission, Values, Guiding Principles and Goals**

Section Summary

C1 – Describe an Ideal Vision of the Future

C2 – Develop a Mission Statement

C3 – Articulate Values and Guiding Principles

C4 – Strategic Goals

C5 – Communicate Strategy to Customers and Stakeholders

Section Details

C1: Describe an Ideal Vision of the Future

Why do we need a clear Vision and Mission?
- Vision describes the ideal future state
- Vision helps to set strategic direction
- Mission defines organizational purpose
- Mission articulates the fundamental operating and behavioral philosophy of your organization

C1.1 A Vision defines the organization's sense of future direction and provides some rationale for why the agency should be doing what it is doing.

– Broad and "lofty" statement describing the ultimate value your organization brings to its community and constituents.

– Inspires action and achievement among the staff, with the primary activities of employees directed toward the vision.

- The Statement should guide all of the organization's efforts to improve processes, facilities, and human resources, as the organization plans for the future.

- The vision should declare the desired aspirations of the organization over a period of time. The vision statement could include aspirations such as "The world largest.... The Army's Best..... of the quality organization over

C1.2   A strong vision answers the question, "What will success look like?" It is the pursuit of this image of success that really motivates people to work together.

• What ultimate value does the organization provide to its customers and stakeholders?

• What work will the organization be pursuing into the future?

• What does senior leadership want the organization to be?

• How will the organization be known, or what reputation will it have?

• What will success look like?

• How will the organization react to new and revolutionary ideas in developing the vision?

• A vision statement describes a desired **end state** which helps focus the organization's future direction

• A vision statement "paints a picture" with words, is well articulated and **easily understood.**

• A vision statement should challenge and **inspire** the group to achieve its mission

• It should orient the group's energies and serve as a **guide to action**

• Generally, a vision statement addresses a **3-7 year timeframe** (in many instances may be longer)

• Vision statements express **where** an organization wants to be, **not how** it will get there

• Ideally a Vision statement is **both** action and customer oriented

- The vision statement should be based on a ***common understanding*** of the validated strategic context and must be ***consistent with the organization's values and guiding principles***

- **Concise:** should grab attention like an organizational campaign slogan for the future
- **Appealing:** Address all stakeholders: employees, customers, sponsors, suppliers.

- **Consistent with mission:** themes in the mission should be reflected in the vision

- **Verifiable:** the statement needs to be written so you will know when you have achieved it (i.e., how do you know when you have achieved "world class, leading edge, or top quality?")

- **Feasible:** are grounded in reality

- **Inspirational:** must be understood by all in the organization and inspire them to reach the destination

- **Supported by measures:** A common set of measurable outcome-oriented goals that focus on both present and future which allow the organization to know where they are going and when they deviate from the path.

- **NGA (formerly NIMA):** Map the world

- **NRO:** Freedom's sentinel in space, one team, revolutionizing global reconnaissance
- **DOE :** Through leadership in science and technology continue to meet the Nation's needs in energy, environmental quality, and national security

- **FBI Academy :** To be the premier law enforcement learning and research center and an advocate for law enforcement's best methodologies and practices worldwide

- **NASA :** To improve life here, to extend life to there, to find life beyond
-
- **CIA :** To be the keystone of a US Intelligence Community that is pre-eminent in the world, known for both the high quality of our work and the excellence of our people

Exercise
- **Adept**
- **Aggressive**
- **Agile**
- **Aligned**
- **Assertive**
- **Available**
- **Best-in-class**
- **Challenging**
- **Clear**

- **Competent**
- **Complex**
- **Compliant**
- **Conservative**
- **Coordinated**
- **Critical**
- **Direct**

Exercise

"U.S. Army Installation Management Agency is the preeminent agency in the Department of Defense that produces highly effective, state-of-the-art installations worldwide, maximizing support to the People, Readiness and Transformation of an expeditionary force."

`C1.3` Develop a Mission Statement

"The first step in developing a vision statement is to lock the managers in a room and have them debate what is meant by a vision statement, and how exactly it differs from a mission statement. These are important questions, because one wrong move and the employees will start doing 'vision' things when they should be doing 'mission' things and before long it will be impossible to sort it all out."

Scott Adams, The Dilbert Principle (New York: Harper Business, 1996)

`C2` Develop a Mission Statement

- Mission is a precise description of what an organization does

- The mission statement provides the basis for determining the direction of the organization, the business of the organization, the products provided to its customers, and the focus needed among its employees

- A mission statement should answer the following questions:

  - Who does the organization serve?

  - What does the organization provide?

  - When does the organization deliver products or services and why?

  - What is the organization attempting to accomplish?

- Mission statements capture the enduring nature of what the organization is about; its grand purpose. It...

  - Captures the soul of the organization

  - Reason the organization exists

- Defines organizational contribution and value

- By definition, the mission must provide enough focus to define the organization's reason for being, yet allow sufficient maneuvering room to fulfill it in a variety of ways

- The mission is formulated by considering the synthesized components in the *Strategic Context*

- A mission is *not* a description of products, outputs or target customers

- A mission describes an organization's uniqueness

- A mission statement is brief

Answers to the following questions can help to evaluate the effectiveness of an organization's mission statement:

- Is it clear and understandable to all personnel, including rank and file employees?

- Is it brief enough for most people to remember?

- Does it clearly specify the organization's business?

- Is it broad enough to allow flexibility in implementation, but not so broad as to permit a lack of focus.

- Does the organization have the Core Competencies to achieve the mission?

- Initial statement: To provide the best market research data available

- Question then asked… "Why is it important to provide the best market-research data available?"

- New answer reflected deeper sense of organizations purpose: To provide the best market-research data available so that our customers will understand their markets better then they could otherwise

- Further investigation brought about making a contribution to their customer success: To contribute to our customer's success by helping them understand their markets

C3   Articulate Values and Guiding Principles
- Values and guiding principles represent the fundamental "philosophy" of the organization and guide the organization's culture and behaviors

- Articulate basic management policies and might include such topics as respect for individuals (customers and stakeholders), ethical and professional standards, and quality services

- Values and guiding principles are common beliefs that can be embraced by the entire agency; they can be powerful instruments for changing organizational culture and motivating members.

- There is a great deal of leeway in the articulation of an organization's values and guiding principles.
  - Length and format may vary.
  - Sometimes values and guiding principles are expressed in terms of responsibilities to its:
    - Customers
    - Employees
    - Environment (as a whole)
    - Community (in which it operates)
    - Stakeholders.
  - In other cases, values and guiding principles are expressed in terms of the quality of management, produces, and services.

- IMA includes *both* values and guiding principles in its Strategic Plan
  - Important to show our solidarity with and support for the Army's principles
  - Reflects unique commitments that we hold in regard to our people, our customers, and our stakeholders

Value statements and guiding principles express the organization's philosophy and expected behavior about three things:
- <u>People</u> – the way customers should be treated and the conditions under which employees can be highly productive;
- <u>Process</u> – the way in which the organization is managed, decisions are made, and products or services are provided; and,
- <u>Performance</u> – expectations concerning the organization's responsibilities and the quality of its products and services

"IMA values reflect the Army's enduring commitment to loyalty, duty, respect, selfless service, honor, integrity and personal courage. The following qualities particularly inspire the sense of purpose necessary to sustain, support and defend our soldiers, families, civilian employees and veterans wherever they live, work and play in service of our nation."

"LDRSHIP" outlines the Army's "core values":

• L•oyalty: *Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other soldiers.*

• D•uty: *Fulfill your obligations.*

• R•espect: *Treat people as they should be treated.*

• S•elfless-Service: *Put the welfare of the nation, the Army, and your subordinates before your own.*

• H•onor: *Live up to all the Army values.*

• I•ntegrity: *Do what's right, legally and morally.*

• P•ersonal Courage: *Face fear, danger, or adversity (Physical or Moral).*

"SERVICE"

– S•tewardship: *We are good stewards of the resources entrusted to us by the American people.*

– E•fficiency: *We deliver best value to our customers.*

– R•espect: *We treat people with respect, a caring attitude, and a can-do approach. We practice the golden rule and treat others as we would want to be treated.*

– V•ision: *We are innovative and forward thinking, open to new ideas, and dedicated to continuous process improvement – agents for change.*

– I•ntegrity: *We do what's right, legally, morally and ethically...always.*

– C•onsistency: *We provide consistent and equitable standards of service for all Army personnel and their families living and serving on our installations.*

– E•mpowerment: *We work as one. We empower people. We share responsibility, and communicate freely and honestly.*

C4   Strategic Goals

Strategic goals are statements describing critical outcomes essential to achieving your organization's vision, while executing the mission—what the organization must <u>achieve</u> to be successful in the future:

- Introduces the notion of influencing a future that you believe will be different from the present

- Covers areas in the strategic plan that must be continually addressed in accomplishing your mission in such way that you will achieve your vision

- Identify how the vision will be realized, e.g., take the Vision to the next level of detail and express what will be needed to make it happen

- Strategic goals are essentially mini-Visions, describing in ideal conditions in select focus areas

- Broadly focused and address ultimate, long-term results or results, not internal activities

- Describe <u>outcomes</u> valued by customers and stakeholder

- Limited in number

- Describe a <u>desired future condition and desired results</u> (but not ways to achieve them)

- Owned (i.e., each Goal is assigned an "owner" to ensure its achievement)

- Able to generate objectives, measures, and action plans

- Realistic but challenging: attainable with reasonable risk and demonstrable within a meaningful time horizon

- Strategic goals reflect sustainable concepts, and secure the organization's future

- Review baseline documents (mandates, Mission, Vision, and SWOT (including levels of performance other organizations are likely to achieve)) and then propose potential goals for the organization
- Review past decisions and actions to uncover the organization's implicit goals
- "Make or Break Issues Approach"
  - Identify several "Make or Break" Issues that would prevent your organizations from effectively conducting activities, optimizing capabilities, and/or ultimately executing and achieving results

- – Your "responses" to the Make or Break issues (i.e. how you would over come those issues) become your organization's goals
- "Back-casting Approach"
  - – Imagine your organization at the end of the timeframe of the strategic plan, having fully achieved its vision of the ideal end-state (headlining the future)
  - – What were the key things you focused on to reach your vision in the year 20XX? These critical focus areas are your strategic goals.
  - – These key areas may reflect excellence and achievements in existing functional areas and programs, or they may state new requirements.

What's Right/Wrong with these goal statements?
- Improve and sustain mission ready forces and power projection capabilities
- Transform, modernize and sustain the installation infrastructure
- Sustain and improve well-being programs for Soldiers, civilians, retirees, veterans and their families
- Improve force protection to deter, prevent, and mitigate threats
- Transform business processes to look for resource opportunities
- Strengthen our community relationships to expand and improve mutually beneficial partnerships
- Limit the number of strategic goals to four to seven critical outcomes that are the most important to you and have the greatest impact on customers and stakeholders
- Avoid creating limited scope goals that emanate from the present and are aimed at fixing today's problems (tactical fire fighting).
  - Statements aimed at fixing today's problems (e.g. those describing programs to be implemented, policies to be written etc) often just constitute an operational to-do-list and are neither sustainable nor future oriented, nor strategic in nature.
- Focus on broad achievements designed to leverage tomorrow's opportunities
- Commit to sustainability and well-being achievements (mission, community, and environment)
- What are the desired results that will lead to the achievement of the vision of the ideal future for the organization?
- What mission, economic, social, environmental, or other conditions are impacted or influenced by the organization's efforts?
- What outcomes are most important to customers and stakeholders?

C5: Communicating the Strategy
- Successful implementation and achievement of results can only be achieved if they are acknowledged, understood and accepted by constituents
- The organization's Mission, Vision, strategic direction, and goals must become a driving force for all management and employee decisions and effort in the work place
- Communication and deployment of the agency's strategic message should begin as soon as the Vision, Mission, Values and Guiding Principles drafted at the leadership off-site are formalized
- Feedback is a vital part of this communication process to gather input from key stakeholders on the Vision, Mission, Values, Guiding Principles and Goals

- Once finalized, results should be communicated to all stakeholders as quickly as possible to guarantee both reception and comprehension of the messages

- Create dialog and discussion multi-directionally, running top-down and bottom-up, and horizontally across and outside the organization

- To seek input from everyone who touches the products and services

- To provide feedback and build acceptance

Employees must understand their role in executing the strategic plan

D
Down to Action

STEP D – DOWN TO ACTION

D1 Create objectives to support strategic goals

D2 Organize objectives into a strategy map

D3 Create measures for objectives

D4 Set targets for measurements

D5 Identify initiatives to execute strategy

D6 Create action plans to support initiatives

D7 Implement action plans

D8 Link resources to initiatives and action plans

BALANCED SCORE CARD

Section Details

D1.1 CREATE OBJECTIVES TO SUPPORT STRATEGIC GOALS. In order to create objectives, goals must have been defined in Step C, Clear Vision, Mission, and Goals. Several objectives may be required to meet a goal. Objectives

- should be relevant, directly supporting a goal
- compel the organization into action
- are simple and easy to understand
- are specific enough to quantify and measure results
- are realistic and attainable
- convey responsibility and ownership
- are acceptable to those who must execute

CONTRAST OF GOALS AND OBJECTIVES

GOALS	OBJECTIVES
Short statement	Longer, descriptive statement
Broad in scope	Narrow in scope
Directly relates to mission statement	Directly supports a goal; indirectly relates to mission statement
Covers long time period (i.e. 5 to 25 years)	Covers short time period (i.e. 1 to 5 -year budget cycle)

Strategic objectives should define what is to be accomplished and by when. Some examples include:

- Expand buying power by 5% by year end FY07
- Increase the quality of supply facilities from C4 to C3 rating by 1st Qtr FY09
- Reduce utility consumption by 10% through new conservation programs by 3rd Qtr FY08

<mark>D2.1 through D5.1</mark> – BUILD THE BALANCED SCORECARD

Once the vision, mission, goals, and objectives have been defined for the organization, a system by which to translate them into action must be implemented. The balanced scorecard is a management system that provides feedback on internal processes and external outcomes in order to continuously improve strategic performance results. Drs. Robert Kaplan and Dave Norton introduced the Balanced Scorecard in 1992. It is the most commonly used framework to ensure that organizations execute their strategies.

The Balanced Scorecard provides a top-down reflection of the organization's mission and strategies. Measures are linked to organizational strategies and address both current performance and future success via performance improvement. External and internal measures are integrated across four perspectives: Stakeholder, Internal Processes, Learning and Growth, and Resources.

D2-D5: Build the Balanced Scorecard

The Overall Framework

Values
Principles
Mission
Goals

Cause-Effect Relationships

Stakeholder
How do we meet the needs and requirements of all of our stakeholders / customers?

Internal Process
To satisfy our stakeholders, what processes do we need to execute on and excel at?

Learning & Growth
How do we grow and build our organization so that we can meet our future challenges?

Resources
What infrastructure, funding, people, and other resources do we need for sustaining and securing the future?

Notional Examples

Enable Soldier Well Being

Support Installation Commanders

Equitable Resource Management

Efficient Resource Management

Improve our Processes

Develop our Strategies

Invest in the Infrastructure

Recruit the Right People

Balanced scorecards can be cascaded from the highest organization level down to an individual employee. It is important to remember that strategic execution takes place at the bottom, not at the top. Therefore, communication and cascading of the balanced scorecard to all levels of an organization is imperative. The bridge between the strategic plan and performance measurement is called a Strategy Map.

D2. ORGANIZE OBJECTIVES INTO A STRATEGY MAP

Strategy maps:

- Articulate how the organization creates value for its stakeholders
- Display key priorities and relationships between outcomes (the "what") and performance drivers (the "how")
- Provide a clear view of "how I fit in" for all levels of the organization
- Clearly maps functions to the organization; can be cascaded throughout an organization, ensuring alignment.

Two key steps in developing a strategy map are:

- Mapping each of the objectives across a scorecard perspective, showing the cause-effect relationship
- Aligning the strategy map with higher level strategy maps within the organization

Below is a basic example of a strategy map. The lower perspective is the enabler or driver and the perspective above is the outcome. The resource requirements are derived from the strategic plan. The requirements are expressed as a specific objective.

Resources, in this case funding, should enable the learning and growth of the organization, which in this example, is accomplished by leveraging information technology. By doing so, the internal processes of securing the global footprint, protecting the force, and training and equipping the force are enabled. And by enabling the internal processes, the final outcome is supporting this mission commander.

Once the strategy map is completed, it is important to make sure it aligns with the strategy and scorecards at all levels of the organization.

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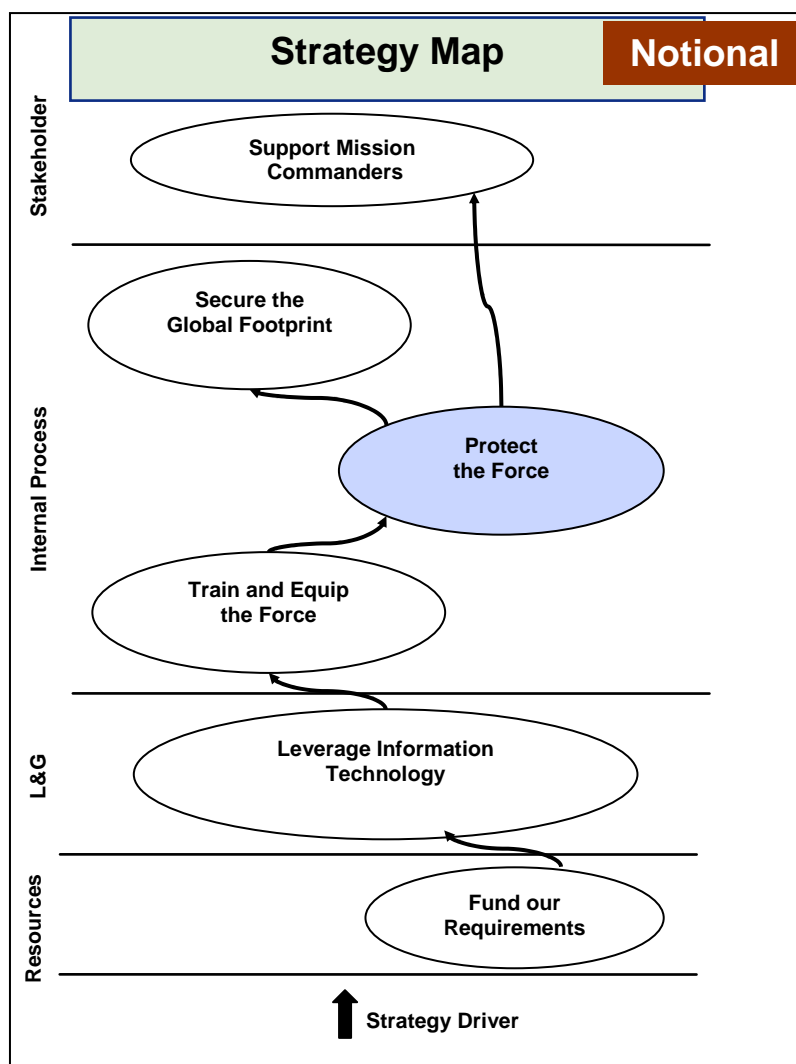
<mark>D3</mark> CREATE MEASURES FOR OBJECTIVES

After the strategy has been mapped and alignment is ensured, each objective needs to be extended to a set of measurements. Performance measurement is a process by which an organization assesses and evaluates the extent to which it is accomplishing a specific objective, goal or mission.

Performance measurement will:

- Enable decision making
- Promote accountability
- Distinguish between program success and failure
- Allow for organizational learning and improvement
- Justify budget requests
- Optimize resources
- Provide means for performance comparison
- Establish catalysts for change

Basic guidelines for performance measurements:

- There should be at least one measurement for each objective
- Measurements should be precise
- The measurements should drive change and encourage the right behavior
- The measurements should be able to influence the outcome of the objective
- Measurements should be relevant, measurable and actionable

To expand on the example above,

Detailed statement of what is critical to successfully achieving the strategy ↓	How success in achieving the strategy will be measured and tracked ↓
Objective Description	**Measure**
Eliminate security breaches that provide terrorist opportunities	**Number of Installations with security violations**

D4 SET TARGETS FOR MEASUREMENTS

Once measurements are determined, the next step is to establish targets – quantifiable objectives that are to be attained at a future date. Targets answer the question, "What are we aiming for?"

Detailed statement of what is critical to successfully achieving the strategy	How success in achieving the strategy will be measured and tracked	The level of performance or rate of improvement needed
↓	↓	↓

Objective Description	Measure	Target
Eliminate security breaches that provide terrorist opportunities	Number of Installations with security violations	0 security violations

Checklist for good targets:

- Match up with measurements, one to one
- Require improving current levels of performance
- Are a stretch, but achievable
- Are quantifiable
- Long-term targets are established before short-term targets

D5 IDENTIFY INITIATIVES TO EXECUTE STRATEGY

The final step in completing the scorecard model is the development of initiatives. Here are some common characteristics associated with initiatives:

- Leader sponsored
- Requires resources, i.e. people, funding, technology
- Designated owners
- Includes deliverables or milestones
- May be difficult to launch
- May encounter obstacles

To expand on the example above:

Detailed statement of what is critical to successfully achieving the strategy	How success in achieving the strategy will be measured and tracked	The level of performance or rate of improvement needed	Key action programs required to achieve objectives
↓	↓	↓	↓

Objective Description	Measure	Target	Initiative
Eliminate security breaches that provide terrorist opportunities	Number of Installations with security violations	0 security violations	Train and Deploy Anti-Terrorism Ofcrs (ATO) globally

Initiatives close gaps between required and actual performance.

D6   CREATE ACTION PLANS TO SUPPORT INITIATIVES. Action plans identify the specific steps that will be taken to achieve the initiatives and strategic objectives that have been outlined in the steps above. Each initiative should have a supporting action plan that outlines operations, procedures and processes; who does what and when it will be completed; and how progress will be monitored.

Critical action plan success factors include:

- Assignment of responsibility. Who is responsible? What is to be accomplished and by whom?
- Details of required actions. What are the steps required to achieve the initiative?
- Time frame. By when are the actions to be accomplished? What are the major milestones?
- Resources. What resources are required to execute these actions?
- Deliverables and measures. What deliverables are expected from the actions? What are the measures that determine "success?" What are the expected results at each milestone of the plan?
- Communication. How are results and status of actions to be communicated? What is to be reported? What method(s) of communication will be used?
- Prioritization. If multiple action plans are being worked at the same time, which is dependent on another? Which has priority over others?

D7   IMPLEMENT ACTION PLANS. In order to implement the action plans, each must address the who, what, how, where, and when related to each initiative. Ensure that all levels of personnel are aware of and in agreement with the plans, since they will be the ones who execute them. Action responsibility and timelines should be understood at all levels. Resource the project and monitor progress against milestones and measurements. Correct and revise action plans as necessary, based on actual results against the original plan.

D8.1 LINK RESOURCES TO INITIATIVES AND ACTION PLANS.

Every action plan should identify the resources needed to implement the plan, to include people, time, money and physical resources (space, materiel, technology). Even the most effective plans are doomed to failure if not adequately resourced. Resources identified for each action plan are used to estimate the total cost of the initiative, which in turn serves as input to resource management annual budget estimates, and ultimately the Program Objective Memorandum (POM).

Aligning resources to strategic plans helps leadership prioritize scarce resources. This alignment validates that initiatives and action plans support strategic objectives, which in turn support the goals of the organization. If this alignment cannot be validated, the initiative may be a waste of valuable resources.

The strategic planning process, by highlighting sustainability and well-being objectives that require cooperation and effort across staff elements, provides an opportunity to leverage resources across from all areas to meet common goals. Towards that end, it is important to integrate all installation resources and capitalize on existing resources to the extent possible.

Alternative sources of resources should also be pursued. These include higher HQ, grants, academia, and non-profit organizations, volunteers and retirees. Creating partnerships with organizations that have common goals and on-going professional networking will provide an organization with potential opportunities for resources that may not otherwise be available.

Section Summary

E1 Evaluating your strategy in Steps

E2 Criteria for Evaluating Your strategy

E3 Monitory and Evaluating Plan Implementation

Section Details

E1 Evaluating your strategy in Steps

E1.1: **Steps in the process:**

– Establish a periodic review cycle

– Establish a systematic process for data analysis and competitive comparisons or benchmarking activities

– Review goals, objectives and action plans

– Use metrics and periodic reviews to assess progress toward goals

– Graph and analyze trends and compare to government and private industry data

– Select performance indicators

– Share lessons learned with all stakeholders

– Ask for feedback

E1.2: Imperatives:
– Focus on key success factors

– Evaluate action plans as a leading indicator

– Evaluate accuracy, reliability, and completeness of BSC data

– Evaluate appropriateness of stakeholder participation

- Assess the planning assumptions for accuracy

- Check the balance of short- and long-term challenges and opportunities

- Check the balance of strategic objectives and stakeholder needs

- Evaluate results against objectives and action plans

- Evaluate effectiveness of managing to the plan

- Check alignment of actions with performance goals

E-2 Criteria for Evaluating Strategies

Strategic plans represent highly consequential, time- and resource-consuming, long-term commitments of companies. Strategic plans decide the firm's future and even its very survival.   Strategic change is a high-stakes game that needs to be played with extreme caution. Major strategic changes involve change in organizational culture.   They are expensive and time-consuming. A company embarks on a new strategy only after it is fully convinced that the strategy is sound and has a good chance of success. How should this judgment about the goodness or worth of strategic plans be made? How should strategies be evaluated?

E2.1 Periodic Evaluation. Once strategic plans are implemented, progress must be evaluated periodically. This requires strategy monitoring and control. Monitoring deals with setting up an information system to track variables that will allow assessing how well the plans are performing. Strategic control deals with providing feedback and modifying objectives, strategies, and implementation variables to keep the strategy on track.

Many well-conceived and generously supported strategies have gone awry because of poor evaluation, monitoring, and control. Great Northern Nekoosa had an astute strategy of growth by acquisitions. Over a twenty-year period, it bought dozens of smaller companies in the paper industry with the intention of becoming an important player in several segments of the industry. The company had a single-minded focus on making acquisitions and assimilating them into ongoing operations. On the surface, this strategy seemed to work well. No one seriously evaluated or questioned its appropriateness. Little effort was made to monitor the acquisition strategy and assess what it was doing to the business as a whole. The acquisitions created a cluster of businesses that were not well connected with each other and were difficult to control. Although individual businesses were profitable, they were not operating at peak efficiency. By the end of 1988, the company had also accumulated a large cash horde without any clear plans for investment. Then Georgia Pacific, the paper industry giant, suddenly made a hostile takeover offer. Great Northern Nekoosa tried its best to prevent being acquired but failed.

E2.2   Monitoring and Control. Strategy evaluation, monitoring, and control are complicated issues for which there are no simple answers. This module describes some

basic principles for evaluating strategies and provides some questions to help structure strategy evaluation at the corporate and business unit levels. It also discusses means of monitoring and controlling strategies as they evolve over time.

E
Evaluation

E3: Take Corrective Action

E3 MONITORING AND EVALUATING PLAN IMPLEMENTATION

The final component of the planning process is to establish a mechanism for regularly monitoring the progress of implementation and any changes in the operating environment that may affect accomplishment of plan objectives. Monitoring, assessment, and feedback Environmental changes

E3.1 Schedules and Standards.   Awards and recognition for exceeding plan schedules and performance standards Plan updates and revisions to the plan as a result of changes in operating conditions is considered a continuous process. The senior leadership must establish specific times for formal review of the plan.   During these formal reviews, the program director confirms or revises the plan's predictions and assumptions, assesses the performance of operating programs and functional support elements, and evaluates progress toward the plan's objectives. Feedback from the monitoring sessions enables managers to evaluate whether they are fulfilling their assigned responsibilities and, if necessary, to refocus time and resources on strategically important objectives.   Managers experiencing difficulties in meeting assigned objectives may be given additional guidance, resource support, or both. Managers who exceed performance standards, accomplish objectives on schedule, and otherwise make significant contributions to the success of the plan should be rewarded.

E-3.2 Planning Cycles   The entire IMA strategic planning cycle is designed to be repeated regularly. Army regulations require the installation organization's strategic business plan to be updated every three years (as part of its triennial needs assessment), and the update should be timed to take place just after the organization has received the LNS. However, should major changes to the planning assumptions or components occur (such as changes in mission, assigned population, or resources), the plan should be updated inside the three-year cycle to reflect the change. Additionally, it is envisioned that progress toward organizational goals and objectives be incorporated as part of existing status reporting mechanisms, such as quarterly reviews. Operational business plans of individual programs and support areas generally cover one year. Optimally, each MWR program should update its business plan just before producing fiscal year budgeting projections or individual performance rating reports. If there is a good MWR planning process established at the installation, these updates should not involve major expenditures of time and resources. Most updates will result from implementing the plan and taking corrective actions on deficient performance. The review system should not only monitor execution of the plan, but bring "out-of-control" performance back under control in accordance with

E3.3 Assigning Responsibility. The system should address not only performance of people and equipment, but the adequacy of resources and the quality of established goals and objectives. Since people are assigned responsibilities to implement objectives and tasks, the most common reason for deficiencies in plan implementation is the performance of individuals. A few of the most common reasons for deficient performance are listed here:

- People may not know what is expected of them if the plan did not describe various objectives and tasks explicitly, or if it was not communicated effectively to those assigned to implement it.

- People may not have adequate knowledge and training to carry out their duties in the plan. They may know what to do, but not how.

- Employees in the organization may not want to implement assigned objectives. Their motivation may be low because they do not perceive incentives and rewards. In fact, they may view their job as threatened if the objectives are implemented.

- Emergencies and crises may be so frequent that people are deterred from carrying out the plan. Poor forecasting and inadequate contingency plans may cause people to completely lose sight of the plan when crises arise.

- People can also be truly overloaded with work. If the plan places additional work on these people, such as the responsibility for accomplishing specific objectives or tasks, something will have to give.

It is essential that the planning team try to anticipate, forecast and prevent these kinds of problems from occurring that ultimate result in impeding plan objectives. If they do occur, it is important that positive corrective action be taken to mitigate the problem before the entire plan is jeopardized. If such problems are allowed to persist, personnel will begin to work and act as if there were no plan at all.

The organization needs to foster personnel who can work with some degree of autonomy and who are willing to take responsibility for their actions. If the plan is accurately communicated to these people, and if the monitoring system is providing accurate and timely information, good employees will take timely action to correct deviations in performance as part of normal business. If organizational policies, procedures, and structure are driven by the plan, these people will follow the guidelines to make the plan work. In other words, organizational policies and procedures that serve to maintain acceptable performance or correct substandard performance will be internalized by the people implementing the plan and will be used as the basis for actions. In this environment, no one will have to bring problems to the attention of the employees; they will bring real and potential problems to management, usually before they are detected by the monitoring mechanism.

With minor problems, employees will take immediate action because they will know what to do and how to do it.   While this is an idealized state of affairs, it makes clear how important it is to have trained, knowledgeable, and competent people. If the organization lacks people with these desired characteristics, then the plan should deal with obtaining and developing these assets. Changes in recruiting, placement, promotion, and training strategies may be required to ensure that competent people exist to implement the plan.

People cannot be expected to do an outstanding job in meeting plan objectives if they do not have the proper facilities and equipment. For example, exhortations to increase participation in bowling may be futile if the bowling center is perceived as a "dump" and there are higher quality facilities in the vicinity. This situation is more often the rule rather than the exception. People are blamed for poor performance in situations where improved performance requires better facilities and equipment. If plan objectives are not being achieved, the contribution of inadequate facilities and equipment to this situation must be investigated. Proper internal assessment and proper assessment of available technology in the environment prior to developing the plan should reveal how facilities and equipment will promote or restrict the plan's implementation. Major facility and equipment requirements should be reflected as integral parts of the plan.

E3.4 **Corrective Action.**   Corrective action must be taken to bring performance back on track as soon as deficiencies are identified. If timely action is not taken, additional and more serious problems may develop.   When the problem is known and immediate action is not taken, hoping that problems will correct themselves, the impression may be created that the organization condones the current state of affairs. A manager who says nothing about a decline in projected revenues in a particular program area may create the impression that the decline is acceptable to the MWR organization. When corrective action is needed at the causes of the problem rather than its symptoms, effects, or anifestations. It is tempting to take quick action on symptoms without probing for real causes. One reason is that a good problem statement describes the effect (symptom) of a situation and not what causes the situation. It focuses on the measurable gap between what is and what should be, and highlights the magnitude of the discrepancy. But the problem statement does not ask why the problem exists. Another reason is that probing causes takes time and effort; many managers are busy and often attracted to a quick, short-term fix. This is often a major mistake. Treating symptoms of the problem, and not their cause, is likely to achieve only a temporary solution.   Until the cause is eliminated, the basic problem is likely to manifest itself again, often in a different form.

E3.5 **Defining Problems.**   Defining the causes of a problem is often difficult, but there are many solid approaches. The Ishikawa ("fishbone") diagram espoused by the Total Army Quality (TAQ) management philosophy is an excellent structured approach to defining problem causes. The key is to ask "why" enough times so that the root causes of the problem surface. It may not be surprising that correcting the basic causes of a problem in one area tends to correct problems in other areas. Some out-of-line performance will be systematically corrected; the chances are that conscientious

people able to monitor their own activities will make corrections without formal actions. At a minimum, however, performance below expectations should be discussed as soon as discovered to prevent it from becoming an even bigger problem in the future.

There is a fine line between the need for timely corrections and the danger of exercising micromanagement control. The most effective way to address problems is to have corrective actions developed by the team of employees who must implement them and to have actions that are timely, future-oriented, positive, and preventive. (This is essentially the approach embraced by the TAQ management scheme.)

Group activities are an effective and efficient way to tap the human resources necessary to achieve organizational objectives. Through process action teams, employees have a voice in both what needs to be accomplished (objectives) and how the objectives are to be achieved. In this way, employees gain pride in their work and develop a personal stake in their achievements. For installations that desire to use this approach, additional guidance is available in Department of Defense Guide 5000.51, Total Quality Management: Volume 1, A Guide to Implementation (1 January 1990).

Management must provide an environment in which all employees will voluntarily cooperate to achieve the organizational objectives. This means management must accept the idea that employees can and want to contribute and must encourage the flow of ideas. Process action teams that regularly meet to discuss performance, and otherwise reducing the hierarchical levels in the organization, will greatly assist this effort.

In summary, The planning process must establish a mechanism for regularly monitoring the progress of implementation. How well individuals perform is key to both achieving objectives and also understanding implementation deficiencies. Corrective actions should be structured to deal both with the present problem and with preventing similar problems in the future. Preventive actions will free valuable future time for more important organizational needs. In the same way, corrective actions should be designed for positive changes to the way things are accomplished,
rather than for punishing the source of the problem.
.

F
Feedback
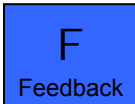
Performance Management Review (PMR)
Army Performance Improvement Criteria (APIC)
ACOE Feedback Sample

2.1 Strategy Development—Strengths

2.1a(1) The strategy development process (Figure 2.1-1) is a systematic process that is aligned and well-integrated with its performance excellence approaches in key areas, including its Leadership System; stakeholder, and market knowledge processes; staff-focused processes; measurement, analysis, and knowledge management processes; and process design and management approaches. This alignment and integration may help the district maintain its focus on the future while addressing its key strategic challenge of being agile and responding to a rapidly changing environment. The SPP includes 12 major steps over five phases, and the command and senior staff all participate in its development and deployment. The strategy development process addresses short-term (3-6 year) and longer-term (15 year) planning horizons, which align with IMA Plans and POM cycles. The strategy development process has undergone six cycles of improvement.

2.1a(2) The installation collects and analyzes a variety of data and benchmarking information and conducts numerous environmental analyses at various levels (Figures 2.1-2 and 4.1-2) to provide information for the strategy development process on most of the key factors affecting the organization.

2.1b(1) The installation identifies its key strategic objectives, related goals, and time frames for accomplishing its strategic objectives (Figure 2.1-3).

ACOE Feedback Sample

2.1 Strategy Development—Opportunities for Improvement

2.1b(1) Although the installation identifies its key strategic objectives and broad time frames for accomplishing each strategic objective (Figure 2.1-3) they are not integrated and aligned with the senior leader quarterly review cycle (reported in Item 4.1b(1)), which makes it difficult for leaders to determine accurately whether progress is on schedule or needs adjustment.

2.1b(2) While the applicant's environmental analyses provide input to the strategy development process on a variety of factors, the strategy development process does not addresses issues related to installation realignment, the competitive environment, and the redirection of resources, challenges identified as critical in the organizational profile. The strategic plan and related objectives do not address critical areas and may make it difficult for the installation to be successful as a result.

F3 Activity Based Costing (ABC)

F4 Installation Status Report (ISR)

ISR provides comparative data—an important management tool for the Army at all levels; ISR serves as a decision support tool that can improve management and decision making for Army installations
- Infrastructure (ISR-I): Communicates health of Army facilities, identifies sub-standard facilities and/or facility short falls that might impact readiness; assesses physical condition of facilities

- Environment (ISR-II): Supports and prioritizes the need for environmental resources, assesses installation regulatory climate and conditions of environmental programs against Army and DOD standards (derived from short and long-term objectives, DOD measures of Merit and other indicators

- Services and Service Based Costing (SBC) (ISR-III): Conveys condition of services and cost providing those services. Evaluate cost and performance of providing BASOPS services within footprint of installation. ISR services/SBC provides data for95 standard base support services. ISR data are used to develop cost estimating relationships (CERs) for each service, that are then used to develop Program Objective Memorandum (POM) requirements

F5 Interactive Customer Evaluation (ICE)

APPENDIX A

Proponent Office for Submitting Changes to this Strategic Planning Reference Book

Strategic Analysis Branch, Plans Division
Southeast Region Office (SERO)
Installation Management Agency (IMA)
ATTN: IMSE-PLD-S
1593 Hardee Avenue, SW
Fort McPherson, Georgia 30330-1057

Phone:
DSN 367-0721
404-464-0721

Fax:
404-464-2923

APPENDIX B

Commander's Intent

I continue to believe strongly in participatory management and ask that all members of the organization recommit themselves to the strategic plan and the associated processes throughout the year. We have made several improvements to our strategic plan, but should consider this as a living document that should be continuously analyzed, improved, and updated as conditions change.

COL Angela M. Manos-Sittnick
US Army Garrison Commander
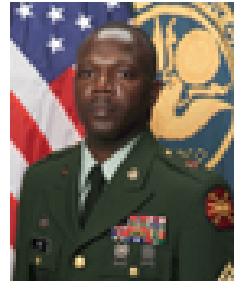
CSM Andrew L. Hall
US Army Garrison
Command Sergeant Major

It is now common knowledge that Fort McPherson is closing and Fort Gillem is transforming into an enclave. This fact does not however mean that we can turn our attention exclusively to Base Realignment and Closure (BRAC) requirements. We are still at war and our customers are relying on us to support their missions.

My strategic focus is to take care of our customers. The Army Performance Improvement Criteria (APIC) continues to be the basis for the way we manage our customer and market relationships, planning, processes, human resources, knowledge and intellectual resources, and our business results. The underlying philosophy is that a learning organization operates with greater efficiency and effectiveness to satisfy the needs of our customers. To that end, we will use the APIC as the framework to plan, execute, evaluate, and improve our operations. Although we are not going to participate in the Army Communities of Excellence (ACOE) competition, the true strength in APIC is that our customers and our organization along with the people who make it up will benefit from its application to the way we do business.

With that in mind, I have outlined below my four primary strategic priorities for FY07 year and want to project these out to FY12 with adjustments, as needed.

Strategic Priorities

1. Support our customers' mission readiness.

2. Provide a balanced approach to facilities, programs and services to our customers within available resources.

3. Develop a Human Resource Plan that balances the organization's skills and strength requirements with the needs and well being of the workforce.

4. Implement BRAC requirements

I ask that everyone in the organization stay continuously focused on these priorities in everything we do and work together to accomplish all of the goals and objectives outlined in this strategic plan. Thanks for all you have done and all you will continue to do!

ANGELA M. MANOS
Colonel, MP
Commanding

Appendix C

Strategic Planning Meeting/Conference Checklist

Part 1 - Pre-Conference/Meeting Planning

The following are essential to conduct a conference:

Conference Budget
Pre-conference Planning
Conference Dates
Conference Location
Conference Facility Layout
Announcing the Conference
Identifying Participants
Number of Groups
Composition of Groups
Team Building Activities
Training Participants and Training Materials

_____Conference/Meeting Budget
The conference budget determines the conference success. If the funding is available the length and other aspects of the conference will be determined. If possible, allow adequate time to plan for your conference and enter the requirement in the budget a year ahead of time.

_____Pre-conference/meeting Planning
For continuity and organization, it is important to identify an overall strategic planning conference coordinator. This may be someone from the Plans, Analysis, and Integration Office (PAIO) or it may be someone from another division or office. The role of conference coordinator could also be contracted out, but as always, for a price. While everyone has a full-time job and contracting out the conference coordination frees up the PAIO staff for their full-time duties, we recommend that where possible, the conference coordination be done "in-house" within the PAI Office. While other divisions or offices are an option, the Strategic Planning function lies within the PAIO, the conference should be coordinated by the PAIO.

The conference coordinator and staff will coordinate and conduct the first meeting to discuss the conference aspects needed for the conference success.

_____Conference Dates
Make sure to schedule the best date for attendees. In addition, schedule best time (1/2 day, 1 day or 2 days) and most import send a reminder for the conference to request attendee response.

_____Conference Location

The conference coordinator should determine the best location for the conference. The facility location should be decided for either off post or on post.   After finding the site, then decide the best layout for the attendees. Decide on the facility layout; equipment (computer, supplies, materials); as well as the support facilities (copier, food service, lodging, etc.) It is recommended that the planning team and the conference coordinator do a site/location walk through before making a final commitment to the facility. Brochures and phone conversations may give the impression of a great facility, but it is best to see it first hand on-site before locking in your conference.

_____Announcing the Conference

Once a date and location has been determined, the conference should be announced informally with an e-mail notifying the staff of the intent to hold a strategic planning conference. This informal announcement should be followed by a formal letter from the Garrison Commander announcing the conference, identifying attendees, and the desired outcome of the conference. Allow adequate time to send the Garrison Commander's letter to announce the conference to all attendees.

_____Identifying Participants

When planning your conference you include all staff, partners, and stakeholders that may need to attend and participate in the planning sessions. It is often difficult to identify the right participants, because the tendency is to not want to leave anyone out. However, you must take great care in selecting the right people, the right number of participants and right composition of the groups. Remember, you want a good cross-section of participants, but the larger the group gets, the more difficult to manage and more expensive the conference will be. Also, you need to consider the number of participants based on the number of sessions and composition of the small group sessions. For example, if you have 30 attendees, break the groups out in six groups of five. There is no right format, but it is recommended that you keep you conference attendees to a manageable number and break them into working groups of 5 to 7 people with no more than 5 to 7 small working groups. Anything larger will reduce the quality of your results. Large groups tend to be dominated by a few people and result in some participants "mentally checking out" and not actively engaging in the process.   See *Appendix XX* for a sample participants list.

_____Number of Groups

This is determined by the total participants. Establishing the groups is an important part of the conference. The groups may be establishing utilizing random or using a tool to selection the participants. For example, using the Myers- Griggs personality analysis/type indicators to determine group composition usually gives you balanced groups.   This is a good but time consuming way to determine group composition. There are also some expenses incurred to administer the Myers-Briggs

_____Composition of Groups

This is determined by the conference coordinator leader. One good method to use is the Myers-Briggs Type indicator test. Some organizations administer these prior to the conference and create working groups that include each of the type indicators in the Myers-Briggs. Another way to group the participants is by preventing all functional experts to sit in one group, e.g. all Public Works personnel in one group, all Resource Management Personnel in one group, etc. In some cases this specific type of grouping by function may be needed, but for balance in the group sessions it is best to "mix" the groups.

_____Team Building Activities
To develop teamwork and cooperation, you may want to add to your schedule some team building activities and "ice breakers" to not only get the participants more comfortable with one-another, but to also help keep them energized during the conference. Sometimes you will hit a "dead spot" in the conference and may need these kinds of activities to recharge the groups. Decide on the team building activities in accordance with the time allotted for the activities. There are numerous team building activities that can be found on the web or in books focused on team building. You may also want to engage you local installation LEAD course instructor. The LEAD course often uses many effective team building activities that you may want to incorporate into your strategic planning training.

_____Training Participants and Training Materials: This is essential to not only the conference success, but the success of the organization to develop and implement an effective strategic plan.   All managers and directors responsible for developing and implementing the strategic plan must be trained in basic strategic planning concepts so they will understand the concepts used during the conference and during the execution of the plan. Additionally these managers are members of the overall Garrison planning team and the creation of the Garrison strategic plan, but will also be responsible for training and coaching their subordinates and leading the development of their own branch and program action plans. To do this they must have a thorough understanding of strategic planning and should be prepared in a common format that will be used within the Garrison.

Topics to be covered in the strategic planning training should include basic strategic planning concepts, the planning process, the development of competitive strategies, goal and objectives and associated actions development. They should also be provided some basic overviews of facilitation and team leadership.

Take the time to prepare training materials for the participants and the training materials. Adequately inform all of requirements at the conferences and if possible send out some read ahead materials

Part II – Conference Operations

_____Conference Staff – Identifying a conference staff early will be critical to the success of not only your conference, but also the packaging and implementation of your plan. The are key positions that should be assigned with clearly defined roles and responsibilities:

- _____Conference Coordinator - The conference coordinator will determine with a staff all the coordination conference and support staff requirements. The facilitators and recorders should meet prior to conference to determine all aspects of conducting the conference. The coordinator should also email out the read-ahead package, establish a workbook or guide. The coordinator should also determine the administrative functions.

- _____Conference Support Staff
  - Runners
  - Setup Crew
  - Daily cleanup crew

- _____Facilitators
  - Selecting Facilitators – Internal/External
  - Facilitator Roles, Responsibilities, and Coordination
  - Facilitation Format and Process

- _____Recording – It is important to record the conference proceedings for not only developing your plan, but for future reference when you are review and updating your plan. Recording can be done either manually with charts, computers, and note takers, or with video and/or audio taping of the conference. Some organizations choose to do both, but either way, it is imperative that good notes and records of the event be captured and retained.
  - Recorders
  - Video/Audio Tapes

Administrative and Logistical Support Functions

Equipment Support

Supplies and Materials

_____Read-Ahead Materials - The conference coordinator will provide read-ahead to all staff and attendees prior to the conference. This can be done in the form of printed booklets or by providing everyone with e-mail/electron documents that they can print out themselves. Depending on the complexity of your read-ahead materials will determine

whether you want to print out and make up books or send out electronic copies.   Printing costs are also a factor to be considered.

_____Planning Conference Workbook /Guide
While not required, more and more organizations are publishing a step-by-step conference workbook for all attendees to use while participating in the conference sessions. This not only keeps the groups and sessions organized, it also provides the participants with an organized way to keep notes. See appendix XX for a sample conference workbook.

_____Agenda
Agendas are an important document for your conference and should be created as soon as possible. The agenda should include, but should not be limited to the date, time, location of the conference, time slots for sessions, opening remarks, and the chronological sequence of events for the conference, most often listed by topic. Be sure to include several breaks during your conference and list them on your agenda and try hard to stick to you schedule, both when you begin breaks and end them. This will help keep your conference on schedule.   See appendix XX for a sample agenda.

_____Ground Rules and Guidance
The conference attendees should be provided a list of ground rules for participating in the conference. These should be covered in the workbook and also discussed with the group at the beginning of the conference. Some examples of these, but are not limited to:

- Be a guiding member of the team.
- Be present and accounted for.
- No hidden agendas.
- We are not looking for consensus; a clear majority is sufficient, e.g. we agree to live with what our initial outcomes are.
- Everyone owns the results.
- Respect anonymity – what is said in the team sessions should stay at the team sessions.
- Everyone should contribute and stay on task or in other words, "stay in the game."

_____Sign-in/Phone/E-mail rosters
To keep track of all the participants and to have records for future reference, it is recommended that you prepare a sign-in roster for all participants to sign-in when the report to the conference and every time they leave the conference for any unscheduled period of time. Also, it is helpful during and after the conference to have a phone and e-mail roster prepared and distributed to all participants. See appendix XX for a sample sign-in roster

_____Refreshments

Provide refreshments for breaks. Maintain adequate drinks and balance with healthy snacks. You need to be cautious with the refreshments and the use of Appropriated Funds. Recommend you consult with your local Resource Manager and Legal Office well in advance of the event.

_____Lodging and Meals

Lodging and meals information should be provided prior to the conference especially if the per diem is involved.   You should be careful to ensure all lodging and meals planned for the conference are authorized APF support. It is a good idea to check with you comptroller/resources management director.

_____Transportation/Parking and Passes

Transportation, parking and gate passes should be coordinated to reflect a roster at the gates for easy access to post facilities if the conference is on post.

_____Emergencies

If you are holding your conference on-post, It is a good idea to let your local on-post Emergency Services providers know that you are having a strategic planning conference, to include the location, schedule, and any medical information about attendees they may need to know about in advance. Providing emergencies contact numbers for all attendees at the conference site is also helpful.

Out-Brief Format and Process

_____After Action Reviews - Information all attendees of roles and that after action reviews will be forwarded pending the group consensus.

_____Lessons Learned

During the conference you should keep a log book of notes and lessons learned for recording things that occurred during the conference. It is better to record during the conference when something happens, rather than trying to rely on memory after the conference is over.

_____Out-brief Format and process - The out-brief should be done in PowerPoint and it is helpful to provide the template and format to the briefers at the beginning of the conference, rather than trying to introduce it to them at the end. It is also a good idea for the conference attendees to select a overall spokes person to begin the brief, and also have functional area briefers included to cover details.

_____Evaluations - Provide conference evaluations on the final day of the event. Collect and review for input into the report and to make conferences better for future events. A sample conference evaluation can be found in Appendix XX.

_____Letters of Appreciation and Thank you notes - Provide letters of appreciation on the final day of the conference to speakers, facilitators and support staff. Provide thank you notes for others as needed.

Appendix D

Sample
Strategic Planning
Training Course Outline

STRATEGIC PLANNING BASIC COURSE

DESCRIPTION:
Strategic Planning course provides an introduction to the principles and practices of strategic planning. Conducted interactively, it leads participants in the step-by-step creation of a strategic plan. Designed to provide a framework for planning, the course is valuable to both those involved in developing strategy and those called upon to deploy strategy in action. The principles presented are applicable at a variety of levels in the organization.

COURSE LENGTH: 2 days

LEARNING OUTCOMES:
Affective Objectives
Participants will value the importance of strategy in the workplace as reflecting environment, service requirements, and effective alignment
Participants will value the contributions of strategic planning in structuring their own work.
Participants will feel greater confidence in responding to strategic initiatives.
Cognitive Objectives
Participants will understand principles of effective strategic thinking and planning.
Participants will understand strategic lifecycles in organizations.
Participants will understand the steps in building, communicating and evaluating results of a strategic plan.
Participants will understand the relationships of strategic and action planning to their own workplace .
Behavioral Objectives:
Participants will be able to participate in strategic and action planning processes, employing recognized tools and techniques.

COURSE CONTENT
1. What is Strategy?
2. Defining Mission and Vision for Strategy.
3. Understanding Customer and Stakeholder Requirements
4. Understanding the Environment and Technology
5. Assessing Strategic Capabilities (SWOT analysis)
6. Assessing Strategic Risks
7. Developing Strategic Measures (Balanced Scorecards and Other Strategic Measures)
8. Planning and Empowering Strategic Action (Linking Strategy and Action Planning)
9. Communicating, Supporting and Measuring Strategic Action (Includes integrating Planning with action initiatives such as Six Sigma)
10. Cycles of Planning and Tracking Long Term Results

Appendix E

List of Professional Associations and Other Resources Organizations

1. Association for Strategic Planning

2. American Management Association

3. U.S. Department of Agriculture

4. OPM

5. Department of Commerce

6.

Appendix F

Recommended Strategic Planning Professional Reading List

The list identifies several books on strategic planning for professional reading. Some are textbooks used in graduate and undergraduate level courses; others are books available in book stores and on-line. Many of these books are also available in your local library. The list is not in priority or ranked order, but is only a composite list of good sources of information related to strategy and strategic planning. Please let us know if you have a strategic planning/management book that you would like to add to the Professional Reading List.

1. <u>Strategy Pure & Simple: How Winning CEOs Outthink Their Competition</u> by Michel Robert, McGaw-Hill, 1993

2. <u>Real Time Strategic Change</u> by Robert W. Jacobs, Berrett-Koehler Publishing, 1994

3. <u>The Strategy-Focused Organization</u> by Robert S. Kaplan and David P. Norton, Harvard Business School Publishing, 2001

4. <u>Strategy Safari – A Guided Tour Through the Wilds of Strategic Management</u> by Henry Mintzberg, Bruce Ahlstrand, and Joseph Lampel, Free Press 2005.

5. <u>Essential Challenges of Strategic Management</u> by Dr. William B. Rouse, John Wiley & Sons, Inc, Wiley-Interscience Publications, 2001

6. <u>Team-Based Strategic Planning – A Complete Guide to Structuring, Facilitating, and Implementing the Process</u> by C. Davis Fogg, AMACOM American Management Association Books, 1994

7. <u>Corporate Strategy</u> by H. Igor Ansoff, McGraw-Hill, 1965

8. <u>Implanting Strategic Management</u> by H. Igor Ansoff, Prentice Hall, 1984

9. Strategic Management and Business Policy by Thomas L. Wheelen and J. David Hunger, Eighth Edition, Prentice Hall, 2002

10. Competitive Strategies: Techniques for Analyzing Industries and Competitors by Michael E. Porter, New York: Free Press, 1980

11. Leadership in Administration by Philip Selznick, Row-Peterson, 1957

12. Strategy and Structure: Chapter in the History of the Industrial Enterprise by Alfred D. Chandler, MIT Press, 1962

13. Strategies and Styles: The Role of the Center in Managing Diversified Corporations by Goold and Campbell, 1987

14. Levers of Control: How Managers Use Innovation Control Systems to Drive Strategic Renewal by Robert Simons, 1995

15. The Strategy Process by H. Mintzberg, J.B.Quinn, and R.M. James, Prentice-Hall, 1988

16. The Way of Strategy by William A. Levinson, ASQC Quality Press, 1994

17. Strategic Management: A New View of Business Policy and Planning by D.E. Schendel and C.H. Hofer, Little/Brown, 1979

18. Business Policy: Strategy Formation and Management Action by W. F. Glueck, McGraw-Hill, 1976

19. Strategies for Change: Logical Incrementalism by J. B. Quinn, Homewood-Irwin, 1980

Appendix G

SWOT ANALYSIS MATRIX

The purpose of the SWOT analysis is to develop courses of action that capitalize on ORGANIZATION strengths and external opportunities or overcome program weaknesses and external threats. The courses of action resulting from the analysis should move the organization to its vision. The analysis will suggest the strategies needed to close the gap between today and the vision.

Using the tables previously completed in the external and internal analyses, prioritize and develop potential courses of action for each driving force or emerging trend. As you develop courses of action ensure that those actions will help the organization reach the modified vision just developed. The chart below illustrates the process

#	Driving Force or Emerging Trend	Opportunity/ Threat	Potential Course(s) of Action (Use Bullets)

Appendix : H Sample Conference Agenda

HQ, USAG, Fort Pick-A-Post
200X Commander's Annual Strategic Planning Conference

18 – 19 April 200X
The Commons
Fort McPherson, GA

DRAFT AGENDA

Purpose: To update strategic and annual plans with re-validated mission, vision, guiding principles, goals, objectives and associated strategic actions and performance measures.

<u>Tuesday, 18 April 2006</u>

0800 – 0810	**Welcome** Provide administrative notes	**Facilitation Team**
0810 – 0840	**Commander's Intent** Emphasize the Garrison's strategic priorities and goals of the conference.	**COL Hawk-Eye**
0840 – 0900	**IMA Overview** **The Army IMA Mission and Vision** **The Army IMA Action Plan**	**Mr. Region Director**
0900 – 0915	**BRAC**	**General Half-Track**
0915 – 0930	**BRAC Overview**	**Region Rep**
0930 - 1000	**Six Sigma Overview**	**Mr. Joe Blackbelt**
1000 - 1015	**Break** **Senior Executive Leadership Departs**	
1015 – 1035	**Strategic Planning Overview** **Guiding Principles/Core Values** **Discuss Mission and Vision**	**Planning Team**
1035 – 1050	**Review Garrison Planning Assumption**	**Planning Team**
1050 – 1115	**Review Garrison External and Internal** Environmental Analysis External and internal factors that influence Garrison programs.	**Planning Team**
1115 – 1230	**Lunch**	
1230-1300	**Team Building Exercises**	**Ms. Fun Leader**

1300 – 1330	**Review Strengths, Weaknesses, Opportunities, and Threat (SWOT) Analysis** Courses of Actions that capitalize on Garrison Strengths and external opportunities or overcome program weaknesses and external threats.	**Planning Team**
1330-1430	**Review Goals and Objectives**	**Planning Team**
1430-1445	**Break**	
1445 –1630	**Review Action Plans and Initiatives**	**Planning Team**

Wednesday, 19 April 2006

0800 – 0915	**Continue to Review Action Plans**	**Planning Team**
0915 – 0925	**Break**	
0925 - 1000	**Continue to Review Action Plans and Initiatives**	**Planning Team**
1000-1115	**Implementation Strategy and Reporting Process, Identify Goal Champion**	**Planning Team**
1115 – 1230	**Lunch**	
1230 – 1345	**Continue Implementation Strategy Reporting Process, Identify Goal Champion**	**Planning Team**
1345 – 1355	**Break** **Senior Executive Leadership Returns**	
1355 – 1600	**Strategic Alignment Briefing begins**	**Directors**
1600 – 1630	**Closing Remarks**	**COL Hawk-Eye**
1630	Conference Concludes	

Appendix I - SAMPLE LIST OF PROSPECTIVE CONFERENCE PARTICIPANTS

POTENTIAL ATTENDEES

Garrison Staff	MAX # of attendees (may be less)
Commander	1
Chief of Staff	1
Command Sergeant Major	1
Deputy Commander	1
Director, Human Resources	5
Director, Public Works/Logistics	5
Director, Plans, Training, Mobilization, & Security	5
Chief, Resource Management	3
Director, Emergency Services	5
Director, Morale, Welfare, & Recreation	5
Director, Information Management	5
Inspector General	1
Staff Judge Advocate	3
Commander, HQ Command	2
Chaplain	2
Public Affairs Officer	2
Chief, Safety Office	2
Chief, Civilian Personnel Advisory	3
Equal Employment Opportunity Officer	1
Senior Career Counselor, Installation Retention	1

Partners	
MACOM	1
Senior Mission Commanders	1
Medical Clinics	1
AAFES	1
Commander, Health Clinic	1
Commander, Dental Clinic	1
Local Union	1
MACTEC	1
Various Vendors, Suppliers, Contrators	1
Vendor A	1
Vendor B	1
Contactor A	1
Contractor B	1
Local City	1
Local County	1
Local School Board	1
Others, as appropriate	1

TOTAL: AS MANY AS YOU THINK YOU NEED, BUT DON'T MAKE IT TOO MANY!

Appendix J:

Welcome and Administrative Notes

Welcome   Done by Commander or lead facilitator/conference coordinator

Introductions   Introduce conference facilitators and support staff by name and office
                            Have all attendees introduce themselves by name and office/job

Admin notes: Name tags – please make your own and encouraged to be creative
                            Sign in and out at each group table
                            Restrooms
                            Parking
                            Cell phones
                            OK, to leave items in room overnight – nonvaluables only
                            Breaks – please return on time and ready to go
                            60 second stretches
                            Lunch – 1115 to 1230 encourage you to eat here at the Club
                            Beverages and bottled water/snacks on honor system
                            Pitcher water also available in the lobby

Appendix K – Sample Conference Sign-in Roster

Sign In Roster

Session: **Strategic Planning Conference**   **Location:**

Date(s):   **Facilitator:**

	Name (please print clearly)	Organization	Phone/E-mail	Signature
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				
13.				

14.			
15.			
16.			
17.			
18.			
19.			
20.			
21.			
22.			
23.			
24.			
25.			
26.			
27.			
28.			

Appendix L: Probability/Impact Matrix – Issues Priority

ISSUES PRIORITY MATRIX

PROBABLE IMPACT ON THE ORGANIZATION			

		HIGH	MED	LOW
	HIGH	High Priority HH	High Priority HM	Medium Priority HL
PROBABILITY OF OCCURRENCE	MED	High Priority MH	Medium Priority MM	Low Priority ML
	LOW	Medium LH	Low Priority LM	Low Priority LL

ISSUES PRIORITY MATRIX COMPLETED

		Impact on the Organization		
		HIGH	MEDIUM	Low
Probability of Occurrence	HIGH	• Single DOIM • DOIM CAC Card (Commo $) • FES Staff Requirements • Uniformed Funds Mgmt • Access Control Point Manning (Security Guards) • BRAC 2005 • Report Requirements • Retirees – Next 5 years • May need to rely on outside Sources. • Difficult to recruit with outside. • Rely on existing facilities • Limited Maint Funding • Facility Deterioration • DOIM Production Equip (Old/Obsolete) • Expedite Staffing of Documents (Electronic Signature) • Multiple Cmt/Survey Sys • Pressure to continue Services • IMA & Higher HQ Mandates • Not executing the Strategic Plan	• Accreditation • Specialized Services offered On-Post • Incorp. Health/Safety Issues • Document Mgmt System • Meetings (too many, no outcome, & limited info sys) • Centralized Decision-making • Facility Consolidation/Program Consolidation • Identify all potential sources.	• New Personnel • New facilities
	MED	• Aging workforce • Utilities savings • Environmental cleanup	• Lean Six Sigma • NIBD Exemptions • Referral MWR Services • Local Partnerships Limited • Blind Implementation of efficiencies	• New vehicles • Outsourcing
	LOW	• Delegation Authority • Link Life Cycle Mgt Plan to dollars. • Paperless		

Appendix M -

Sample Floor Layout for Large Group Sessions
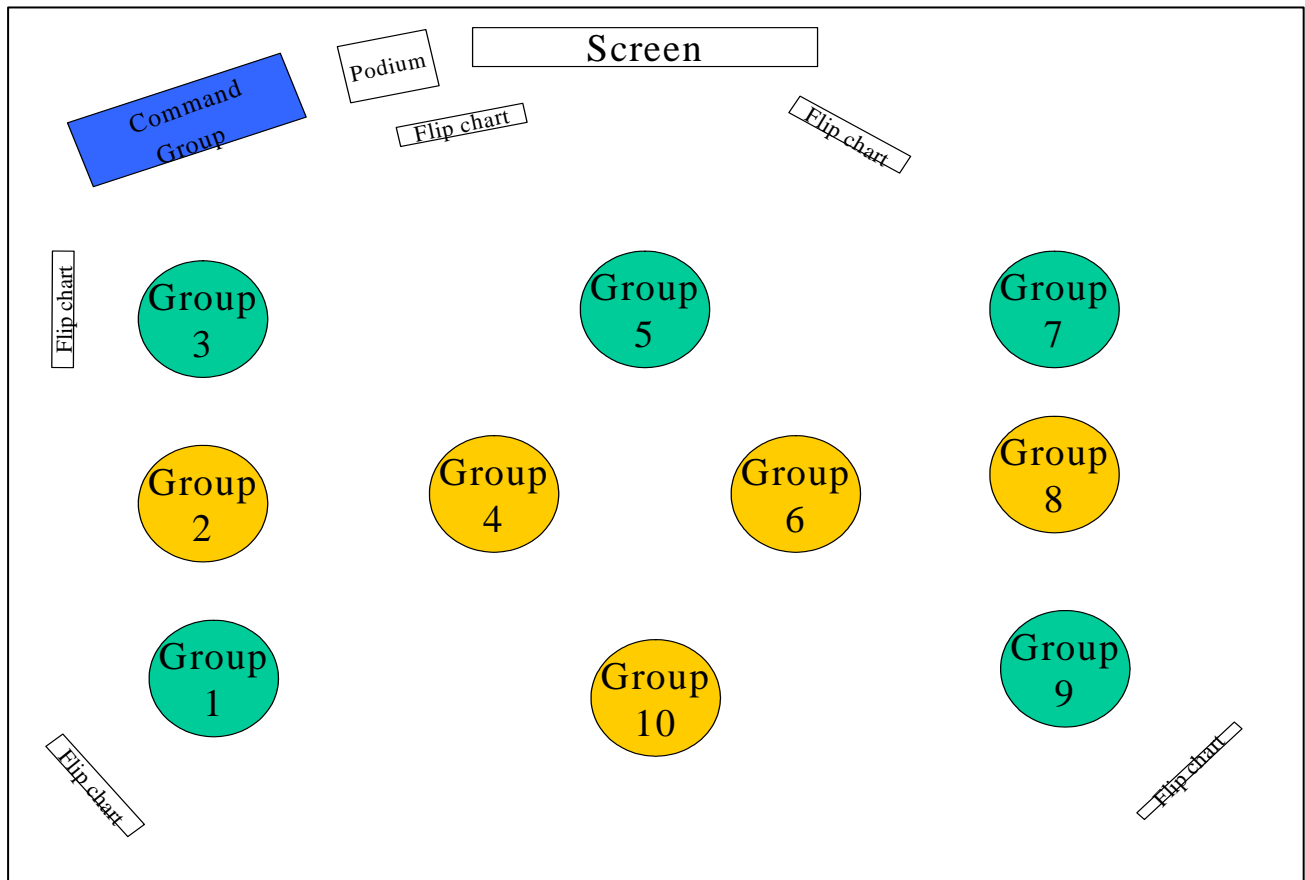
Internal and External Factors Worksheet

IDENTIFYING EXTERNAL AND INTERNAL FACTORS

The direction of the Garrison programs is greatly influenced by external and internal factors.   Identify major external and internal factors that impact on the Garrison specifically.   Internal refers to anything that is within the Garrison organization. External influences include all things outside the Garrison organization:

MAJOR EXTERNAL INFLUENCES

1.

2.

3.

4.

5.

6.

7.

MAJOR INTERNAL INFLUENCES

1.

2.

3.

4.

5.

6.

7.

Appendix O - Environmental Scanning Matrix

EXTERNAL ENVIRONMENTAL ANALYSIS

Planning begins by assessing the external environment and forecasting (making an educated guess) the impact of major driving forces and emerging trends on the organization as it moves to a point in time. These forecasts are evaluated to identify opportunities and threats created primarily by forces outside the control of SERO and the SERO/IMA organization.

Listed below and on the following pages are tables that allow you to forecast major driving forces and emerging trends from the external environment.

Much has happened in the Army over the past few years. Analysis of the external environment will allow you to identify current and projected ORGANIZATION program opportunities and threats. Identification of driving forces and emerging trends will allow the development of potential courses of action that may be included into your plan.

Group Instructions:
1. Identify driving forces and emerging trends.

2. For external analysis Indicate impact in terms of an opportunity or threat.

3. For internal analysis indicate impacts in terms of a strength or weakness.

4. Do not complete the last column of the table (courses of action) at this point.

NOTE: Use sufficient words in the table that the entries will stand alone.

EXTERNAL ENVIRONMENTAL ANALYSIS

Category 1 - Policy, Regulation, Laws, New Missions: When completing this table, consider policies/regulations at all levels (DoD, DA, MACOM), U.S. laws or rules, state and local regulatory issues, and other agreements that impact the ability to perform.

1. Policies: Within the ORGANIZATION, IMA, or DA/DOD, are there any current policies that either help or hinder your ability to perform your duties? Are there any new policies that should be considered? Are there policies that are outdated or expired that need to be considered for renewal or permanent cancellation?

2. Regulations: Within the SERO, IMA, or DA/DOD, are there any current regulations that either help or hinder your ability to perform your duties? Are there any new policies that should be considered? Are there policies that are outdated or expired that need to be considered for renewal or permanent cancellation?

3. Laws: Are there any current or new (laws, local, state, or federal) that impact on how the operates?

4. Missions: Has the organization taken on any new missions without additional resources? Are the missions currently being performed that should be discontinued?

Policies, Regulations, Laws, and Missions:

#	Driving Force or Emerging Trend	Opportunity / Threat	Potential Course(s) of Action (Use Bullets)

EXTERNAL ENVIRONMENTAL ANALYSIS

Category 2 - Community/Region Profile:

1. Demographics: Discuss and identify information about the population on-post and off.   Demographic mix, age distribution, social patterns, trends, etc. that may impact on ORGANIZATION operations.

2. Land/Facility Use, Development and Key Physical Attribute: Identify any patterns of land/facility development in the area, both military and civilian. Does it impact the ORGANIZATION?   Do the physical attributes such as location, natural resources, climate and environmental factors influence availability, accessibility, and feasibility of operations?

3. Social, Cultural, and Economic Attributes: This set of factors considers major social values and attitudes toward the military and the ORGANIZATION program.
Factors considered here are current and projected economic conditions, wage rate, prices, size of the economy compared to the civilian community, and community desire and capability to support the organization.   Discuss each of these and identify any impacts or trends.

Community and Region Profile:

#	Driving Force or Emerging Trend	Opportunity / Threat	Potential Course(s) of Action (use Bullets)

ORGANIZATION EXTERNAL ENVIRONMENTAL ANALYSIS

Category 3 - Business and Industry Standards and Trends:

1. <u>Technology Assessment</u>: The <u>technology</u> industry is constantly updating and adding new technologies to streamline operations, improve service and reduce costs. Are they being used in the ORGANIZATION?   Are there new technologies we should be implementing or old technologies we should abandon? Assess the overall quality of ORGANIZATION technologies, e.g. computer, phone, copiers, fax, etc.

2. <u>Business Practices:</u> Are there business practices in other Army, military, government, or private sector businesses that we should/can implement within the ORGANIZATION?

3. <u>Delivery Systems:</u> Are our program and service delivery systems integrated and streamlined to improve customer service. Are we keeping up with trends in the industries? Are there redundancies or duplications that could be merged or eliminated?

Business and Industry Standards and Trends:

#	Driving Force or Emerging Trend	Opportunity / Threat	Potential Course(s) of Action (Use Bullets)

ORGANIZATION EXTERNAL ENVIRONMENTAL ANALYSIS

Category 4 – Business and Industry Standards and Trends

1. Professional Organizations: Identify professional organizations within the ORGANIZATION disciplines develop and provide demand projections, standards and customer trends. Are we actively engaged with these professional associations? Are we using data they provide? Is participation in professional organizations and use of their data meaningful in our environment?

2. Business Operating Performance Measures and Standards: Output based standards are available   for many key performance areas. They include professional standards, historical trends, and time standards. Are we using them? Are they meaningful in our environment? Are there any organizations or agencies that have existing measures and standards we can use or compare to? Is Six Sigma, Lean Organizations, ISO 9000/14000 in use and/or applicable within the ORGANIZATION?

#	Driving Force or Emerging Trend	Opportunity / Threat	Potential Course(s) of Action (Use Bullets)

ORGANIZATION INTERNAL ENVIRONMENTAL ANALYSIS

Another step in the planning update is assessing the _organization's internal environment_ in terms of operating performance. In this analysis, we look at operating performance in terms of driving forces and emerging trends. These forecasts are evaluated to identify strengths and weaknesses and used to develop potential courses of action that may be included in your planning.

Category 5 - Leadership and Management

1. **Command Climate:** Discuss the command climate and identify any key issues that relate to the current command climate. How would you rate the overall command climate? Is morale high, low, or somewhere in the middle? What are key impacts on command climate? How can we make it better?

2. **Policies and Decision Making:** Are current policies and new policies being effectively implemented and are we fully in compliance? Evaluate our overall policy environment and the effectiveness of decision-making.

3. **Information Flow:** Does information flow freely and effectively throughout the organization? Why or why not? How can we make it better?

#	Driving Force or Emerging Trend	Strength Weakness	Potential Course(s) of Action (Use Bullets)

ORGANIZATION INTERNAL ENVIRONMENTAL ANALYSIS

Category 6 -Leadership and Management

1. **Management of Change and Process Improvement:** Does the ORGANIZATION manage change effectively? Are there process improvements that need to be implemented or at least considered for revision?

2. **Performance Managements Review (PMR) and Productivity Improvement Review (PIR):** Does HRD participate in the PMR and PIR process? Is there any value in participating? What are the weaknesses? How can we make it better?

3. **Strategic Planning:** Are strategic plans within the ORGANIZATION being used? If so, are they effective? If not, why are they not being used? How can we improve the strategic planning process? Is additional training in strategic planning/management needed?

#	Driving Force or Emerging Trend	Opportunity / Threat	Potential Course(s) of Action (Use Bullets)

ORGANIZATION INTERNAL ENVIRONMENTAL ANALYSIS

Category 7 – Operating Environment

The systems approach lets you search each of the sub-systems to identify driving forces or emerging trends. The sub-systems include:

1. **People:** Workforce elements. Do we have the right people in the right place doing the right jobs? What is the skill level, performance level of our workforce? Do we have a balanced workforce in terms of age, skill, and division of duties?

2. **Management/Leadership**: Discuss command and control elements of the ORGANIZATION. Is the leadership at all levels being held accountable? Does leadership management effectively to a plan? Is leadership consistent in managing ORGANIZATION affairs?

3**. Structure:** Discuss the formal organization in which work is accomplished in the ORGANIZATION. Does the current organization structure work? Should it be re-designed or restructured?

4**. Tasks**: Are we doing the right things at the right time. Are we prioritizing effectively? Are tasks being assigned to the right person or office? The nature of "what needs to be accomplished." Is the tasking system current, up to date, and accurate?

#	Driving Force or Emerging Trend	Opportunity / Threat	Potential Course(s) of Action (Use Bullets)

ORGANIZATION INTERNAL ENVIRONMENTAL ANALYSIS

Category 8 – Operating Environment

1. **Technology:** Do you have the right technology tools to accomplish work? What improvements should we make in our technology investments?

2. **Operational Environment:** Discuss the formal workplace environment. Is the work environment free of fear? Do employees feel involved and are they given opportunities to participate in the decision making process? If not, how can we make it better?

3. **Organizational Culture:** What are the key attributes that make up our organizational culture? Do we have sub-cultures within the organization? If so, identify and discuss.

4. **Training:**   Evaluate the training that is being provided within the SERO, IMA, and the Army. Identify Training that is needed. Are we training the right things at the right time? Do we adequately invest in training?

#	Driving Force or Emerging Trend	Strength/ Weakness	Potential Course(s) of Action (Use Bullets)

ORGANIZATION INTERNAL ENVIRONMENTAL ANALYSIS

Category 9 - Program and Market Analysis.

1**. Customer and Market Analysis:** This area includes all types of customer feedback including: Use, Facilities Rating, Service Rating, Equipment Rating, Perception of Quality, and Competitive Advantage. Use available Market Research.

2. **Program Analysis:** Discuss ORGANIZATION programs and services. This area includes customer program feedback and management analysis of operations. Some areas to consider include staffing, equipment, accessibility, fees and charges, operating hours, and customer use, etc. Are we doing the right things at the right time for the right reasons?

3. **Facilities Analysis:** Is the ORGANIZATION effectively utilizing available facilities and spaces? Are facilities safe, clean, and comfortable for customers and employees? If not, what can we do to make it better? Identify any major safety deficiencies or problems.

#	Driving Force or Emerging Trend	Opportunity / Threat	Potential Course(s) of Action (Use Bullets)

ORGANIZATION INTERNAL ENVIRONMENTAL ANALYSIS

Category 10 - Program and Market Analysis

1**. Competitive Analysis:** This area includes competition identification and competitor strength and weakness. It considers both on- and off-post competition and competition with other Services.   Identify any competitive forces that may be affecting the ORGANIZATION.

2. **Program Costs:** Are program costs increasing, decreasing, or remaining the same. Are costs reasonable? Are there cost containment and cost reduction initiatives we can implement?

3**. Resource Analysis:** This area includes resource availability and use, revenue generation, budget performance, net income results and cash flow required for future operations. It targets requirements for the future and prioritizes resource allocations.

#	Driving Force or Emerging Trend	Opportunity / Threat	Potential Course(s) of Action (Use Bullets)

Appendix P - Strategic Planning Conference Evaluation

(Date) (Name of Organization)

STRATEGIC PLANNING CONFERENCE

EVALUATION FORM

Your comments will help improve future conferences.

	Poor	Below Average	Average	Above Average	Good
1. Conference Topics					
2. Conference location					
3. Conference length					
4. Accommodations					
5. Written/diskette material					

Conference topics that should be added:

_____

_____

_____

_____

_____

Other Comments: _____

_____

_____

Conference frequency: _____

_____

_____

Location next conference: _____

_____

_____

Appendix Q - Strategic Plan Evaluation Checklist

Strategic Plan Evaluation Matrix
Plans Division, Installation Management Agency, Southeast Region

Installation/Garrison: _____

Date of the Evaluation:_____

Evaluation Completed by:_____

Executive Summary:
(In this space provide an overall assessment summary of the plan that outlines the details contained below in the matrix below)

Appendix Q
Strategic Plan Evaluation Checklist

#	Strategic Plan Evaluation Criteria	Yes/No	Finding	Recommendation
1.	Does the plan have an attractive cover identifying the organization, logo, and planning years?			
2.	Is the plan in color?			
3.	Are pictures used and well-placed throughout the plan?			
4.	Does the plan have an Appendix?			
5.	Does the plan contain charts and tables that easily and clearly present information?			
6.	Is it evident the planning team used the IMA A-to-G Strategic Planning Model?			
7.	Are the planning years clearly and consistently identified throughout the document, both in the content and in the header or footers of the document?			
8.	Is the mailing address, phone numbers and proponent office/point of contact contained in the document?			
9.	Does the document have a Table of Contents?			
10.	Are pages and titles in the Table of Contents accurate and complete?			
11.	Does the document start with a letter of intent and/or summary of strategic priorities and focus?			
12.	Is the planning process and cycle used for developing the plan outlined or summarized in the document?			
13.	Does the plan include a clear and well organized Organizational Profile?			
14.	Have planning assumptions been documented in the plan?			
15.	Does the plan have a Mission Statement.			
16.	Are Core Values and Guiding Principles contained in the document?			
17.	Does the Mission Statement clearly identify the purpose of the organization and what the key products and services are and who the customers are?			
18.	Does the plan have a Vision Statement?			

19.	Does the Vision Statement describe a clear end-state or desired conditions or outcomes in the future?			
20.	Are Environmental Scanning and SWOT analysis visible in the plan? (SWOT: Strengths, Weaknesses, Opportunities and Threats)			
21.	Are the Goals clearly written and identify the future desired outcomes?			
22.	Are the Objectives consistently and accurately aligned under the Goals?			
23.	Has the planning team used the Balanced Scorecard (BSC) Perspectives to organize initiatives?			
24.	Does the plan contain a Strategy Map?			
25.	Is the strategy map clearly and accurately presented?			
26.	Is there a list of references used for the development of the plan?			
27.	Is there a Glossary of Acronyms?			
28.	Is there a Glossary of Terms?			
29.	Have Goal and Objective Champions been identified?			
30.	Has responsibility been assigned for each of the initiatives and associated actions contained in the plan?			
31.	Do the initiatives and actions have clear and reliable measures and targets?			
32.	Is the implementation plan clearly identified and articulated in the plan?			
33.	Does the plan contain a communication strategy for ensuring that all that need to know are aware of the plan?			
34.	Does the plan have a process for adjusting actions and initiatives in response to change?			
35.	Is the plan easy to read and the strategy clearly understood?			
36.	Does the format of the plan flow easily?			
37.	Is the length of the plan conducive for easily reading and understanding the plan?			
38.	Does the plan contain a schedule for review and update?			

Appendix R

Sample

Garrison Strategic Planning
Conference Workbook

U.S. Army Garrison
Ft. McPherson/Ft. Gillem, Georgia

Commander's Off-Site
STRATEGIC PLANNING
CONFERENCE

18-19 April 2006
The Commons, Fort McPherson
Atlanta, Georgia

Planning Years 2006-2011

LEADERSHIP PLANNING WORKBOOK

PURPOSE OF THE STRATEGIC PLANNING CONFERENCE

- **The purpose of this strategic planning conference is to continue the work you have been doing over the past few years to transform the organization. You, the strategic planning team, can and should expect products and specific outcomes from this investment of your time and energy. These will include updated strategic and annual plans with re-validated mission, vision, guiding principles, goals, objectives and associated strategic actions and performance measures. Additionally, you will get by-products such as team building among you, the top leaders of the organization. We should also achieve organizational realignment, consensus of leadership, and a re-focused perspective of the future.**

INTRODUCTION TO STRATEGIC PLANNING

- **What is Strategic Action Planning (SAP)?**

It is the process by which the guiding members of an organization envision its future and develop the necessary procedures and operations to achieve that future.

- ***The PLAN should…***

ESTABLISH DIRECTION, FOCUS ACTION, INCREASE MOTIVATION, HEIGHTEN COMMUNICATION, FOSTER CREATIVITY, and REDUCE COSTS.

EXPECTED OUTCOMES

The strategic planning process creates a succinct statement of mission, a clear picture of a desired future state (vision), a set of strategic goals that will guide the organization's efforts, and specific performance-based objectives or initiatives to be accomplished. Our expected outcomes at the end of the conference are to:

Improve the understanding of the Garrison, IMA, and Army strategic direction.

Update "Internal and External" Analysis of target programs.

Complete "SWOT" analysis of the overall Garrison.

Learn the processes associated with developing the SAP.

Update the existing strategic and annual plans, to include review and update of the goals, objectives, and associated initiatives for the Garrison with a balanced approach between maintaining customer services and implementing BRAC requirements.

Lay groundwork to manage implementation, monitoring, and on-going adjustment of the plan.

GUIDANCE

Be a guiding member of the organization

No hidden agendas

You are the subject matter experts; the facilitation team will help with the process

We are not looking for consensus; a clear majority is sufficient

Everyone owns the results

Your Plan should be result oriented:

- Supports the Army and HQ IMA Mission, Vision and Strategic Action Plans
- Complement the IMA-SERO Strategic Direction
- Increase Customer Satisfaction
- Improves Operational Efficiency
- Cost Savings

The Plan should be the integrating mechanism for other ongoing improvement initiatives:

National Performance Review	GRPA
Force XXI	Installation XXI
Reengineering	A-76
Baldridge/APIC	IGPBS and Modularity
ISR 1 – 3	ABC/SBC
Lean Six Sigma	Total Army Quality

- The Plan should also take into account any and all emergent issues such as force protection, BRAC, restationing impacts, economic factors, ect.
  - Meet the commander's intent as delivered in the opening remarks and as captured in our discussion during the planning conference.
  - The plan is a "living document" that is continuously reviewed, monitored, and adjusted, as needed.

-

**The Plan developed here is yours - the Garrison's Top Team.
Write the message you want to receive!**

Garrison Commander's Intent and Strategic Priorities

I continue to believe strongly in participatory management and ask that all members of the organization recommit themselves to the strategic plan and the associated processes throughout the year. We have made several improvements to our strategic plan, but should consider this as a living document that should be continuously analyzed, improved, and updated as conditions change.

It is now common knowledge that Fort McPherson is closing and Fort Gillem is transforming into an enclave. This fact does not however mean that we can turn our attention exclusively to Base Realignment and Closure (BRAC) requirements. We are still at war and our customers are relying on us to support their missions.

My strategic focus is to take care of our customers. The Army Performance Improvement Criteria (APIC) continues to be the basis for the way we manage our customer and market relationships, planning, processes, human resources, knowledge and intellectual resources, and our business results. The underlying philosophy is that a learning organization operates with greater efficiency and effectiveness to satisfy the needs of our customers. To that end, we will use the APIC as the framework to plan, execute, evaluate, and improve our operations. Although we are not going to participate in the Army Communities of Excellence (ACOE) competition, the true strength in APIC is that our customers and our organization along with the people who make it up will benefit from its application to the way we do business.

With that in mind, I have outlined below my four primary strategic priorities for FY07 year and want to project these out to FY12 with adjustments, as needed.

Strategic Priorities

5. Support our customers' mission readiness.

6. Provide a balanced approach to facilities, programs and services to our customers within available resources.

7. Develop a Human Resource Plan that balances the organization's skills and strength requirements with the needs and well being of the workforce.

8. Implement BRAC requirements

I ask that everyone in the organization stay continuously focused on these priorities in everything we do and work together to accomplish all of the goals and objectives outlined in this strategic plan. Thanks for all you have done and all you will continue to do!

- Original signed-

ANGELA M. MANOS-SITTNICK
Colonel, MP
Commanding

THE ARMY INSTALLATION MANAGEMENT AGENCY (IMA) STRATEGIC VISION AND GOALS/OBJECTIVES

The IMA Mission
Manage Army installations to support readiness and mission execution – provide equitable services and facilities, optimize resources, sustain the environment, and enhance the well-being of the Military community

The IMA Vision
Communities of Choice - Home to America's Armed Forces with premier facilities and services that enable our military to deploy and win on any battlefield.

Goal 1: Develop and retain visionary **leaders** and an innovative, **professional workforce** focused on building communities of choice

   1.1 Use and resource a disciplined career lifecycle workforce education/ development framework

   1.2 Further develop, deploy and inculcate the IMA identity, esprit de corps and culture

Goal 2: Optimize **resources** and employ **innovative** means to provide **premier facilities and quality services**

   2.1 Develop and formalize strategic business partnerships

   2.2 Deploy and institutionalize processes for fact-based decision making

   2.3 Align resource allocation with validated requirements and IMA's strategic priorities

   2.4 Seek best practices internal and external to the organization and apply throughout IMA

   2.5 Identify future risks, opportunities and liabilities and implement actions now

Goal 3: Be a streamlined, **agile** organization that is **customer-focused and results-driven** in support of current and future missions

 3.1 Define and continuously improve processes so that they are streamlined, standardized and repeatable across IMA

 3.2 Institutionalize knowledge management

 3.3 Gain efficiencies by streamlining organization structures and clarifying roles and responsibilities

 3.4 Build relationships of trust and confidence through open communication with all customers and stakeholders, internal and external

Goal 4: Build and sustain a state of the art **infrastructure** to support readiness and mission execution and enhance well-being of the military community

 4.1 Demonstrate leadership as stewards of environmental resources

 4.2 Outsource facilities and services (to include personnel) when economical and while maintaining mission support

 4.3 Plan and design installations to embrace and adapt to changing requirements

 4.4 Seek and develop advanced concepts and technologies to facilitate state of the art installations

NOTES:

IDENTIFYING CURRENT PLANNING ASSUMPTIONS

When developing and modifying the GARRISON Strategic Action Plan (SAP), some educated guesses (assumptions) need to be identified based on the best information available. These assumptions are used as a point of reference in your planning effort. The planning assumptions below were developed during mini-working groups:

1. While GARRISON services will be flexible and will continue concurrently with the execution of BRAC action plan, some services may be modified from their present form.

2. BRAC funding will not be available in FY06, but may be available in FY07.

3. Funding (APF, MILCON, etc.) stream will be reduced incrementally due to BRAC status.

4. NAF revenue will decline as population declines.

5. The requirement for GARRISON program and personnel training and certification may increase.

6. Garrison business processes will continue, as directed , with some exemptions.

7. Funding and approval will be required for the Garrison to take over technology/communication services being provided by HQ FORSCOM..

8. The GARRISON is exempt from SGO structure, but will be reengineered/reconfigured to meet mission requirements. GARRISON support functions and facilities will continue to be consolidated.

9. GARRISON employee insecurity will continue and result in high attrition and will inhibit the ability to fill positions as a result of BRAC. New approval process is impacting ability to fill positions.

10. The GARRISON has an aging workforce that will result in a large number of retirements.

11. The pool of available workforce will change.

12. Some Garrison services currently being provided will be transferred to other agencies, but may be limited by regulatory or statutory prohibitions.

13. Various personnel separation incentives may be available.

14. USAR will take over responsibility of Gillem Enclave.

15. Multiple coordinations will be required prior to BRAC end state.

16. The installation property may be transferred incrementally.

17. Various placement programs will be available to the workforce.

18. Involuntary staff reductions may be required.

The direction of the Army GARRISON Programs are greatly influenced by External and Internal Factors. This includes but is not limited to:

External Influences

1. Availability of BRAC and all other funding.

2. Organizational Customer's BRAC timeline.

3. Global War on Terrorism (GWOT)

4. Directed CLS

5. Directed Standard Garrison Organization (SGO)

6. Ongoing political activities.

7. NSPS

8. Hiring process will inhibit ability to fill positions.

9. Process for hiring contractors will inhibit the ability to perform work.

Internal Influences

1. Changing Command Philosophy

2. Personnel turnover.

3. Funding processes.

4. Outdated equipment.

5. Increased labor unrest.

6. Property accountability.

7. Environmental factors.

8. Workload changes and process documentation (e.g., SOPs)

9. Take care of people.

10. Facilities and degradation.

GARRISON EXTERNAL ENVIRONMENTAL ANALYSIS

Planning begins by assessing the external environment and forecasting (making an educated guess) the impact of major driving forces and emerging trends on the organization as it moves to a point in time. These forecasts are evaluated to identify opportunities and threats created primarily by forces outside the control of GARRISON and the GARRISON organization.

Listed below and on the following pages are tables that allow you to forecast major driving forces and emerging trends from the external environment.   To assist you with the analysis they have been broken down into three specific areas:

1. Policy, Regulation, Mission and Laws
2. Region//Community Profile
3. Business & Industry Standards and Trends

Much has happened in the Army over the past few years. Analysis of the external environment will allow you to identify current and projected GARRISON program opportunities and threats. Identification of driving forces and emerging trends will allow the development of potential courses of action that may eventually be included into your plan.

Policy, Regulation, Mission, and Laws: When completing this table, consider policies/regulations at all levels (DoD, DA, MACOM), U.S. laws or rules, state and local regulatory issues, and other agreements.

Instructions:
1. Identify driving forces and emerging trends.
2. Indicate impact in terms of an opportunity or threat.
3. Do not complete the last column of the table at this point.
NOTE: Use sufficient words in the table that the entries will stand alone.

Policies, Missions, Laws:

Policies/Laws/Reg/New Missions

	Possible Actions	**Related Obj**
Single DOIM (OB: 4/6)	Develop Transition Plan ID IT Requirements for customers	
NSPS	Educate workforce Train Supv/Mgr on processes	(OB: 1/2/6/7

	ARC exemption/exclusion	
Transformation	Keep Workforce informed Conduct info sessions Involve/ID possible	(OB: 1/5/7)
FES Staff Requirements	Re-employment annuitants Increase Partnerships Part-time list/flex employment Continuous Recruit Manpower	(OB: 1/5)
Uniformed Funds Management (UFM)	Track & Report UFM distribution and adjustments Property Management	(OB: 2/3/4)
Lean Six Sigma	Train Implement Report Request exemption	(OB:1/2)
NIBD Exemptions	Ensure exemptions in place as needed Link to UFM Distribution	(OB: All)
Access Control Point (ACP) Manning (security guards)	Develop timeline for transition Develop staffing work plan for new installation configurations Coordinate with SERO	(OB: 5)
Accreditation	DOIM Information Assurance Request exemptions to accreditation while continuing to maintain critical services/standards/ACS/CYS/FES/Health Clinic	(OB: 3/6)
BRAC 2005	Review initial Implementation Plan and adjust as needed. Develop BRAC Review Reporting process	(OB: All)
Report Requirements	Selected requests for exemptions ID BRAC Reporting requirements/timelines	(OB: 5/7)
Automated Directory Assistance Services (ADAS)	Develop transition plan	(OB: 6/7)
Delegation of Authority	Internal Fort McPherson/SERO/IMA	(OB: All)

Community/Region Profile: Many aspects of the community/Region impact the delivery of Garrison services. Areas to consider include:

Issue	Possible Actions	Related Obj
Transient population (MIL) static (CIV)	Expand and market relocation services for civilians Expand log pack out services Educate workforce on relocation services	(OB: 1/3) Fact of Life (FOL)
	Provide education/information system	(OB: 1/3)

Lower Grades – More Transient		FOL
Atlanta may provide a work pool (lucid)	Develop new recruiting strategies Seek funding Utilize college placement centers/High school worker program	(OB: 1/3/7) FOL
Large off-post resident population out further	ID all customer population Develop Transition plan	(OB: 1/3/4/5) FOL
Small on-post resident population	Partnerships Develop plan for off post services	(OB: 1/3/4) FOL
Lots of off-post services	ID and establish support agreements	(OB: 3/4) FOL
Traffic Congestion	Promote ride share/car pooling/MARTA	(OB: 5)

Land/Facility Use and Development: The type and pattern of land/facility development in the area, both <u>military</u> and civilian. Does it impact the GARRISON ?

Issue	Possible Actions	Related Obj
Urban renewal/community redevelopment	TBD	FOL
Developer's pressures	TBD	(OB: All) FOL
Golf Course Real Estate	TBD	FOL
MILCON will be cut off	No action	FOL
Customer Dissatisfaction – fac	Educate customer/be proactive Employee training	(OB: All) FOL
Minor Construction eliminated		FOL
Large amount of environ. At Ft Gillem with some at Ft McPherson	Execute current BRAC plans	(OB: 2/4/5) FOL
Expensive living standards in Atlanta	No action	FOL
Strong but unstable economy	No action	FOL
Utilities privatization		

Business and Industry Standards and Trends: Four basic aspects of the leisure and community support industry impact GARRISON programs.

 Technology Assessment: The community support industry is constantly updating and adding new technologies to improve service and reduce costs. Are they being used in the Garrison?

Business Practices and Delivery Systems: Delivery systems are being integrated and streamlined to improve customer service. Are we keeping up with trends?

Community Support Projections: Professional Organizations and within the GARRISON disciplines develop and provide demand projections, standards and customer trends. Are we using this data? Is it meaningful in our environment?

Business Operating Performance Measures and Standards: Output based standards are available for many key performance areas. They include professional standards, historical trends, and time standards. Are we using them? Are they meaningful in our environment?

Business & Industry Standards & Trends

	Possible Actions	Related Obj
~~Automation in CPOL needs to be fully/expanded. Deployment to appropriate levels~~	~~Alternate source of funding~~ ~~Coordinate with CPOL & CHRA~~	~~(OB: 1/4/6)~~
Execute plan for money	Identify budget requirements	(OB: 2/3/4/6)
Use Existing Professional Standards	Identify standards Training for workforce Implement/Measure/Action	(OB: ALL)
Lost Time due to mandatory training	Conduct all required training at one time Identify all required training/trainer Schedule training Use Web based training days as intended	(OB: ALL)
Security Impacts Eligibility to post Access	Awareness to customer/sponsor Policy Awareness	(OB: 3/5)
Union Involvement	Intel Plan process	(OB: 1/3)
Professional Memberships	Sponsor	(OB: 1/3)

GARRISON INTERNAL ENVIRONMENTAL ANALYSIS

The second step in the planning update is assessing the organization's internal environment in terms of operating performance. In this analysis, we look at operating performance in terms of driving forces and emerging trends. These forecasts are evaluated to identify strengths and weaknesses and used to develop potential courses of action that may be included in your planning.

GARRISON Sub-Systems

People	**Management**	**Operating Environment**	**Tasks**
Structure	**Technology**	**Organizational Culture**	

GARRISON Key Processes and Sub-Processes as identified from the existing GARRISON Plan

Leadership:

Advocacy
Command Climate
Decision Making
Development
Directing
Information Flow
Management of Change
Planning
Policy
Process Improvement
Programming
Review and Analysis
Reporting
Strategic Planning

Programs:

Contingency Operations
Customer Service
Deployment Operations

Program Delivery
Facilities
Mobilization Operations
Operations

Work Life Support:

Safety and Security
Work Environment
Human Resource

Training/Development
Equal Opportunity
Rewards
Suggestions

Resource Management:

Automation
Budgeting
Capital Improvement
Environment
Information Systems
Maintenance

Support Services:

Administration
Construction
Contracting
Financial Management
Information Management
Maintenance & Repair
Marketing
Personnel Management
Procurement

GARRISON INTERNAL ENVIRONMENTAL ANALYSIS

**There are three separate steps that comprise the Internal Environmental Analysis –
(1) Sub-System Analysis, (2) Key Process Analysis and (3) Program and Market
Analysis. These three steps will be completed at the same time because they are
three overlapping ways to review performance.**

STEP 1 -- Sub System Analysis

The systems approach lets you search each of the sub-systems to identify driving forces
or emerging trends. The sub-systems include:

> People: Workforce elements.

> Management/Leadership: Command and control elements.

> Structure: The formal organization in which work is accomplished.

> Tasks: The nature of "what needs to be accomplished."

> Technology: The tools used to accomplish work; not just automation.

> Operational Environment: The formal workplace environment.

> Organizational Culture: The informal workplace environment.

LEADERSHIP/MANAGEMENT

	Possible Actions	Related Obj
Change of Command in June (Commander Garrison)	Pre-briefing packets Briefing by staff elements	(OB: ALL)
Leader Style personality driven	Leadership Training Awareness Counseling Personality profile for leaders	(OB: ALL)
IMA Structure is now working	Identify what is not working Provide Feedback	(OB: ALL)
Decisions take a long time	Streamline process Empowerment	(OB: ALL)
Short Time Lines	No advance planning Identify critical needs Adhere to a 30-day requirement	(OB: ALL)
Unresourced Missions	Decline unless it affects life, safety or health Common Level of Services	(OB: ALL)

| Information flow lethargic | Use e-mail
Better Process to move information timely
Overnight change in a vacuum
Need a processing standard
Local Policies on the Fly | (OB: ALL) |
| Over tasked – under staffed, under funded | Develop plan to mitigate losses | (OB: ALL)
FOL |

OPERATING ENVIRONMENT

	Possible Actions	Related Obj
Manpower Plan?	Develop plan (part of BRAC process) Implement plan	(OB: 1/2/3)
Cultural RIM (not ethnic)	Well Installation culture interrelated and integrated Better communication (sharing information, ex. Engineers versus other functions)	(OB: 1/3/5)
Multi-facet Culture (which is good)		FOL

Program and Market Analysis.

The final step in the internal analysis is to assess program and market performance. This analysis is compiled in four parts

> Customer and Market Analysis: This area includes all types of customer feedback including: Use, Facilities Rating, Service Rating, Equipment Rating, Perception of Quality, and Competitive Advantage. Use available Market Research.
>
> Program and Facilities Analysis: This area includes customer program and facility feedback and management analysis of operations. Some areas to consider include facilities, staffing, equipment, accessibility, fees and charges, operating hours, and customer use.
>
> Competitive Analysis: This area includes competition identification and competitor strength and weakness. It considers both on- and off-post competition and competition with other Services.
>
> Program Cost and Resource Analysis: This area includes resource availability and use, revenue generation, budget performance, net income results and cash flow required for future operations. It targets requirements for the future and prioritizes resource allocations.

PROGRAM AND MARKET

	Possible Actions	Related Obj
Facility Ratings (DPW ISR ratings red)	New guidance ISR overrides (Commander) does it help? ISR 3 Service ratings are high to variable NO LONGER REQUIRED	(OB: 7)
Large competition off-post		FOL
Contract Scoping for Savings	Review contracts for duplications/overlapping Cost benefit analysis	(OB: 2/3/5)
~~Advance life saving capability (ALS)~~	~~Train workforce in ALS~~	~~(OB: 1/2/3/5)~~
~~Custodial Services (review contracts)~~	~~Modify/Eliminate~~	~~(OB: 1/2/3/5)~~
~~Building Cost (process reviewed i.e, overcharges)~~	~~Review building costs~~ ~~Identify best locations~~	~~(OB: 1/2/4)~~
~~Late payment charges (30 day penalty prompt payment policy)~~	~~Budget will inform us with guidance~~ ~~Credit card to speed up bill payment (adjust)~~ ~~Budget will inform us with guidance~~ ~~Credit card to speed up bill payment (adjust)~~	~~(OB: 2)~~
BRAC funding not flowing in FY06		FOL
GWOT funding still available		FOL
Partnerships with vendors and suppliers	Develop and institutional format for establishing partnerships	

Mission Statement Overview: The Army and IMA provide general mission statements for operating installation programs and services. For our local purposes, we have a refined mission statement that addresses our unique focus and circumstances. Careful examination of our current mission statement and proper revision, if needed, will ensure the resources and efforts of the organization are focused. Generally speaking, a good mission statement has eight key elements. It should be brief, no more than one or two paragraphs in length. It should clearly express a purpose for the organization, including a commitment to economic efficiency and program effectiveness. It should state the scope of services offered and be clear to everyone what the organizations key interests are. The market or customers to be served should be addressed and the statement should be consistent with the missions prescribed by IMA.

GARRISON Mission Statement

Current Garrison Mission Statement:

"Support and execute Soldier readiness and well-being by providing efficient and effective installation management programs, a quality community, and value-added services to our active, reserve, national guard, and joint service forces; retired military; civilians; and family members."

Revised/New Mission Statement

"The USAG Fort McPherson supports organizational, Soldier, civilian, and family readiness, while implementing BRAC 2005 requirements and mitigating impacts on the installation and local communities."

Vision Statement Overview: While a mission statement describes what the organization *"does",* the vision statement describes what it "must be" or "would like to be" to be successful. It expresses a desired future state of affairs and places a "mark on the wall" in describing expectations for the organization. Such a statement regarding aspirations for the organization, through and beyond the planning period, provides a significant contribution when major decisions need to be made.

Garrison Vision

Current Garrison Vision Statement:

"To become a premier installation that provides proactive and comprehensive customer service and support to our military community through leadership, management, innovation, and technology."

Revised Vision Statement:

"An installation that provides continued quality support and service to our military family through transformational leadership, management, innovation, and technology during the BRAC transition process."

UPDATING THE GARRISON GUIDING PRINCIPLES

Guiding Principles are the "values" to be observed while meeting the mission and vision. In general, organizational values are long-lived and gradually evolve over time. A wise organization reviews the values for that evolution at each planning review.

GARRISON Guiding Principles

1. COMPETENCE: Having the required ability or qualities to accomplish the mission.

2. HONOR: Live up to all the Army values

3. RESPECT: Treat people the way you want to be treated.

4. PERSONAL COURAGE: Facing and accepting challenges. Standing up for what you believe is right. "Undaunted by personal fears."

5. COMMITMENT: Dedication to accomplish the mission.

6. DUTY: Fulfill your obligations. Acting through a personal sense of obligation to the organization, the Army and the nation. "Doing what's needed because you want to."

7. INTEGRITY: Do what's right, both legally and morally. Living within the spirit as well as the word of the "law", avoiding deception. "Word is bond."

8. SELFLESS SERVICE: Putting needs of the organization above personal advantage and self-serving interests. "Mission first."

9. LOYALTY: Willingly, consistently supporting the organization and its people. "Always faithful."

10. EXCELLENCE: Provide outstanding, quality service.

DEVELOPING AND UPDATING GOALS

Goals Overview: Goals are high-priority items that set the basic direction of the organization

for the strategic planning period. They are statements of the long-term strategies the organizational

leadership has established to close the gap between where the organization is now and where it

must be at some future point in time.   Goals are structured around specific areas of program and

service operations that are of primary importance to the organization. Although there are no hard

and fast rules on the number of goals contained in a strategic plan, the number should be kept to a

minimum. Generally speaking, five to seven goals should be sufficient to direct the installation

organizations.   Having more than seven goals begins to confuse and dilute the strategic plan and

the overall process, resulting in lost focus.   During this conference we will review the goals and

revise/update as needed.

DEVELOPING OBJECTIVES

Objectives Overview: Objectives are the stated levels of performance or effectiveness that

define how to achieve a goal. They are long term and general in scope. There is at least one

objective for each goal. Objectives are stated as action statements and must have a means of

measurement. Updated objectives are derived from an analysis of the courses of actions developed

in your integrated SWOT analysis.

Process:
1. You will be provided a worksheet of potential courses of action grouped by goal.
Compare each potential action to the existing objectives and determine if it is already
encompassed in the objective or a change of words would allow it to "fit" better (even as a
key action). If it cannot be made to "fit," determine if it is important enough to become a
new objective. If so, develop an appropriate objective statement.

2. Next, review the existing SAP objectives to determine if they are still required. If there is one or more courses of action from the step above associated with an objective, the objective must remain or become a key action under another associated objective. Additionally, if the objective is in the Army and/or IMA SAP and has a specified or implied responsibility/reporting requirement, it must be in and remain in the SAP.

3. Once you have updated your objectives you must develop quantitative measurements for each objective. Measurements will allow you to assess performance and continuous improvement.

4. Once you have finalized the objectives under the goal, both the objectives and measures should be documented on the objective worksheet provided. Once this step is completed, the final task will be updating and developing new key actions.

UPDATING/DEVELOPING INITIATIVES AND ACTIONS

The final step in updating the Plan is updating and developing new key actions. Key actions identify what you are going to do to accomplish the objective. They are short term and specific. Key actions are written as action statements and include a delivery date, success indicator, responsible agent, coordination, and cost. Timelines should be realistic and coordinated with other goals and objectives. There are two types of objectives that you want to consider, first the "improvement" objectives and "sustainment" or "equilibrium" objectives.

Key actions are derived from a review of the existing SAP, the courses of action analysis, and any other tasks required to achieve the objective. Care must be exercised to coordinate timelines where one action presupposes accomplishment of another.

Instructions:

1. Review the existing initiatives/actions for currency and applicability.

2. New actions should be recorded on the objective worksheet used during the update of objectives.

3. Delivery date should be recorded by quarter and fiscal year (e.g., 1Q 05).

4. Action and success indicator should be recorded in specific but succinct verbiage.

5. Responsible Agent and Coordinated should be recorded using abbreviations.

6. Cost should be recorded based upon the table shown above.

7. Status column is reserved for later use.

Appendix A -- Planning Definitions

Mission: A comprehensive statement that defines the organization's reason for existence and its contribution to the USAREUR/Army/DOD/Society. The organization's niche. Derived from the Commander's intent.

Vision: A statement of the organization's end state at a future point in time. The "what" the leadership wants the organization to be.

Guiding Principles: Organizational truths that establish the nature of the organization. They provide the context for decision making and establish the organizational values.

Strengths: Surpluses or unique skills/capabilities within the organization that could be more fully utilized.

Weaknesses: Voids or deficiencies within the organization that must be improved. The focus is on root causes, not symptoms.

Opportunities: External factors, driving forces and emerging trends that can be capitalized upon to benefit the organization.

Threats: External factors, driving forces and emerging trends that must be defended against so that they don't adversely impact the organization.

Goals: The strategic directions the organizational leadership has established to shape its vision. General statements of intentions that specify long-term accomplishments.

Objectives: The stated levels of performance or effectiveness desired by the leadership. To be effective objectives must be measurable. The focus is on the how the associated goal will be achieved.

Key Actions: A brief outline of the steps or actions that must be taken to accomplish an objective. The focus is on what is to be accomplished to achieve the associated objective.

Reference Book Glossary-- Planning Definitions

External Assessment: A strategic assessment of external trends that can help or hur the Garrison/organization in the future, leading to definition of opportunities and threats.

Mission: A comprehensive statement that defines the organization's reason for existence and its contribution to the IMA, Army/DOD/Society. The organization's niche. Derived from the Commander's intent.

Vision: A statement of the organization's end state at a future point in time. The "what" the leadership wants the organization to be.

Guiding Principles: Organizational truths that establish the nature of the organization. They provide the context for decision-making and establish the organizational values.

Strengths: Surpluses or unique skills/capabilities within the organization that could be more fully utilized.

Weaknesses: Voids or deficiencies within the organization that must be improved. The focus is on root causes, not symptoms.

Opportunities: External factors, driving forces and emerging trends that can be capitalized upon to benefit the organization.

Planning Assumptions: Those few external trends and conditions that will significantly affect the plan's results and that are the foundation on which the plan rests. Their validity must be monitored throughout the planning cycle; if actual events deviate from expectation, it may be necessary to review or adjust the plan.

Threats: External factors, driving forces and emerging trends that must be defended against so that they don't adversely impact the organization.

Goals: The strategic directions the organizational leadership has established to shape its vision. General statements of intentions that specify long-term accomplishments.

Objectives: The stated levels of performance or effectiveness desired by the leadership. To be effective objectives must be measurable. The focus is on the how the associated goal will be achieved.

Priorities: Rank order for resource allocation and focus areas.

Key Actions: A brief outline of the steps or actions that must be taken to accomplish an objective. The focus is on what is to be accomplished to achieve the associated objective.

SWOT:

Strategic: Matters that are long term and structural in nature; the fundamental ways that you will conduct business in the future.

Strategy: How objectives are achieved. Usually refers to broad, long-term, and significant methods and actions. Strategies are established at many levels within the IMA organization, to include HQ, Region, and Installation/Garrison, and even at the program/functional level.

Strength:

Weakness:

Opportunity:

Threat: