



## Army Performance Improvement Criteria

**414<sup>th</sup> Base Support Battalion  
Fiscal Year 2004  
Submission**





**“Our Community – Our Home”**  
**Serving Hanau, Erlensee, Buedingen, and Gelnhausen**



Organization:

15 July 2004

Name: 414<sup>th</sup> Base Support Battalion  
 Location: Hanau, Germany  
 Office Symbol: AETV-HUG-H  
 UIC: WJEA99

Military Address: Commander  
 414<sup>th</sup> Base Support Battalion  
 Unit 20193, Box 0003  
 APO AE 09165

Commercial Address: Commander  
 414<sup>th</sup> Base Support Battalion  
 AMT FUR OFFENTLICHKEITSARBBEIT  
 US-STANDORT HANAU  
 Alt Argonner, GEB # 451  
 63457 Hanau  
 Germany

Home Page: <http://www.hanau.army.mil>

Commander:

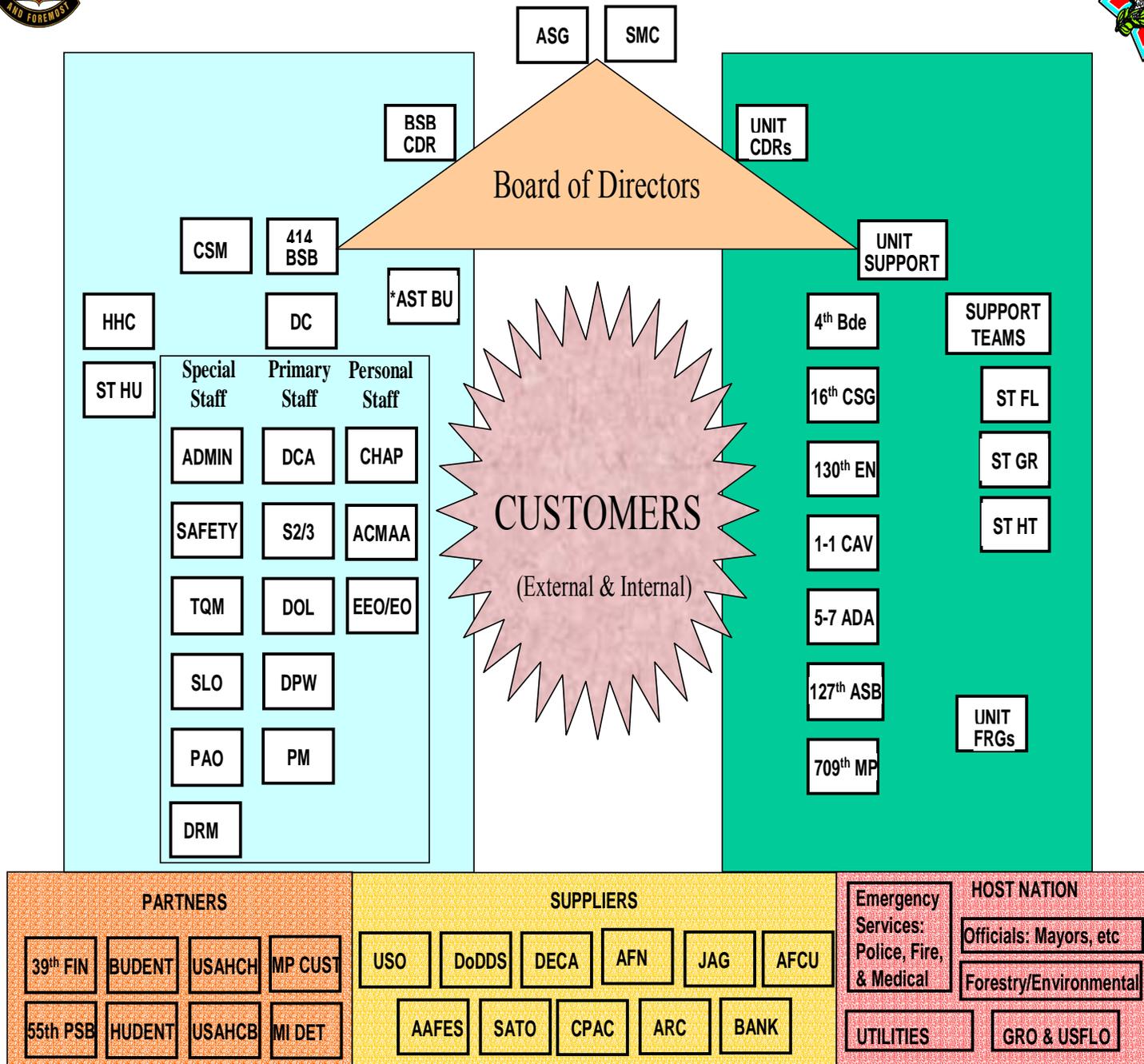
Name: LTC Amy L. Ehmann  
 Telephone:  
     DSN 322-1500  
     Commercial 06181-881500  
 E-Mail: [IMA-GC-414BSB@104asg.army.mil](mailto:IMA-GC-414BSB@104asg.army.mil)  
 Fax:  
     DSN 322-9216  
     Commercial 06181-889216

Point of Contact:

Name: Benjamin D. Loney  
 Telephone:  
     DSN 322-9151  
     Commercial 06181-889151  
 E-Mail: [Ben.Loney@104asg.army.mil](mailto:Ben.Loney@104asg.army.mil)  
 Fax:  
     DSN 322-9216  
     Commercial 06181-889216



# Hanau/Buedingen 414th Base Support Battalion



Unit Designations in Glossary



## TABLE OF CONTENTS

<b>Command Information</b>	<b>i</b>
<b>Organization Chart</b>	<b>ii</b>
<b>Organization Profile</b>	<b>I</b>
<b>P.1 Organizational Description</b>	<b>I</b>
<b>P.2 Organizational Challenges</b>	<b>IV</b>
<b>1.0 LEADERSHIP</b>	<b>1</b>
<b>1.1 Organizational Leadership</b>	<b>1</b>
<b>1.2 Social Responsibility</b>	<b>5</b>
<b>2.0 STRATEGIC PLANNING</b>	<b>7</b>
<b>2.1 Strategy Development</b>	<b>7</b>
<b>2.2 Strategy Deployment</b>	<b>11</b>
<b>3.0 CUSTOMER FOCUS</b>	<b>12</b>
<b>3.1 Customer And Market Knowledge</b>	<b>12</b>
<b>3.2 Customer Relationships and Satisfaction</b>	<b>13</b>
<b>4.0 MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT</b>	<b>18</b>
<b>4.1 Measurement and Analysis of Organizational Performance</b>	<b>18</b>
<b>4.2 Information Management</b>	<b>21</b>
<b>5.0 HUMAN RESOURCE FOCUS</b>	<b>23</b>
<b>5.1 Work Systems</b>	<b>23</b>
<b>5.2 Employee Education and Motivation</b>	<b>24</b>
<b>5.3 Employee Well-Being And Satisfaction</b>	<b>26</b>
<b>6.0 PROCESS MANAGEMENT</b>	<b>28</b>
<b>6.1 Value Creation Processes</b>	<b>28</b>
<b>6.2 Support Processes</b>	<b>31</b>
<b>7.0 BUSINESS RESULTS</b>	<b>32</b>
<b>7.1 Customer-Focused Results</b>	<b>32</b>
<b>7.2 Product and Service Results</b>	<b>33</b>
<b>7.3 Financial Performance Results</b>	<b>35</b>
<b>7.4 Human Resource Results</b>	<b>39</b>
<b>7.5 Organizational Effectiveness Results</b>	<b>41</b>
<b>7.6 Governance and Social Responsibility Results</b>	<b>46</b>
<b>Glossary of Abbreviations and Terms</b>	<b>G-1</b>



## **ORGANIZATIONAL PROFILE**

### **PART I Organizational Description**

#### **PIA. Organizational Environment**

**PIA1.** The 414<sup>th</sup> Base Support Battalion (hereafter referred to as BSB) provides Base Operations (BASOPS) Customer Service, Well-Being, Power Projection Platform, Force Protection/Anti-Terrorism, and Deployment/Re-Deployment support. We are unique in our geographical dispersion and significantly diverse customer base. Located in the German State of Hessen, the area of responsibility (AOR) encompasses over 22,000 square kilometers and includes nine installations, eight housing areas, training and operational assets in 7 cities (Figure P.1-1). We support major elements of V Corps, 1<sup>st</sup> Armor Division, and 3<sup>rd</sup> Corps Support Command.

The BSB leadership employs the tenets of the Army Performance Improvement Criteria (APIC) as the basis of the design of delivery mechanisms that provide our products and services to each of our organizational customer segments. In order to accomplish this, a system of “*team-based*” employee empowerment has been established to ensure quality delivery of our collective products and services. Specifically, the *Customer Service Team (CST)*, *Strategic Planning Team (SPT)*, *Human Resources Team (HRT)* and *Process Management Team (PMT)* examine methods and mechanisms used throughout the command. This ensures that results and “customer-driven excellence” are maximized throughout the command. These four forums are composed of a representative cross-section of our employees. Leadership provides broad and general guidance and is involved in the process, progress, and measurable results of each team. The tenets of APIC are employed in the delivery of products and services to all segments of our customer base. The Strategic Plan is the base document used in the identification of customer requirements and expectations resulting in the clear view of our organizational requirements by a chartered *SPT*. The process includes frequent reviews of both the components of the Strategic Plan and the resultant measurements of organizational success. Measurements are reviewed during monthly BSB review and analysis (R&A) sessions. The Human Resource Plan (HRP), overseen by the *HRT*, and the Customer Service Plan (CSP) overseen by the *CST*, further supports this planning process. The *CST* is also responsible for the design and deployment of other various mechanisms that enable the BSB to maintain two-way communications with, and a constant pulse on, the requirements and expectations of all our customers. In an effort to improve our processes, we have established the *PMT* to provide a forum for evaluating our key processes. Team members have been identified and trained. Although not fully engaged this year, we anticipate vast improvements

in our process approach next year as a result of this initiative. This will greatly assist us in implementing Activity Based Costing/ Management (ABC/M) when the program is fully fielded and functioning in Europe.

**414<sup>th</sup> BSB Areas of Responsibility**

<b>CITY</b>	<b>KASERNE</b>
Hanau	Campo Pond LTA Cardwell Grossauheim Hutier New Argonner Old Argonner Pioneer Sportfield Underwood Wolfgang Leased Housing
Erlensee	Fliegerhorst Hanau Army Airfield Leased Housing
Buedingen	Armstrong Barracks Buedingen Helipad Tank Maintenance Area Leased Housing
Gelnhausen	Coleman Village
Altenstadt	Leased Housing
Langenselbold	Leased Housing
Hasselroth	Leased Housing

*Figure P.1-1*

**PIA2.** Our organizational culture is one in which the leadership provides broad and general guidance and supports an environment of empowerment and innovation in order to maximize our organizational experience and talent. Mandates are based upon the edicts of the Department of the Army (DA), Headquarters US Army Europe (USAREUR), Installation Management Agency, Europe (IMA-E), and the 104<sup>th</sup> Army Support Group (ASG). Our purpose is to provide command and control of assigned and attached units and conduct base/area support within our designated AOR. Additionally, we provide force protection, sustainment activities, and force welfare actions for tenant units, organizations and family members. On order, the 414<sup>th</sup> BSB provides a power projection platform, which supports unit deployments and contingency operations. The major portion of this fiscal years’ (FY) efforts went into providing for deployment support to units involved in Operation Iraqi Freedom and the Global War on Terrorism (GWOT) while providing family support and maintaining services for non-deploying personnel.



**Mission Statement:** *The 414th Base Support Battalion manages the Hanau community, provides public services and soldier support, and ensures the safety of our residents, thus transforming our community into “Our Home.”*

**Vision Statement:** *The 414<sup>th</sup> Base Support Battalion is an organization where people are filled with passion, committed to high standards and open to new ideas. They energize themselves and the people around them, making the Hanau military community not just a great place to live and work, but one of life’s great experiences.*

**Values:** We support and strive to live the Army Values in all of our organizational actions: **LDRSHIP** (Loyalty, Duty, Respect, Selfless Service, Honesty, Integrity and Personal Courage) The BSB embraces the additional community PRIDE values:

- Professionalism** – Know your job, do it well.
- Respect** – Treat every one the way you want to be treated.
- Integrity** – Do what’s right, especially when no one’s looking.
- Dedication** – Do whatever it takes to accomplish the mission.
- Enthusiasm** – Be excited about our work and community.

**Key Business Drivers (KBDs):**

- *Process Management*
- *Leadership/Planning/Assessment*
- *Readiness (Personnel, Training, Equipment, Infrastructure)*

**Mission Essential Task List (METL):**

- *Manage Resources Efficiently and Effectively*
- *Enhance and Expand Communications*
- *Deliver Soldier Support and Public Services*
- *Maintain and Revitalize Infrastructure*
- *Provide Public Safety, Protection, and Security*
- *Develop a Motivated and Effective Work Force*

The current goals & objectives are developed in a “*team-based*” strategic planning process. The processes are deployed within the organization with the key purpose of focusing on the mission, vision, and METL (Figure P.1-2 indicates the cross-functional nature of KBDs). Goals and objectives are supported by action planning at all echelons. The METL is supported by established Goals:

- *Maintain Process Improvement Culture*
- *Improve community awareness and information dissemination*
- *Identify and deploy new technology to enhance programs and services*

- *Improve the quality of Life in the community*
- *Assess and improve (as applicable) our ability to support our customers*
- *Ensure & Sustain Deployment/Redeployment Readiness*
- *Manage Real Property Resources efficiently*
- *Provide Law Enforcement, Public Safety, and Anti-Terrorism/Force Protection (AT/FP) Programs*
- *Provide a Quality Work Place*

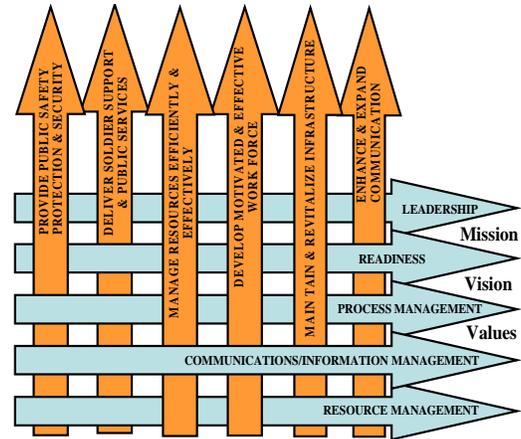


Figure P.1-2

**P1A3.** The daily delivery of support and services is accomplished by a multi-national work force consisting of US military & civilian personnel, German Nationals, and third country nationals (Figure P.1-3&4). In addition to our customer service professionals, registered volunteers are dedicated to enhancing our quality of life. They demonstrate the pride and ownership they feel for their home away from home. We were fortunate to have 624 volunteers contribute 78,937 hours to community activities (equivalent to \$1,315,880.00 based on national rate of \$16.67 per hour).

**Employee Demographic Profile (US)**

Employee Demographic	Workforce Percentage
White	46%
Black	36%
Hispanic	9%
Asian Pacific	2%
American Indian	0%
Unspecified	7%

Figure P.1-3



**Employee Educational Levels**

	Manager	Supervisor	Admin	Blue Collar	Total
Officers	1	4	4	0	9
Enlisted	2	5	4	18	29
DAC	6	37	13	125	181
NAF	1	8	27	114	150
LN	1	15	7	173	196
Contract	1	10	2	0	13
<b>Total</b>	<b>12</b>	<b>79</b>	<b>57</b>	<b>430</b>	<b>578</b>
Avg Ed.	B.S.+	B.S.	HS+	HS	

Figure P.1-4

**PIA4.** To provide customer facilities, the BSB maintains 804 buildings (Figure P.1-5). Beyond offices and motor pools, we proudly offer a number of unique sites. The Simulation Flight Training Facility provides required training for U.S. and NATO pilots from Germany, or deployed to Bosnia, Kosovo and Iraq. U.S. and German Engineer units frequently use our Main River Bridge Training Area. The BSB maintains housing for a wide variety of customers. Leadership focuses attention on the facilities in order to enhance quality of life (QOL). We maintain communications with our customers in order to meet their needs (Figure 3.1-3). Examples of our QOL facilities include 3 theaters, a bowling center, 4 fitness centers, 4 child development centers, 2 libraries, and a Kid’s Korner. The BSB continues to incorporate new technologies at every opportunity. Latest computer hardware and software is always part of our life-cycle replacement program. We were one of the first operational sites in USAREUR with Digital Training Facilities, which allow Soldiers to attend formal instruction broadcast via real-time video-teleconference (VTC). We have included Internet access in our Army Community Services (ACS), education centers and libraries. We continue with the model schools program providing a computer in every classroom and a computer lab in each school. Taking advantage of new technology, we have VTC capability, advertise by radio and television, our own weekly radio talk show, and a Command Information Channel (CIC) on local cable television.

**PIA5.** All programs, functions, and plans must align with the legal requirements of U.S. and German law, the Status of Forces Agreement (SOFA), and regulatory requirements of Department of Defense (DOD), Department of the Army (DA), and our higher headquarters. We validate our strategic plan with the standards put forth by DA, USAREUR, IMA-E, and the 104<sup>th</sup> ASG. We must also operate within the guidelines of German Environmental Law and cooperate with the Local National Works Council (non-US employee interests). DOD Dependent Schools (DoDDS) and Child and

Youth Services (CYS) are accredited under nationally recognized standards (NAEYC, NSACA, and MHA). DA and the Office of the Assistant Chief of Staff for Installation Management (OACSIM) handle ACS accreditation.

**414<sup>th</sup> BSB Facilities**

FACILITIES	#	CAPACITY
Unit Operations	123	998,606 sq ft
Family Housing	104	1,989 Apartments
Leased Housing	207	207 Apartments
Single Soldier Quarters	30	3,371 Apartments
Guest Housing	4	77 Apartments
QOL Facilities	103	1,196,090 sq ft
Digital Classrooms	3	48 Work Stations
Army Airfield	1	
Heliport	1	
Railheads	3	
<b>TOTAL Buildings</b>	<b>804</b>	<b>11,164,614 sq ft</b>

Figure P.1-5

**PIB. Organizational Relationships**

**PIB1.** The BSB has put policies and procedures in place to augment higher headquarters and overall DA governance. Organizational oversight mechanisms include the Office of the Inspector General (IG) of the 104<sup>th</sup> ASG, Equal Employment Opportunity (EEO) representatives, higher headquarters financial oversight personnel, and the accountability and responsibility assigned to key personnel in the BSB’s **Team Quad of Excellence (TQOE)** (Figure P.1-6). External inspection and review processes augment the governance process of the BSB. Installation Status Reviews (ISR), Command Inspection Program (CIP), and the organizations’ participation in tenant unit reviews and inspections creates an overlapping system of “checks and balances” protecting the interests of all stakeholders and customers. DA has formal financial auditing procedures that



Figure P.1-6



ensure accountability at all echelons. The Organizational Chart (page ii) identifies the relationship of tenant units and higher headquarters.

**PIB2.** Our mission area is defined by the 104<sup>th</sup> ASG and our primary customers are assigned to our AOR (Figure P.1-7). Additionally, we provide regional services to any authorized patrons to our facilities (Retirees, Reserve Component personnel, authorized tourists, and customers from other BSBs who want to take advantage of our quality services). An example of regional support, many travel from other communities to take advantage of our excellent shopping center. Regional customers also stay in lodging and use various other services. Through awareness and communication we continuously strive to exceed the requirements and expectations of various customer segments (Figure 3.1-1). Through market analysis, we identified nine key requirements to attract and retain our local customer base (Figure 3.1-1). In “Listening and Learning” forums (Figure 3.1-3), customers are given numerous opportunities to voice needs and concerns. These same forums serve as one of the primary means of deploying policies and information to our customers.

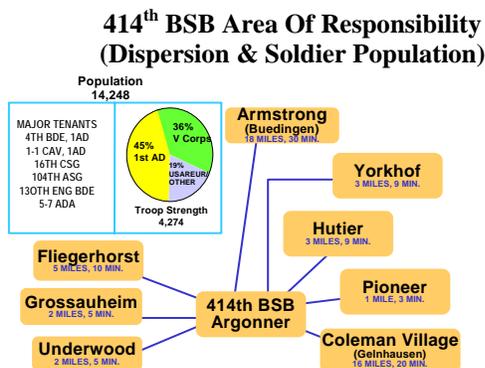


Figure P.1-7

Customers expect us to deliver timely products and services in an equitable/affordable manner. As a direct result of our geographical challenges, we often must provide duplicate services in remote locations without additional resources.

**PIB3&4.** Tenant organizations and contractors comprise the majority of our supplier base. The Total Maintenance Contract is our largest supplier providing all our public works support. The Base Exchange (AAFES) and Commissary (DeCA) provide for the retail needs of our customers. In order to ensure supplier services meet customer requirements, we maintain close communications. Suppliers are involved in both our short and long-range planning process. Some of our key suppliers and partners attend monthly community staff calls and hold key positions on

numerous councils and committees (Figure 3.1-3). Also, since the BSB is located overseas, many of our customers are also our suppliers and partners. Tenant units partner with community agencies to improve community cohesion between customers and providers. For example, each of the major tenant units sponsors one of the 5 area schools. Tenant units provided approximately 570 man-days of support toward accomplishing BASOPS missions. Other examples of support include funeral details, quick reaction forces, and other soldier-specific duties.

## PART II Organizational Challenges

**P2A.** We are one of four BSBs under the 104<sup>th</sup> ASG (regional command). The others are the 221<sup>st</sup> BSB in Wiesbaden, 222<sup>d</sup> BSB in Baumholder, and the 284<sup>th</sup> BSB in Giessen. The ASG headquarters is located in Hanau making them our customer as well. We support the customers and the ASG provides policy and oversight for the entire region. There are a few ASG functions, which support the BSB mission. These are Civilian Personnel Action Center (CPAC), Internal Review and Audit Compliance, IG, Acquisition Management, and Non-Appropriated Fund (NAF) Contracting. Most BSBs have the same basic mission and customer base. We look at other BSBs in the 104<sup>th</sup> ASG, across USAREUR, and installations Army-Wide for best practices and ways to improve our programs. We are further challenged by the wide geographical dispersion of our kasernes. According to the USAREUR IG’s office, the 414<sup>th</sup> BSB is the most ‘geographically challenged’ BSB in Europe (Figure P.1-7).

**P2A1** One of our greatest competition factors is our customers’ desire for the same goods and services available to them in the United States. We compete with the local German sector in the roles of employers and suppliers. Other BSBs are our peers and team members, but also our competition for customers, program support, and resources. The USAREUR QOL standards are the primary benchmark we use in order to ensure we are meeting or exceeding the expectations of our higher headquarters.

**P2A2.** The BSB’s success is a result of our leadership and team-based approach to organizational management (Figure P.1-6). The BSB’s strategic planning process is the method for mapping success. Performance Improvement Reviews (PIR) is our process approach to identifying opportunities and executing change (Figure 7.5-3). Information management is critical to our success. Our web page was launched in 1999, and totally redesigned in 2004. It has greatly increased our organization’s ability to advertise programs and initiatives to all customers, suppliers, partners and stakeholders. Further, our Performance Management Information System (PIMS) allows all employees to view



what measurements are important and also to see their current status/progress. We continue to use the weekly radio program as another means to advertise and educate. This year we expanded our communications efforts to include the Community Information Channel broadcast on the cable television service for our customers in housing. Most importantly, Facility Management is key to our ability in providing community well-being, an effective Power Projection Platform and for continued improvement of our facilities tracked by Installation Status Review (ISR I). In recognition of our effective management, this year the BSB received an additional \$9.2 million for barracks maintenance, repair, and improvements.

**P2A3.** The BSB has limited sources of comparative and competitive data. The *CST* has been tasked to develop/obtain additional sources and pursue the enhancement of our ability to obtain this information. Currently, the organization relies on information from the 104<sup>th</sup> ASG, APIC comparative data, and the Interactive Customer Evaluation (ICE) system to provide comparative and competitive data. The BSB supplements these sources by focusing on organizational comparative data and, in some cases, the establishment of baseline data for newer measures.

**P2B.** Strategic Challenges are identified during the strategic planning process (Figures P.2-1 & P.2-2). Our strategic location, and ability to demonstrate and document our levels of increased value to stakeholders, current and future customers, is our only defense against further Base Realignment and Closure (BRAC) considerations within Europe. Additionally, the DA Civilian “5 year” rotation rule impacts on our ability to backfill critical positions and address career management (succession management) issues. We cannot influence, to any large degree, these two issues due to the nature of BRAC and strict application of the 5-year rule from higher headquarters. However, we are focused on providing maximum efficiency and effectiveness to all of our military forces by increasing our skills (Employee Training-Category 5), abilities (Process Management-Category 6), and streamlining our processes (Productivity Improvement Reviews). Institutionalizing the processes and providing continuity of focus and services minimize the impact of high personnel turnover on our customers and operations. Manpower funding to accomplish this is a challenge. The Commander has personally taken up this challenge with the ASG for manpower resources.

**P2C1&2** APIC provides the organizational self-assessment framework and the results for continuous improvement. The BSB uses APIC, Strategic Planning, and Productivity Improvement Review (PIR) as our main management tools for improvement.

<b>Customer Identified Opportunities for Improvement</b>
<ul style="list-style-type: none"> <li>• Employee attitude is lacking in some areas</li> <li>• Fight for your customers in competing for resources</li> <li>• Increase in Direct Exchange items for returning Soldiers</li> <li>• Maintain the Dining Facility (DFAC) contracts</li> <li>• Maintain Real Property Planning Board (RPPB)</li> <li>• Minimize Borrowed Military Manpower for BASOPS services</li> <li>• Partnering with units for area and activity support</li> <li>• Telephone system/Automation</li> <li>• Vehicle speed on installations</li> <li>• Involve us (Units/Customers) in your efforts APIC/Army Communities of Excellence (ACOE)</li> </ul>

Figure P.2-1

<b>External Threats</b>
<ul style="list-style-type: none"> <li>• Force Realignments/BRAC</li> <li>• Terrorism</li> <li>• Loss of personnel (workforce) experience</li> <li>• Difficulty in recruitment into the workforce (across the board)</li> <li>• Information Technology Security threats (Operational Security (OPSEC) concerns and computer viruses)</li> <li>• Inadequate levels of funding</li> <li>• Mission Creep/OPTEMPO</li> <li>• Dollar conversion rate (world economic impact)</li> </ul>

Figure P.2-2

APIC provides the structure for a systematic approach to assess performance and seek areas for improvement. PIR provides a forum to surface new ideas and initiatives to affect specific processes in an attempt to avoid cost, realize savings, and/or increase effectiveness. The Strategic Plan, developed by the *SPT*, is deployed throughout the organization. The planning cycle includes monthly *R&A* sessions, a mid-year review, and an annual update. Action planning is accomplished at the BSB, directorate, and branch/section levels. Sharing knowledge is accomplished through the teams and involvement of a cross-section of employees in the APIC, strategic/action planning and PIR processes. Then deployed through all available media. All programs/processes are aligned with the strategic plan and measured periodically in order to ensure accountability, responsibility, and ultimate success.



## **1.0 LEADERSHIP**

### **1.1 ORGANIZATIONAL LEADERSHIP**

**1.1a(1)** The leadership uses a team-based strategic planning process to establish organizational mission, vision, values, key business drivers, goals, and objectives. This results in the development of organization performance expectations with the focus on our customers and stakeholders. Using the Strategic Planning Pyramid Model (Figure 2.1-2) in the strategic planning process, the BSB identifies the expectations of its entire customer base (Figure 3.1-1). We also seek to obtain customer expectations through an active solicitation of input through various collection methods and forums (Figure 3.1-3). Scheduled periodic reviews of the strategic planning process include an updated analysis of our Strengths, Weaknesses, Opportunities, and Threats (SWOT). This results in a revalidation of key stakeholders; the consideration of current and future customer; and, organizational needs through the conduct of an environmental scan. Senior Leaders set direction by providing broad and general guidance to chartered teams empowered to identify and develop *strategic planning, human resource, customer service, and process management* processes. The process of team based strategic planning is conducted by the *Strategic Planning Team (SPT)*, augmented by the *Human Resource Team (HRT)* and further supported by the *Customer Service Team (CST)* and *Process Management Team (PMT)*. Using each team's input and recommendations, the senior leaders are able to set, communicate and deploy the values and expectations. Methods that are used to communicate established values and expectations include the use of the intranet/website, news media, training, and participation in each team-based management process. The Senior Leaders and Directors/Staff hold formal staff meetings in an issue – discussion – recommendation format for command consideration and decision. Attendees of these staff meetings are: the Commander, Deputy Commander (DC), Command Sergeant Major (CSM), Directors, Staff Officers, Total Quality Manager (TQM), and select personnel/subject matter experts. Strategic planning issues, processes, and customer requirements are delegated to the *SPT* and *PM*; human resource issues are forwarded to the *HRT*; and, the *CST* addresses all relevant customer service concerns/issues. These methods and overall senior leadership approach to organizational management results in the enhancement of value for customers and stakeholders regarding organizational performance expectations. Values and direction are communicated through dissemination of an employee card, quarterly work environment guide, the strategic plan, the website, public forums, posting of the values and direction in various

locations, and through the Public Affairs Office (PAO). Two-way communications occur in virtually all forums and team processes. Both written and verbal feedback is provided to the Senior Leadership during and at the completion of the decision making process.

**1.1a(2)** The BSB maximizes its empowerment through both formal and informal methods. Empowerment equals involvement of employees in problem identification, decision-making, execution of derived solutions, and responsibility for their actions. Chartered teams (Figure 1.1-1) are empowered to address key issues, develop plans, make recommendations and implement processes they establish (once approved by Senior Leadership). Individually, personnel are encouraged to seek and implement methods and processes that are designed to enhance organizational effectiveness and efficiency during the PIR process. This approach results in greater organizational agility as several members of the organization learn the issues, processes, measurements, and overall performance requirements. Formal chartered teams address process management, data and customer input, and resolve operational improvement and corresponding planning issues.

#### **414<sup>th</sup> BSB Chartered Teams**

***Strategic Planning Team (SPT)***  
***Human Resource Team (HRT)***  
***Customer Service Team (CST)***  
***Process Management Team (PMT)***

*Figure 1.1-1*

Employees are empowered to resolve customer issues on the spot. As long as laws, regulations, or policies are not violated, employees are authorized to find a solution to resolve issues immediately, thereby reducing potential complaints to the chain of command. Mandatory annual ethics training emphasizes workplace and social situation expectations. This training is mandatory for employees involved in managing significant resources. Promoting the Army values and providing employees with expected behaviors and beliefs (employee card) and work environment guide foster an ethical climate. Legal reviews are performed by the local Judge Advocate to ensure compliance with applicable laws. The IG and Organizational Inspection Program (OIP) include annual audits and inspections that address ethical behavior and make sure policies are in place to provide for a positive and ethical work environment.

**1.1b** The BSB has policies and procedures in place to supplement higher headquarters and overall DA governance.



Organizational oversight mechanisms include the IG, EEO representatives, higher headquarters financial oversight personnel, and the accountability and responsibility assigned to key personnel in the BSB's *TQOE* (Figure P.1-6). External inspection and review processes augment the governance process of the BSB. IG Reports, Installation Status Reviews (ISR), Command Inspection Program (CIP) findings (throughout Category 7), and the organizations' participation in tenant unit reviews and inspections create an overlapping system of "checks and balances" protecting the interests of all stakeholders and customers (Figure 1.1-2).

DA has formal financial auditing procedures that ensure accountability at all echelons. The Organizational Chart (page ii) identifies the relationship with tenant units and

higher headquarters. The primary vehicle for organizational governance is the strategic planning process. This comprehensive process involves a cross-section of the organizations' personnel who develop, implement, and deploy the strategic plan. Accountability and responsibility for the completion of BSB objectives are formally documented in action plans. Fiscal accountability and requirements are part of action planning. Inspector General, higher headquarters and team assessments of critical areas are conducted on scheduled and "as needed" basis. Senior leadership's commitment to continuous improvement and customer focus is evident in the significant amount of training and process improvement in both the strategic planning forums and the collective organizational participation in the APIC process and training.

Protection of Stakeholder Interest			
Management Accountability Mechanisms	Fiscal Accountability Mechanisms	Internal & External Audit Independent Mechanisms	Consequential Mechanisms
Financial Disclosure Statements (Incumbents of Positions Identified at Risk of Conflict of Interest)	Fund Certification Process for Purchases	"Auditors" Internal to directorates	Re-inspections to verify corrections
Annual Assurance Statements (Senior Leaders)	End of Year Financial Report Certification	Internal Review (Garrison Commander)	Performance Evaluations (Rating Chain)
Ethics Training	Government Purchase Card Database Reports	Army Audit Agency (DA)	Civilian Table of Offenses (CPAC)
Contract Management Reviews	Overtime Database Reports	General Accounting Office (Congress)	Military Uniformed Code of Military Justice (UCMJ)
Report of Survey Investigation	Program Analysis Monthly Reviews		Criminal Investigation (CID)
Article 15-6 Investigations	Report of Survey Investigation		
Internal Review Audits	Army Audit Agency Audit		
Army Audit Agency	Army Audit Agency		
General Accounting Office Audit	General Accounting Office Audit		

Proactive

Reactive

In-Progress

Figure 1.1-2 Mechanisms to Address Key Governance/Ethics Factors



The organization strives to be the standard for other BSBs and similar-type Army Organizations in USAREUR when measured against the METL (Figure 1.1-3).

**Manage Resources Efficiently & Effectively**  
**Enhance and Expand Communications**  
**Deliver Soldier Support and Public Services**  
**Maintain and Revitalize Infrastructure**  
**Provide Public Safety, Protection and Security**  
**Develop a Motivated and Effective Work Force**

*Figure 1.1-3*

The 414<sup>th</sup> BSB organizational values are those of the United States Army (Figure 1.1-4).

**ARMY VALUES**  
 Loyalty  
 Duty  
 Respect  
 Selfless Service  
 Honesty  
 Integrity  
 Personal Courage, Candor,  
 Commitment and  
 Competence

*Figure 1.1-4*

The 414<sup>th</sup> BSB embraces the following additional community PRIDE values:

- Professionalism** Know your job, do it well.
- Respect** Treat every one the way you want to be treated.
- Integrity** Do what's right, especially when no one's looking.
- Dedication** Do whatever it takes to accomplish the mission.
- Enthusiasm** Be excited about our work and community.

The BSB Commander receives broad guidance from the ASG Commander. The Commander and key personnel integrate ASG guidance into specific goals and objectives for the BSB, then apply unique knowledge of the community and our customers' particular needs. Prior to publication, they are reviewed by the senior leadership (Commander, DC, and the CSM) to ensure regulatory compliance and adjusted with input from chartered teams, directors, managers/supervisors, legal review, and subject matter experts. The process produces the short and long-

term goals and objectives that are deployed down to each employee through the chain of command structure, web page, and employee counseling/training.

The Key Business Drivers (KBDs) are linked directly to organizational goals, objectives, and customer requirements and expectations (Figure 1.1-5).

**Process Management**  
**Leadership**  
**Planning**  
**Assessment**  
**Readiness (Personnel, Equipment, Infrastructure)**

*Figure 1.1-5*

Organizational Goals and objectives are listed in Figure 2.1-4. The importance of a process approach to BASOPS business prompted the establishment and publication of a *Customer Service Plan (CSP)*. The plan outlines BSB requirements and specifies actions and processes for tracking customer requirements and satisfaction. Each employee has received a copy of this vital document. The mission, vision, values, and goals of the organization are included in the CSP and are posted throughout the community and on our home page. The Command Group attends the majority of the organizations' "Listening and Learning" forums and is involved in the BSB's complaint resolution process (Figure 3.2-2). Customer issues, concerns and complaints are identified and combined with the review of all customer comment cards submitted. One of Senior Leaders' command initiatives is to talk "one-on-one" with teens in a separate forum. Through the Army Family Action Plan (AFAP) process the Commander determined that this was a customer segment that had concerns but no voice.

Innovation and risk taking are encouraged throughout the organization and are demonstrated in the PIR process. All employees are challenged to take ownership of their respective programs and find ways to improve upon them. With clearly stated goals and objectives, and a clear focus on the customer, the directors/staff officers develop supporting plans to execute the Commander's intent. Individuals responsible for the execution of various programs are given the latitude to explore any avenues in program development and reinvention. They not only have a stake in the process but are, in fact, the developers of those programs that directly reach the customer. The ownership that this conveys instills pride and a positive attitude throughout the work force, as well as projecting it to the customers we support. Setbacks and failures are used as learning opportunities. All events and operations are



reviewed and analyzed to provide lessons learned from what went well and where we can improve next time. Employee training opportunities are disseminated via e-mail to all BSB employees. First line supervisors manage personal and career development for employees, request training, and allocate resources to provide for the employees' training needs in accordance with Individual Development Plans (IDP).

**1.1c(1&2)** The monthly R&A and the periodic review of the strategic plan are formal means by which Senior Leaders track performance and capabilities, identify areas for improvement and new opportunities, and gauge the success of programs, goals, and objectives. Additionally, the Commander reviews directorate Budget Performance Data monthly, meets one-on-one with the Directors, talks to customers and employees in day-to-day operations (management by walking around), and responds to phone calls and emails. The Commander's "open door" policy allows accessibility for the entire organizations' personnel, stakeholders, customers, and suppliers. Information provided allows the Senior Leaders to remain current regarding customer concerns, key issues and the health of the organization. This fiscal year, the BSB has instituted a **Performance Information Management System (PIMS)**. This is a computer-based information system that allows all members of the BSB to see both the critical measures of the organization and the current status of the same. This promotes visibility and focus by both accountable and responsible individuals/groups, and, other organizational personnel who have direct and indirect contributions/input toward the achievement of objectives. This system is modeled after best practices identified in previous years' APIC criteria. Key performance measures are shown in Figure 2.2-1. To review and compare our performance and capabilities, we adopted a customer focus model. This model is applied to all of our operations and activities to determine better ways to provide for our customer needs while meeting our mission and our goals. The BSB has implemented a review process that links with everything we do in our organization. The approach is based on an effective determination using the questions in Figure 1.1-6. Monthly R&A serves as the measuring stick to apply progress of individual programs against the goals and objectives of the organization. In addition to organizational information gathered, the organization uses available ISR data for the monthly R&As. This data links to our KBDs of Readiness and Resource Management. All performance reviews conducted are integrated into the decisions on budget and priorities. The Strategic Planning process enables the BSB to develop appropriate measures that focus on and evaluate directorate-level performance

assisting in management direction and focus. The directorates compile and analyze the data, check results against forecasts, and report the progress of the programs. Trends that don't track with projections require accountability and responsibility on the part of action officers/groups to discuss and demonstrate their course(s) of action that are designed to get the objective back on target.

#### Customer Focus Model

WHAT DO WE DO?  
 WHO DO WE DO IT FOR?  
 WHO HELPS US?  
 WHY DO WE DO IT?  
 HOW WELL DO WE DO IT?  
 WHO ELSE DOES IT?  
 HOW CAN WE DO IT BETTER?

Figure 1.1-6

**1.1c(3)** The Strategic Planning Process and the **SPT** activities, coupled with Senior Leadership direction, result in the development of processes designed to transition performance review findings into continuous improvement priorities. The **CST**, **HRT**, and **PMT** also participate in incorporating customer requirements and expectations and human resource management considerations into the equation, and review identified processes. Throughout our programs and processes, we accumulate necessary information to suggest new projects and programs for our organization. The Commander uses the following sources of input to identify issues and establish necessary corrective action(s):

- R&As
- PIRs
- Senior Mission Commander (SMC) input
- **SPT**, **CST**, **HRT** and **PMT** input
- Customers' input
- Employee input
- Partner and Supplier input

Internal resources are distributed by priority to accomplish tasks within our capability and that of our partners and suppliers. Unfinanced requirements are forwarded up the chain of command to compete for additional funding. The results of monthly R&A are translated into an assessment of how well we are doing and where are our opportunities to make a difference. The leadership assigns tasks and issues guidance based on performance results and trends. One of our chartered teams or an action officer is directed to analyze and staff an issue and present a recommended solution and/or implement a process change that results in increased efficiency. The DC and the **SPT** have the responsibility to



review issues/concerns and analyze them for impact on programs and processes and advise the Commander on adjustment or realignment of strategic planning or overall goals/objectives.

**1.1c(4)** The performance of Senior Leaders is assessed annually through Officer Evaluation Reports (OER), Enlisted Evaluation Reports (EER), and annual appraisals for DA Civilians (DAC). Substandard performance is dealt with in terms of career assignment and continuation board action. Another principle method for evaluating senior leaders, directors, and key personnel is through the ICE program (customer perspective) and employee and command climate surveys. Additionally, the key measurements for BSB-level goals and objectives progress are also used for overall evaluation. Informally, verbal and written feedback formulate indicators of leadership performance. Senior leaders have sought to ensure that candid discussions and open/honest dealing in public forums, staff meetings, and individual and group dialogues, address leadership performance. This allows for unhampered exchange and the opportunity for leadership to review, adjust, and explain policies, procedures, and decisions.

## **1.2 SOCIAL RESPONSIBILITY**

**1.2a** Given the nature of the BSB's geographical disbursement, the organization frequently interacts with the elected local officials of two counties and six cities. The BSB hosts the German-American Executive Council (G-AEC) to further foster German-American understanding and an acceptance level of our US troops/military training requirements. This forum includes local Commanders, principal staff, and German counterparts (i.e. county commissioners, mayors, police chiefs, fire chiefs, district attorney, forestry officials, and representatives of the Federal Assets Office). There are approximately 335,000 German citizens living in the BSB geographical AOR. Much of what the BSB does has a direct effect on those citizens. The organization enjoys a positive and highly communicative relationship with our host communities. To maintain and enhance these relationships, we provide quality customer service-oriented programs to the host nation. This service is primarily facilitated through the PAO. The Public Affairs Officer is a German national, which serves as a clear advantage for connecting to the local population and enhancing the flow of information between the BSB and the local German population. The Public Affairs Officer also serves as a conduit receiving concerns and complaints from Germans that require action/resolution.

**1.2a(1)** The BSB is attentive to the impact of our operations on the surrounding communities (Category 7.6). All aspects of planning and executing base operations require the completion of an impact study that considers environmental factors, noise, traffic congestion, etc. Based upon cost and host nation concerns of energy consumption, the organization focuses on energy conservation and has been recognized for performance in this area (Figure 7.3-7 & 8). Our proactive environmental program is conducted with an understanding of the sensitivity of compliance with German laws and local concerns. Compliance, Conservation, Restoration, Pollution Prevention, and Foundation are the environmental programs' main elements. Environmental (ISR II) results are shown in Figures 7.6-4 & 5. The BSB has a model-recycling program. Targets for full compliance are 100%. Our goal is to obtain necessary additional funding that enables us to expand our current program execution. Risk Assessments are performed by all units at all levels for all operations. In addition to safety, these assessments attempt to identify any possible actions that could cause collateral damage. Numerous councils are in place to address these issues (Figure 1.2-1)

**1.2a(2)** Public and Host Nation Concerns are considered in all phases of our operations. Special consideration is given during the strategic planning process. In USAREUR, operations having major impacts, such as base closures, require that specific instructions regarding public notification and handling procedures be followed. The BSB uses the same approach to handle local operations. The PAO and G-AEC are the key elements for information exchange, as well as host nation input. The Command Group provides for office calls with local officials to provide information about ongoing and upcoming operations that impact our German hosts. The G-AEC meets 2 to 3 times each year and is the key forum for exchanging information, ideas, and concerns. Support requirements from both sides are presented. The Command Group tasks actions, as a result of issues raised by the host nation officials, to the appropriate directorate. Responses provide feedback and include a full legal review. Council meetings also generate many informal discussions. Not only does the senior leadership discuss issues with key community leaders; many of the technicians and subject matter experts meet and interact with their German counterparts.



Impact	Compliance Process	Measures	Goal	Results
<b>ALL</b>	<b>German-American Executive Council</b>			
<b>Economy</b>	Disciplinary Control Board	# Business Off-Limits	<5	1
	Real Property Planning Board Contract Education & Workshops	Contract \$ Awarded to Local Nationals	100% of Funded Projects	Figure 7.3-3
<b>Safety</b>	Force Protection Working Group Threat Working Group Safety Council	JSIVA AT/FP Training Accidents	Pass 80% of workforce Reduce 10%	Figures 7.3 7.6
<b>Environmental</b>	Environmental Quality Control Council	Remediate Deficiencies	75% this FY	Figure 7.6
	Environmental Quality Control Council	Recycle Program	35% recycle rate	Figure 7.6
	Noise Commission	Number of Aircraft Noise Complaints	<10	0

Figure 1.2-1

This results in further and frequent cooperative contact between the BSB and the Germans. The entire process enhances overall cooperation. There are several social events open to the host nation to allow more interaction and understanding. PAO provides the coordination and translation support.

**1.2b** BSB personnel who have routine contact with contractors and host nation officials attend annual training on ethics. Ethical behavior is also emphasized in employee counseling. All employees are provided with an information paper identifying offenses and related punishments. Organizational plans and operations undergo legal and environmental impact review. In order to ensure ethical business practices, all employees attend required annual training for consideration of others, financial disclosure, and ethical standards. Strict adherence to American and German laws, Army regulations, and ASG/BSB policy letters are points of pride within the organization. The Provost Marshal (PM) and Assistant Civilian Misconduct Action Authority (ACMAA) deal with violators of governing laws and regulations. Organizational governance is thereby accomplished in holding those guilty of infractions accountable.

**1.2c** The key communities are identified as those where our organization has an interest and/or an impact. Cooperation and support from the surrounding German communities is essential to our continued presence and accomplishing the BASOPS mission. Our 17 installations are located primarily in or about the area of four cities: Hanau, Erlensee, Gelnhausen, and Buedingen

(Langenselbold and Altenstadt provide minimal leased housing support). The BSB has established excellent relationships over the years with our host nation partners and neighbors. City Mayors, Commissioners, and Police and Fire Department heads attend our events and invite BSB representatives to theirs. Local authorities and service providers meet with Senior Commanders and our staff at the G-AEC to exchange information and resolve issues of mutual concern. Recognition of individual and organizational support on both sides occurs regularly.

Environmental funding is used for prevention measures and protecting natural resources. The results achieved (Category 7.6), with limited organizational funding, indicate the level of success achieved in cooperative efforts with the host nation in our collective role as stewards of natural resources. The organization supports and strengthens our key communities in many ways. The BSB is a significant source of revenue for the local economy (housing, retail sales, food and beverage, etc.), provides emergency response assistance (police, fire, and medical), and conducts joint festivals and social events. The ties and mutual respect between US and German senior leaders are evident.



## 2.0 STRATEGIC PLANNING

### 2.1 STRATEGY DEVELOPMENT

**2.1a(1)** The BSB uses a team based process for organizational strategic planning. Our process has been adopted by IMA-E, and shared with 7<sup>th</sup> Army Reserve Command, 98<sup>th</sup> ASG, and 104<sup>th</sup> ASG. The steps used to implement, update and adjust the Strategic Plan are:

- **Strategic Planning Team (SPT)** member selection. Senior leaders select key personnel within the organization to serve on the **SPT**. Members of the **SPT** are comprised of Directors, Staff Officers, subject matter experts (SMEs), and select key personnel. The DC chairs this **team**.
- **SPT** charter. The **team** is chartered to perform planning process tasks that result in periodic review and update of the strategic plan at specific time frames within the fiscal year (Figure 2.1-1). The organization also conducts monthly R&A sessions wherein all BSB-level goals and objectives are reviewed for progress and completion status.
- The Strategic Planning Pyramid model is used to initiate new **SPT** members into the planning process (Figure 2.1-2). Additionally, it serves as a guide for the review of the plan and a process management tool for each update of the strategic plan. This model serves as a visual aid to all **SPT** members in all phases of the organization’s planning cycle.

### 414<sup>th</sup> Strategic Planning Cycle

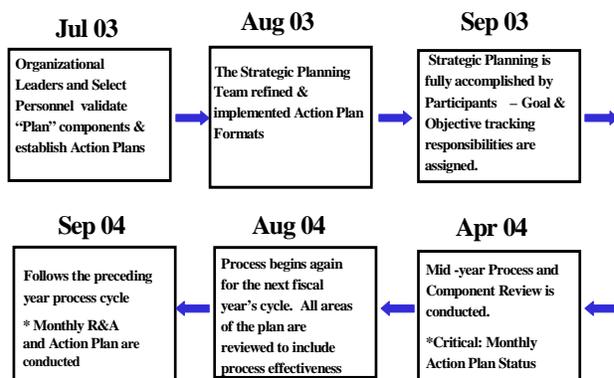


Figure 2.1-1

The Strategic Planning Process includes the standard components (mission, vision, values, key business drivers, goals, objectives, action planning and metrics/

measurement) and deployment. Accountability and responsibility are fixed during the action plan phase.

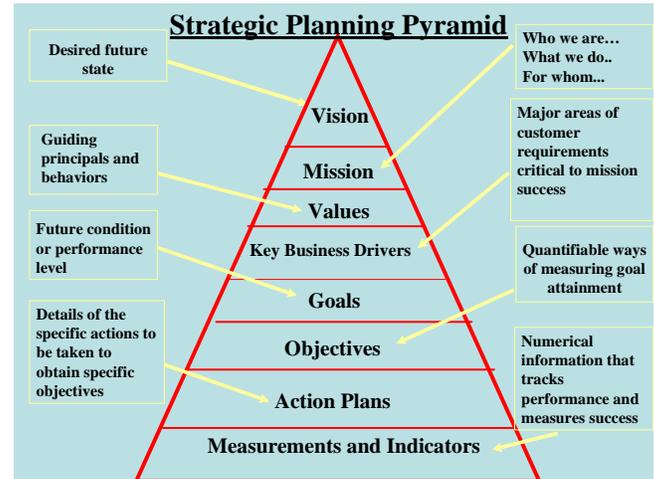


Figure 2.1-2

Process owners and work groups are held accountable and responsible for completion of assigned organizational objectives. This process cascades down throughout the organizations thereby interlocking all actions and work conducted within the BSB to the strategic plan. To illustrate, teach and train organizational personnel regarding the connectivity of all job performance with the strategic plan (Figure P.1-2)

Short and longer-term planning horizons are described as follows:

- Objectives – constitute organizational short term planning horizons and are conducted within 6-18 months.
- Goals – constitute the longer term planning horizons and are those tasks conducted beyond the current year looking out 18 months to 3 years.

1-3 years is the maximum reasonable range for goal planning within the organization with the exception of infrastructure planning and construction/renovation projects (some five year planning horizons are required). The BSB defines time horizon, as stated above, and publishes the same for each goal and objective within the text of its strategic plan. Educating and involving virtually all managers in both the Strategic Planning and APIC processes positions us to achieve organizational strategic objectives, and adapt to changes (customer requirements, resources, and priorities). In order to maximize our success, we focus on thoroughly understanding and anticipating our customer’s requirements and expectations. As part of the Strategic Development Process, we incorporate an extensive, team-



based examination of our market and our current and potential customers during the planning process. This is accomplished by using the current APIC criteria published by the Strategic Management and Innovations Division of the Vice Director of the Army Staff, and our Category 3 information. Customer communication links are maintained by the organization, facilitating our ability to obtain, react, and evaluate our effectiveness in the delivery of goods and services to the customer base. Category 3 identifies the continuous improvement processes in meeting our ever-changing customer needs. The organization formally reviews its strategic plan and all components at the annual Strategic Planning Workshop and the Mid-Year Strategic Review sessions. At the 104<sup>th</sup> ASG Off-Site, our Commander, DC, and TQM are involved in the strategic planning process for our higher headquarters. This provides the majority of the external guidance that is the basis for goal alignment. In preparing the strategic plan, the BSB Commander provides her guidance to the DC and the members of the *SPT*. Directorate/staff employees and personnel, customers, as well as partners and suppliers, provide input to planning through staff/board meetings and individual “Listening and Learning” forums (Figure 3.1-3). Strategic planning process training occurs at all echelons, which facilitates organizational learning, understanding, and the coordination of the implementation of our overall strategy. The organization encourages initiative and innovation as part of the continuous improvement process propagated by PIR and the APIC. The primary influences on the strategic planning process are the needs of all of our customers, stakeholders, and our higher headquarters’ mission, vision, and directives. The BSB Commander and her staff use three steps to aid in this process:

- The team-based approach (*SPT*) planning process used in the Strategic Planning Process and Cycle.
- Participation in the 104<sup>th</sup> ASG Strategic Planning.
- The analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT) occurs at least twice a year.

**2.1a(2)** It is critical to continually query and understand customers’ needs and expectations. The organizations’ highly active and aggressive involvement in the “Listening and Learning” forums outlined in Figure 3.1-3 indicates the degree of our commitment. Customer segmentation and organizational market knowledge are addressed in Category 3. The periodic examination of customer/market needs is the first step of all reviews and update sessions of the strategic planning process. Customer Requirements are shown in Figure 3.1-1.

**Competitive Environment:** Our competitors (BSBs and private organizations) are significant factors in developing our strategic plan. We use data obtained from the 104<sup>th</sup>

ASG to compare our performance with that of other BSBs. Some of the information on private organizations is obtained through the Directorate of Community Activities (DCA) and contracting research. In order to minimize the risks to our continued mission presented by our competitors, the organization takes the logical and widely accepted leadership and management tenets of the military and the APIC process in order to evaluate our processes and business results (Figure 2.1-3). This assists in maximizing our effectiveness and efficiency, while minimizing risk and positioning for the future through thorough organizational self-assessment. The on-going and continuous training of our personnel in the APIC and Strategic Planning Processes enables us to identify best practices and implement/modify newly discovered ideas and methods for the purpose of organizational improvement. An example of a benefit derived from this practice is the accomplishment of being the first BSB in Europe to out-source the Directorate of Public Works (DPW) work force under a Total Maintenance Contract (TMC). The result of that change is the creation and continuation of a markedly increased efficient maintenance and repair record using effective in-house and out-sourced methods.

**Technological Changes:** The BSB has remained current in its implementation of technological advances that have a positive impact on increased efficiency within our BASOPS and well-being of the community. An example is our continuous transition to internet and web-based access to services and information. Other examples are:

- Improved Installation Access Control System
- GPS installed in all Military Police vehicles
- Common Access Card computer security
- Community Information Channel
- Fiber-Optic communications improvements
- Automated sign in for in-processing new members to the community

The BSB has an assigned Information Manager who continues to implement state of the art Information Management Systems that are programmed to keep the organization current and competitive. *PIMS* is a recently implemented tool that enables the organization to view current trends in performance measures important to the accomplishment of our strategic goals and objectives.

This desktop system is designed to provide maximum visibility to the entire organization assisting in keeping the focus on what is important. The implementation of emerging technologies positively affects our ability to conduct efficient business operations and reduces the



Competitive Environment Chart

Customer Requirements	Capabilities	Competitors	Risks	Partner/Supplier
Comment Cards Performance Data Listening Forums Customer Surveys Needs Assessment	Customer Focus Customer Involvement Trained/Dedicated Work Force Strong Partnerships Professional Suppliers Proven Performance	Other BSBs Local Market Contractors	Deployment Financial Currency Market Societal Political Base Closure	BOS (TMC) Pond's Guards DoDDS DECA, AAFES, Clinics, Banks, SATO, IFMIS Host Nation

Figure P.1-2

necessity of “life cycle” replacement in automation systems from five to three years. Key systems are the priority for upgrading and necessary replacement. Other systems are replaced using a published priority list utilizing an “oldest replaced first” approach.

The *SPT* and planning process participants conduct periodic formal SWOT analysis sessions. These sessions focus the organization on the issues that impact on operational effectiveness in a local and global economy. All facets of the organizational requirements are considered. The most recent SWOT analysis is found in our Strategic Plan for FY 04 (post mid-year review version).

**2.1b(1)** The short and longer term objectives, subordinate to our nine organizational goals are listed in the excerpt of the organizational FY 03 Strategic Plan Goals, Short Term and Long Term Objectives Chart (Figure 2.1-4). The organization has instituted and deployed a detailed process for frequent status reporting in the form of monthly R&As. Supporting this process is the requirement of formal and written Action Plans for each objective. Specific personnel or groups are held to the standard of accomplishing assigned objectives and linking progress for the same to BSB-level goals. Goal and objective timetables are described in 2.1a(1).

**2.1b(2)** The strategic objectives are linked to the strategic challenges that impact the BSB. Those primary challenges are the potential impact of future BRAC and the DA Civilian “5 year” rotation rule that affects organizational-unique knowledge due to the loss of experience. Virtually all planning considerations include these prospects. They are minimized by the deployment

of the principles of APIC and implementation of sound Strategic Planning processes throughout the BSB. This includes training and participation in the processes by personnel from all echelons within the organization and senior leader emphasis and support.

## **2.2 Strategy Development**

**2.2a(1)** The BSB has established a comprehensive Strategic Planning process that results in Action Planning at all echelons within the organization. Subject matter experts complement a team based process involving a cross-section of all sections and directorates. This chartered team has developed all components of the BSB’s annual strategic plan and has further identified all BSB-level objective action officers responsible and accountable for the development and execution of action plans. BSB-level action plans are provided to the command group for review and approval. Action planning at lower levels within the organization requires supervisor review and approval. Every action plan constitutes a “contract” between the individual(s) assigned as action officers and is correspondingly reflected in individual OERs/EERs or Performance Evaluations ensuring accountability.

Resources are allocated based upon the requirements of approved action plans. Resource requirements are a mandatory part of the action planning format and must be identified. Monthly R&A briefings are conducted wherein the key measurements are presented to the Commander and DC by the action officer. This process enables the organization to track progress and balance the distribution and use of personnel, equipment, and financial resources.



## GOALS, SHORT TERM AND LONG TERM OBJECTIVES

GOAL(S)	SHORT/LONG TERM OBJECTIVE	SUPPORTED METL	RESULTS
1. Maintain Process Improvement Culture.	a. Develop and deploy process management tools throughout the BSB by FY 05 ( <i>PMT</i> ) b. Develop PIMS and deploy NLT JUN 04 (IMO)	MANAGE PROGRAMS & RESOURCES EFFICIENTLY AND EFFECTIVELY (TQM)	7.3-1 7.5-3 to 6 7.5-14 to 21 7.6-14 & 15
2. Improve community awareness and information dissemination	a. Publish recreation and newcomers' guide by JUL 04 (PAO) b. Sustain 90% positive press (PAO)	ENHANCE & EXPAND COMMUNICATIONS (PAO/IMO)	7.1-5 7.6-1 & 2
3. Identify and deploy new technology to enhance programs and services	a. Deliver phone and net service to the billets by FY 05. (IMO) b. Update network infrastructure (FY 06) (IMO)		
4. Improve the quality of life in the community	a. Develop a QOL survey by the end of FY 04. ( <i>CST</i> )	DELIVER SOLDIER SUPPORT AND PUBLIC SERVICES (CST)	7.1-1 to 4 7.2-5 & 6 7.3-6 7.3-11 to 16 7.4-5 7.5-1 & 2 7.5-7 to 10 7.5-13 7.6-1, 3 to 10 7.6-13 & 15 7.6-14
5. Assess and improve (as applicable) our ability to support our customers	a. Train 50% of the work force on customer service FY 04; develop on-line training by JUL 04 ( <i>CST</i> ) b. Review and adjust programs and services based on identified and validated customer needs OCT 04 ( <i>CST</i> ) a. Establish permanent ISA site by JAN 05 (S3)		
6. Ensure & Sustain (Re)Deployment Readiness	b. Update Deployment/Redeployment SOP by JUL 04 (incorporate reintegration) (S3)		
7. Manage real property resources efficiently	a. Consolidate facilities to reduce expenses (utilities) by end of FY 06 (DPW) b. Remediate 75% of identified environmental deficiencies/weaknesses by FY 06 (DPW) c. Establish an installation rating scheme and improve the appearance and cleanliness of our facilities and grounds by end of FY 04 (DPW)	MAINTAIN AND REVITALIZE INFRASTRUCTURE (DPW)	7.2-1 to 4 7.3-2 to 5 7.3-7 & 8 7.5-4 7.5-11 to 21
8. Provide Law Enforcement, Public Safety and AT/FP Programs.	a. Increase AT/FP awareness; 10% increase in training completion from FY03. (FPO) b. Implement FP OPLAN changes as required to pass the 2004 JSIVA. 100% task completion by MAY 2004. (S2/3) c. Train 50% of the workforce and all deploying personnel on safety and risk management by the end of each FY. (Safety) d. Reduce non-tactical vehicle accidents by 15% FY 04. (Safety) e. Establish motorcycle course by APR 04. Safety)	PROVIDE PUBLIC SAFETY, PROTECTION AND SECURITY (PMO)	7.3-9 & 10 7.5-7 7.5-14 7.6-3 to 16
9. Provide a Quality Work Place	a. Align TDA with requirements annually. ( <i>HRT</i> ) b. All employees have an updated IDP and training needs assessment within first 30 days of employment and updated annually ( <i>HRT</i> ) c. Develop and implement organization training program by end of FY 04. ( <i>HRT</i> ) d. Annually increase diversity (EEO)	DEVELOP A MOTIVATED AND EFFECTIVE WORK FORCE ( <i>HRT</i> )	7.4- ALL

Figure 2.1-3

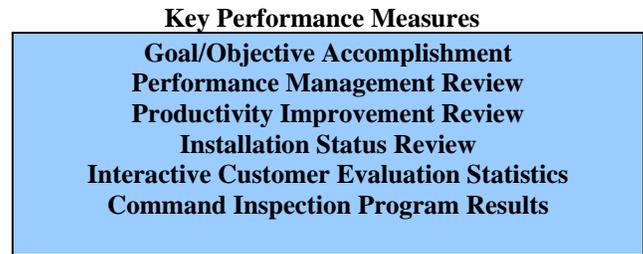


**2.2a(2)** The action plans for short and long term are attached to the Strategic Planning document. The timelines for action plan execution are shown in Figure 2.1-4.

**2.2a(3)** The *Human Resource Plan* (HRP) for the organization has identified three items as the most important areas of emphasis for success: Employee Appraisals/Evaluations, Awards/Recognition (Figures 5.2-2 & 7.4-1), and Customer Service and Ethics Training (Figure 5.2-1, 7.4-5 & 6). These core requirements are for all assigned personnel and are self-evident in their support of all strategic objectives and action planning.

**2.2a(4)** The action planning format requires identification of linkage of each action plan with a BSB-level objective. This reinforces organizational alignment and ensures that all-important organizational functions are documented in the form of an approved action plan. Each month, an organizational R&A session is conducted wherein each key performance measure and indicator are briefed to the Command Group and all attendees (Figure 2.2-1).

Further, PIMS provides visibility of trends, analysis, and progress to the entire organization. This system of accountability, responsibility, and reporting ensures that the organization is aligned with agreed upon measures of organizational success indicators. Through several public forums and meetings, coupled with the *CST's* system of tracking customer satisfaction, stakeholders and key deployment factors are both visible and analyzed on a routine basis. Additionally, PIMS provides visibility and focus on the important measures of the organization. The Mid-Year Review of the Strategic Plan ensures a complete formal review of all BSB goals and objectives is accomplished. Once this event is completed, a formal R&A “closes the loop” just prior to the final collection of data (Category 7) is placed in the APIC submission for the current year’s ACOE program. This ensures that all measurements within the BSB’s measurement system are current, fully analyzed, and incorporated within the organizational self-assessment.



*Figure 2.2-1*



### **3.0 CUSTOMER FOCUS**

Customer requirements drive our organization and all that makes it successful. Customers, therefore, are our key focus. To enhance our customer focus, a *Customer Service Team (CST)* has been instituted. This chartered team examines customer input methods and mechanisms. Additionally, the team reviews two-way communication methods in order to ensure that the appropriate level and frequency of information exchange occurs. The *CST* makes recommendations to the Commander and DC for improving customer services within the BSB based on the results of customer surveys, consolidated Interactive Customer Evaluation (ICE) results, and personal customer contacts. The organizational Customer Service Plan is reviewed regularly and modified as necessary to meet the changing requirements within our customer processes. The key focus in review is the analysis and improvement of customer service. As tasks are completed, new goals are set for the *CST*. The *SPT* identifies our customer segments, requirements, and expectations (Figure 3.1-1) during the strategic planning process.

### **3.1 CUSTOMER AND MARKET KNOWLEDGE**

**3.1a(1)** During our strategic planning actions, and at all levels of the directorates/staffs, we place the appropriate emphasis on the process of correctly identifying/revalidating who our customers are and what they require, so that we can establish the best possible business relationships based on their requirements and expectations. At this year's mid-year review of the FY 2004 Strategic Plan, participants of the *SPT* reviewed and updated the customer groupings and markets. Customers were invited to do a SWOT analysis. The "Opportunities" portion of the SWOT analysis is where the *SPT* addresses potential customers. The BSB also seeks opportunities through relationship building with its current customers and based upon need and emerging markets, actively seeks future customers. During the annual and mid-year reviews of the Strategic Plan, participants of the *SPT* review and update the customer groupings and markets. The *CST* focuses throughout the year on keeping current with customer issues. The SWOT process is also utilized to determine customers of competitors, as well as potential customers and markets. By using Category 3 of the APIC, the *SPT* revisits all aspects of organizational self-assessment criteria for the purpose of conducting a thorough team review of the customer environment.

**Strategic Plan Customer and Market Table**

<b>Customer</b>	<b>Representative</b>	<b>Key Requirements</b>	<b>Expectations</b>
I. Local	Tenant Units Soldiers Employees Spouses/Parents Youths Contractors Retirees Former Employees Visitors	Protect the force Provide support services Provide deployment support Sustain Families Enhance Well-Being Provide Training Maintain infrastructure Establish policies Comply with laws & codes	Safe environment Supplies & services readily and easily available; provided by knowledgeable employees in a quality fashion Well maintained, modern facilities & equipment Consistent application of laws, codes and policies Customer service oriented
II. Regional	104 <sup>th</sup> Area Support Group IMA-E Army Europe USAF Europe US Federal agencies	Contingency Support Provide support services, augmentation, infrastructure	Provide timely response in quality manner Provide a modern, well equipped facility and equipment
III. Host Nation and International	Host Nation Agencies Task Forces NATO Forces Host Nation Neighbors Transient Units Deployed units/elements	Conduct support activities; Maintain infrastructure/ equipment IAW agreements Knowledge Management (Re)Deployment Support	Provide high quality services in a timely fashion when and where needed. Provide a modern, well equipped facility and equipment

Figure 3.1-1



Mission requirements, higher headquarters directives, unit stationing analyses, fund sources, and eligibility determine our customer groups. In addition, each directorate/staff section identifies its current customer base in each of its key processes. The *SPT* follows the general sequence (Figure 3.1-2) while updating the process.

#### SP General Sequence

- ***Establish/Validate/Review Our Key Business Drivers.***
- ***Link Customers toMETL, KBDs, Goals and Objectives.***
- ***Determine Metrics & Measurements for each Goal/Objective***
- ***Develop Action Plans***
- ***Deploy SP process(s)***

Figure 3.1-2

This ensures that the customer requirements/expectations are in the forefront of the planning considerations for the organization. The BSB actively seeks customers of competitors by providing superb service. By doing such, the organization's reputation to provide services across its entire base is known. The result is a capture of potential customers and the atmosphere to gain competitors' customers. Indications are that neighboring military BSBs and ASGs prefer our services to their own. An example of this is the increased activity and survey data from our AAFES and Commissary partners.

**3.1a(2)** The BSB uses a variety of "Listening and Learning" approaches to determine key customer requirements and expectations (Figure 3.1-3). Many of these forums are targeted specifically to a particular customer segment and the participants determine the agenda, content, and method of information exchange. In this way, we are certain that the methods we use keep us current with our various customer groups' requirements. The organization also employs the *CST* to conduct extensive analysis of our customers' requirements and expectations through the deployment of survey instruments. Results reveal the levels of satisfaction the BSB has achieved and prompts the examination of changes necessary to improve areas that indicate low approval indicators (Figures 7.1-1 thru 7.1-4).

In 2003, the *CST* initiated a survey to determine and validate overall customer expectations and satisfaction for programs and services. The survey helped to determine if current expectations are being met or exceeded. By way of this extensive survey that was conducted over two months,

the "top five" best and worst service providers were determined as well as the "top five" improvements and additional programs/services customers would like to see. The results of the survey (see CAT 7.1) were published in the 104<sup>th</sup> ASG newspaper *Herald Union* along with an article in which the BSB Commander personally addressed the issues raised by the customers during the survey and explained what could, would, and could not be done. As an example, one "top five" item on the customers' "wish list" was "more activities for children and teenagers." In the *Herald Union* newspaper article, published in January 2004, the BSB Commander responded to this concern by informing the residents that a "Kid's Korner" was underway. The "Kid's Korner" is a brand new facility, which offers a broad range of activities for kids. Also, an inter-active "News From the Front" page was added to our website to address deployment concerns.

An exchange of information is accomplished between the *CST* and the *SPT* in order to ensure that planning considerations include customer feedback. The results of the survey were worked into the SP and the *CST* prepared action plans to reach the objectives.

IMA-E published a report on army housing levels of satisfaction conducted in FY 02. The 414<sup>th</sup> BSB was compared with 15 other USAREUR installations. A follow-up survey was to be done in early FY 04. This has been delayed due to the deployment. The *CST* will analyze the trend data contained in both reports while working with the Directorate of Public Works to identify improvement opportunities. This collection of comparative data is another example in our effort to listen, learn, and improve the delivery of customer requirements and expectations.

**3.1a(3)** The BSB keeps its methods of "Listening and Learning" current by utilizing and sharing cross-functional information between the *CST* and the *SPT* thereby ensuring that planning and process improvements are accomplished using customer data and analysis. The strategic planning process starts by a validation/re-validation of the organization's customer requirements and expectations. The *SPT* and the *CST* ensure that the strategic plan considers all of our customers' respective input, needs, and concerns.

## 3.2 Customer Relationship Building

**3.2a(1)** The BSB builds relationships to acquire and satisfy all customers (Figure 3.1-1). We attempt to increase repeat business and positive referrals by instilling in the workforce



Customer Segment						“LISTENING AND LEARNING” FORUMS AND FOCUS GROUPS	Frequency			
A	B	C	D	E	F					
X			X		X	THREAT WORKING GROUP	QUARTERLY			
X	X	X	X		X	ARMY FAMILY ACTION PLAN	ANNUALLY			
X	X				X	FAMILY ADVOCACY COUNCIL	QUARTERLY			
X			X			TENANT UNIT COMMANDERS CONFERENCE	MONTHLY			
X	X	X	X	X	X	CUSTOMER FOCUS GROUPS	ANNUALLY			
			X		X	HUMAN RESOURCE COUNCIL	QUARTERLY			
X	X	X	X		X	FAMILY READINESS GROUPS	ONGOING			
X	X	X	X	X	X	COMMANDERS OPEN DOOR	ONGOING			
			X		X	CUSTOMER SERVICE TEAM	QUARTERLY			
		X				ARMY FAMILY TEAM BUILDING	MONTHLY			
X					X	BATTALION COMMANDERS VISITS	2 X YEAR			
		X				SCHOOL ADVISORY COMMITTEES	MONTHLY			
X	X					BETTER OPPORTUNITY FOR SINGLE SOLDIERS	MONTHLY			
X	X		X			SAFETY COUNCIL	MONTHLY			
		X			X	TEEN ADVISORY COUNCIL	MONTHLY			
			X			WORKS COUNCIL	MONTHLY			
X	X	X	X	X	X	COMMUNITY CALLS	MONTHLY			
X	X	X	X	X	X	GERMAN/AMERICAN EXECUTIVE COUNCIL	2 X YEAR			
					X	CONTRACTORS PRE-PERFORMANCE MEETINGS	AS NEEDED			
	X	X		X	X	AAFES/COMMISSARY COUNCIL	MONTHLY			
X		X			X	FAMILY READINESS GROUP TRAINING	MONTHLY			
		X				FRG STEERING COMMITTEE	MONTHLY			
		X				HANAU COMMUNITY SPOUSES CLUB	MONTHLY			
X	X	X	X	X	X	VOLUNTEER ADVISORY COUNCIL	QUARTERLY			
X			X		X	JOINT ACTION WORKING GROUP	MONTHLY			
X					X	REAL PROPERTY PLANNING BOARD	2 X YEAR			
			X		X	PROCESS ACTION TEAMS/FOCUS GROUPS	AS NEEDED			
		X			X	PARENT ADVISORY COUNCILS	MONTHLY			
					X	AWARD FEE EVALUATION BOARD	QUARTERLY			
X	X	X			X	INPROCESSING TRAINING CENTER	WEEKLY			
	X	X			X	ORIENTATION TOURS	MONTHLY			
X	X	X				BUILDING/AREA COORDINATORS MEETINGS	QUARTERLY			
		X			X	PARENT/TEACHER/STUDENT ASSOCIATION	MONTHLY			
	X	X	X		X	HAILS/FAREWELLS	BI-MONTHLY			
X	X	X			X	GERMAN / AMERICAN CLUB	QUARTERLY			
					X	RETIREE COUNCIL	QUARTERLY			
	X	X				INSTALLATION ADVISORY COMMITTEE	QUARTERLY			
	X	X			X	SPECIAL EMPHASIS PROGRAM	MONTHLY			
	X	X			X	SPECIAL NEEDS RESOURCE TEAM	MONTHLY			
		X			X	SENIOR ADVISORY MILITARY SPOUSES	MONTHLY			
X	X	X	X	X	X	STAFF CALL	WEEKLY			
X					X	CASE REVIEW COMMITTEE	BI-MONTHLY			
					X	RELOCATION ASSISTANCE COMMITTEE	BI-MONTHLY			
	X	X	X		X	IG SENSING SESSIONS	YEARLY			
<b>A - Tenant Units</b>		<b>B - Individual Soldier</b>		<b>C - Family Members</b>		<b>D – Employees</b>		<b>E– Retirees</b>		<b>F - Contractors</b>

Figure 3.1-3



those customer service principles that will contribute to a positive customer experience. These customer service principles are:

1. Exceed customer expectations.
2. We are all customer service representatives. Smile. Say “please,” “thank you,” “good morning,” “my pleasure,” “I’d be happy to help.”
3. Use phone etiquette: “Hello, this is Mr. Smith of the 414<sup>th</sup> BSB, how may I help you?”
4. Promptly resolve customer issues.
5. If you receive a request, inquiry, or complaint, you own it.
6. Listen to your customers; every one’s opinion counts.
7. Be sensitive and empathetic. Customers get stressed too.

These are outlined in our Employee Card given to each employee and stressed during new employee orientation. This instills job pride, ownership, and gets employees to encourage the customer to express needs and desires, thereby enhancing customer service and satisfaction. Our “Listening and Learning” forums (Figure 3.1-3) provide our customers with updated information, opportunities to seek assistance, to complain, or give feedback. At most forums, senior leaders are available to act, react or intervene if issues are not resolved at a lower level. Customer feedback is linked to organizational strategic plan Goals and Objectives. Goal/Objective and Action Plan Officers are responsible for adjusting the processes as necessary.

**3.2a(2)** “Listening and Learning” Forums in Fig 3.1-3 provide the BSB the opportunity to talk to, and learn from, the customers, which certainly improves the relationship with the customers. The command information media (i.e. BSB Website; Community Information Channel (CIC); *Herald Union* newspaper; AFN radio & television; and, email to all users) allow us to keep our customers informed of important issues. The BSB is able to broadcast local commercials and information on AFN radio and TV. In addition, the BSB Commander hosts a weekly live radio show which features topical issues and provides info on current events. The latest achievement to effectively communicate information to residents is the CIC, which consists of charts broadcast via cable TV to all of the housing areas. The program runs non-stop, 24/7, and provides information on current events, as well as information on the services we offer. The CIC is operated out of the PAO, which ensures that the information is continuously updated and communicated to the community within minutes. Furthermore, the CIC has a “news ticker” that is activated for last minute or emergency announcements. Information from SOPs, policies, letters, ACS Welcome Packet, and the newly designed Welcome

Guide “Hanau Explorer” provides customers with clear guidance on business practices which promotes positive relationships. As an example, the DPW has a Customer Affairs Advisor (CAA), a central person to contact for guidance or voicing concerns. Firm BOS (Base Operation Services) does service and work orders and has a website to conduct daily business electronically. The BSB is proud of its extensive email/telephone communication net, central location of offices and customer service areas, and our extended business hours (open during lunch time, late hours and Saturday). There are weekly newcomer briefings at the Central Processing Facility. There also is extensive information in the Welcome Guide. The BSB is striving to have cross-trained employees in all offices. The ICE system is widely used and managed in such a way that it is beneficial for customers and the entire organization. Customer comment cards are available in all customer service areas. The leaders have open door policies. The *CST* focuses throughout the year on keeping current with customer issues in a proactive way to maintain loyalty and repeat business on behalf of the BSB. As an example, our effective partnership with AAFES and DeCA offer the benefits of other military personnel and family members using our facilities, which leads to additional referrals and an increase in customers.

The *CST* examines all customer input collected in surveys that identify levels of satisfaction. Various “Listening and Learning” forums (Figure 3.1-3) facilitate the identification of a wide spectrum of customer issues. The *CST* advises the Command Group on customer issues, development and coordination of survey deployment, and analysis of findings. The *Customer Service Plan* (CSP) outlines customer service and customer contact requirements and expectations and is our instrument to ensure contact requirements are deployed to all people and processes. The CSP is deployed to the workforce via direct email, posting to the BSB web page, and distributed during new employee orientation. The CSP is reviewed periodically and modified as necessary in order to meet the changing requirements of our customers. The CSP provides the organization with direction and follow-up actions for:

- the *CST* (consisting of a Customer Service Representative from directorates and staff);
- determining customer requirements;
- determining customer satisfaction;
- customer contact requirements;
- managing the complaint process;
- enhancing customer relationships;
- managing the customer feedback system;
- enhancing personnel customer service skills;
- positioning for the future.



The CSP is centered on three key functions (Figure 3.2-1)

**Customer Service Plan  
Triad of Customer Service Excellence**

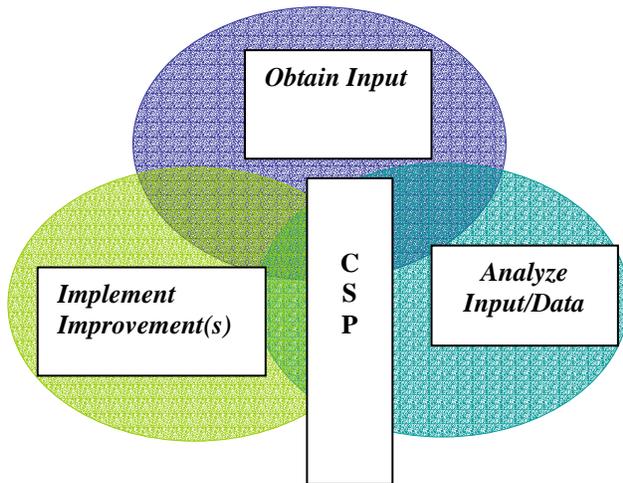


Figure 3.2-1

**3.2a(3)** The BSB follows the process identified in Figure 3.2-2 to effectively deal with issues and complaints received across the spectrum of the organization. The *TQM* is tasked to examine the efficiency of this process and to ensure that it is deployed throughout the BSB. Fielding complaints and resolving them at the lowest possible level is outlined in the CSP, and encouraged. However, lessons learned are equally important. Therefore, all personnel involved in complaint resolution are requested to provide process issues and modification recommendations to either the *SPT* or the *CST* in order to achieve continuous improvement at all levels. By having cross-functional teams and encouraging innovation through empowerment, the senior leaders have created an environment designed to reduce the number of complaints by meeting reasonable customer requirements with timely resolution and change. The TQM monitors the ICE system and other forum minutes to identify trends that might require action. There are no significant trends in any one element of community support at this time. However, the process is in place for the TQM to forward findings to the Commander for a decision to take action. The Commander, in turn, issues guidance to one of our teams (*CST, HRT, SPT, PMT*) to determine and recommend courses of action to mediate any issue that may arise. Action plans are developed and the planning/execution cycle of strategic process takes over.

**3.2a(4)** Our most effective methods for the organization to keep our approaches to building relationships and providing customer access current with business needs and directions are conducting “Listening and Learning” forums (Figure 3.1-3); maintaining an “open door” policy wherein the

Commander schedules times for the receipt of complaints/issues from all customer segments; using the ICE program to obtain valuable feedback; providing the website with necessary contact information enabling access to the organizations’ key directorates/staff sections; and use of all command information channels through PAO.

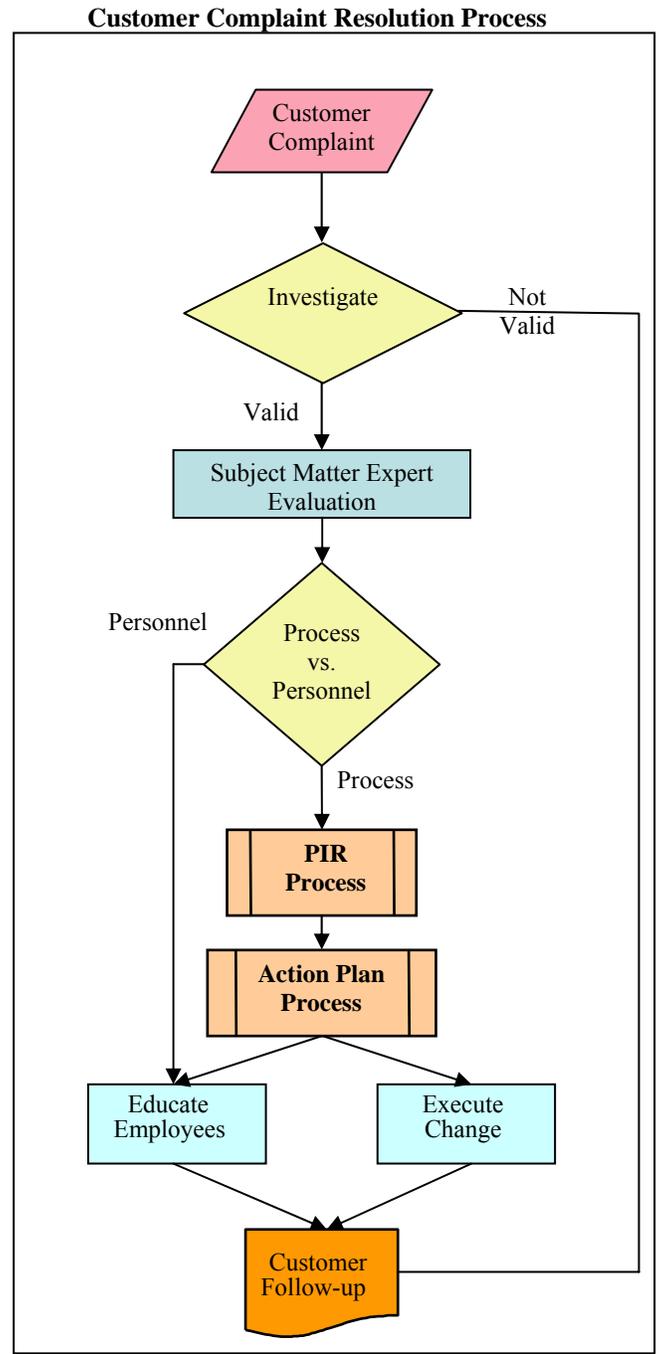


Figure 3.2-2



**3.2b(1)** The key business drivers, goals, and objectives are linked to customer requirements and expectations. We actively seek satisfaction/dissatisfaction input from its customer base through the aggressive synchronization of surveys, analysis of ICE feedback/data, and customer feedback obtained at the large variety of customer focus groups for specified customer segments and situations, After Action Reports, and manager and employee contacts. Once again, Figure 3.1-3 identifies the “Listening and Learning” mechanisms/focus groups in place. Other formal methods include the strategic planning process, the **Customer Service Plan**, and the proper utilization of our workforce augmented by the **Human Resource Plan**. Those teams responsible for these cross-functional areas communicate frequently regarding customer satisfaction/dissatisfaction. Part of the monthly R&A session includes current measurements regarding ICE and other forms of customer satisfaction data (Figures 7.1-1 to 4 and 7.5-14 to 21). Results are brought forward to the **SPT** for necessary action plan and incorporation in the SP. The senior leaders require frequent feedback from all responsible organization personnel/areas. The Customer Satisfaction Survey is a prime example (Figure 7.1-4) of how customer satisfaction and dissatisfaction information is used for improvement. The “top five” best and worst service providers were determined as well as the “top five” improvements and additional programs/services customers would like to see. The results of the survey (see CAT 7.1) were published in the 104<sup>th</sup> ASG newspaper *Herald Union* along with an article in which the BSB Commander personally addressed the issues raised by the customers during the survey and explained what could, would, and could not be done. As an example, one “top five” items on the customers’ “wish list” was “more activities for children and teenagers.” In the *Herald Union* newspaper article, published in January 2004, the BSB Commander responded to this concern by informing the residents that a “Kid’s Korner” was underway. The “Kid’s Korner” is a brand new facility, which offers a broad range of activities for kids. In addition, an action plan has been established for directors to quarterly report at the R&As how they have reviewed and adjusted their programs based on identified and validated customer needs and satisfaction (Figures 7.1-1 to 4)

**3.2b(2)** The **Customer Service Plan/Customer Service Team** is the primary tool/forum for follow-up with products, services and transaction quality. Processes are reviewed to ensure that the timeliness of response to customer feedback is achieved. The organization also crosswalks issues requiring strategic change to the **SPT**. Strengthening this crosswalk is the fact that the chairperson of the **CST** is also a member of the **SPT**. Once again, the senior leaders’ philosophy of empowerment and innovation, embedded in

the team approach to organizational management, provides strength in determining the customer satisfaction status. The availability of the ICE system, ICE kiosks, the regularly scheduled “Listening and Learning” forums, the required After Action Reports, Commander’s Open Door, and the specific surveys ensure prompt and actionable feedback is obtained from customers. The CSP gives direction to ensure customers, in turn, receive prompt feedback.

**3.2b(3)** Through a system of periodic review of ICE (Figure 7.1-1 to 3) and survey results, the BSB is able to assess its customer satisfaction relative to competitors. Managers ensure that customer feedback is shared with employees and that complaints are handled effectively and promptly within their areas. The CSP outlines in complaint management that contact is made within 72 hours. This is enhanced by the sharing of information in the customer service area by the 104<sup>th</sup> ASG coupled with solicitation of comparative data by the **TQM**. The APIC/ACOE HQ, USAREUR 2002/ 2003 Feedback Report and overall ratings of participants within this theater give an indication of how the 414<sup>th</sup> BSB compares to other ASGs/BSBs in Category 3.

**3.2b(4)** The BSB ensures that approaches to determining customer satisfaction are kept current through active participation on the part of both the **CST** and the **SPT**. The **TQM** and the **CST** systematically review customer satisfaction input derived from ICE and organizational customer surveys. The information collection is utilized to ensure that a comprehensive examination of all factors is accomplished. The **CST** Charter and the CSP stipulate quarterly meetings that address collective customer concerns. Those findings are shared with the **SPT** for inclusion into the SWOT as well as into the regular review and the resulting update(s) of the organizational strategic plan. Approaches are discussed at “Listening and Learning” forums, **CST**, **HRT**, and **SPT** sessions. Customers, team leaders, and **SPT** members provide input on approaches and if required or desired the appropriate members are tasked to prepare action plans to adjust approaches to the current needs and directions.

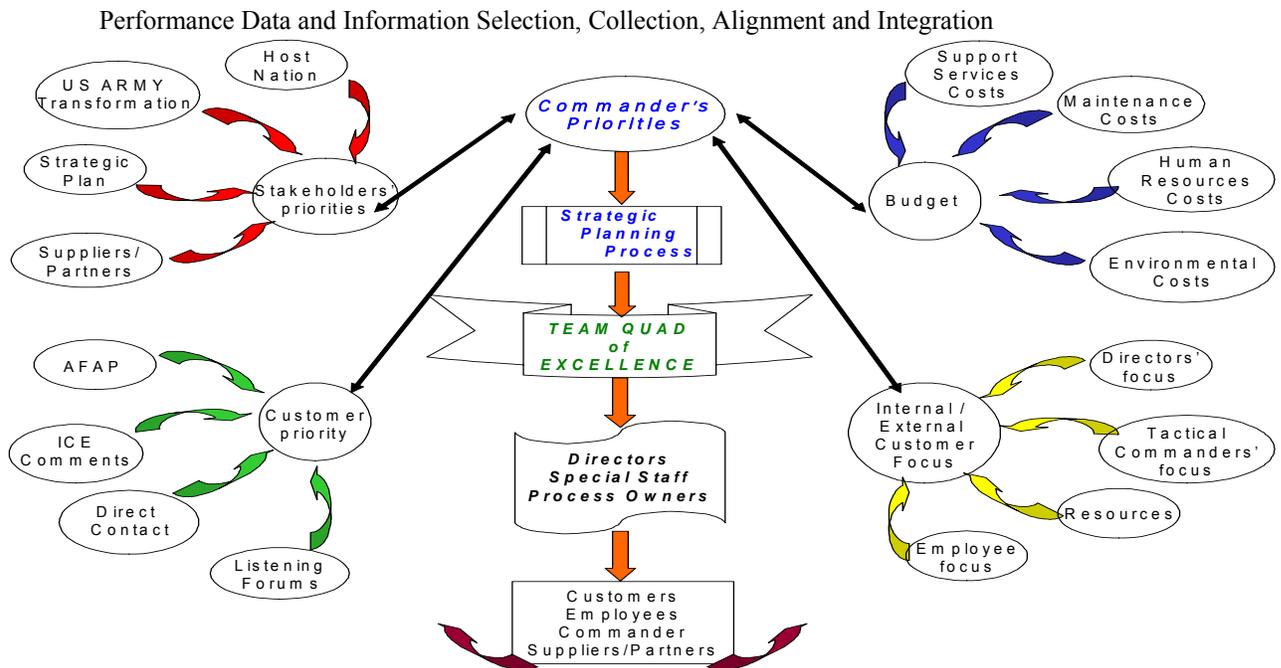


Figure 4.1-1

## **4.0 MEASUREMENT, ANALYSIS AND KNOWLEDGE MANAGEMENT**

### **4.1 Measurement / Analysis of Organizational Performance**

**4.1a(1)** The BSB *selects* performance data and information for tracking daily operations and overall organizational performance as mandated from higher headquarters and through the Action Planning Process. Throughout the BSB customer performance data and information is *collected* directly from the customer through direct contact, comment cards, and customer surveys. The *CST* ensures the data collection tools are designed to provide timely, quantifiable, and accurate data. The BSB's data and information collection tools include all "Listening and Learning" forums (Figure 3.1-3). In addition to BSB-wide data and information collection mechanisms, each Directorate also employs means to collect performance data and information. Internal data is collected and reported by Directorate/Staff Section process owners. Key leaders maintain the responsibility for ensuring this performance data and information is disseminated throughout the organization. Figure 4.1-1 helps illustrate the means by which the BSB selects and collects performance measurement data and information. Once this key performance data and information is collected and analyzed by process owners, results are reviewed monthly during the R&A.

The BSB *aligns* performance data and information at the employee (work unit) level through TAPES counseling, at the leader (key process) level through R&A and Strategic Planning, and at the command section (organizational) level through goals and standards comparisons at IMA-E and DA.

The *integration* of performance data and information culminates during the semi-annual strategic planning sessions. The strategic planning process allows for input, review and assessment from all organizational personnel, stakeholders, partners, and customers regarding opinions, suggestions, or recommendations for organizational improvement. R&A *aligns and integrates* customer service performance data and information at the organization level in order for key leaders to execute sound decision-making. Upon the completion of selection, collection, alignment, and integration, the performance data and information is used by the *SPT, PMT, HRT, and CST (TQOE)* (Figure P.1-6) to support organizational decision-making and *innovation*. PIRs facilitate development, implementation, and knowledge sharing processes.

**4.1a(2)** This organization ensures the key comparative data and information to support operational and strategic decision-making and innovation through the *Action Planning* process, which takes place at the employee, Directorate, and the organizational level. The teams also serve a pivotal role by providing comparative data and



information sources through benchmarking and seeking competitive comparisons, then empowering the various organizational agencies to use the information to support decision-making. Our key comparative data and information is both measurable and specific, allowing it to be used for trend analysis. The data comes from external sources such as Army regulations, higher headquarters directives (USAREUR/ASG), Commander guidance, competitors and customers. We benchmark ourselves with the other BSB's within our ASG and share comparative data at quarterly Director-level conferences. Internal benchmarking is used for those key activities and processes for which external comparative data is unavailable or needs to be supplemented. Employees, teams and leaders are empowered to use this data to try innovative improvement programs and processes. Directors and *TQOE* use this information to assess the effectiveness of current policies, procedures, and processes. The data is reviewed during weekly staff calls and R&A. During R&A, the data is analyzed to make sure we are staying up with our competitors. The Commander, along with senior leaders, review, assess, and, if necessary, reallocate resources and shift priorities. Projected results will have an impact on organizational goals and objectives as well as financial performance. The recently opened Kid's Korner demonstrates how use of comparative data supports strategic decision-making and innovation. The effective use of key comparative data and information at the employee, leader, and organizational level shows the DCA is poised to increase profits by 20% during FY 04 and 60% during FY 05 (Figures 4.1-2 & 7.5-6).

**Kid's Korner Comparative Data**

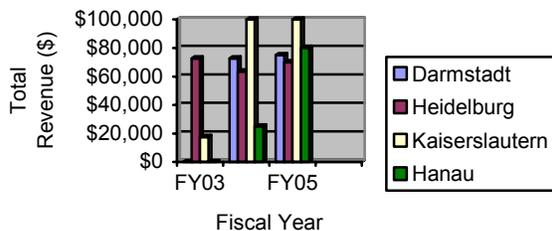


Figure 4.1-2

**4.1a(3)** The BSB keeps our performance measurement system current with business needs and directions and ensures it is sensitive to rapid or unexpected changes through reliance on customer feedback and benchmarking with other BSBs. We process this feedback through continual quality performance assessment, performance

improvement training, management oversight, and fully deployed strategic management process. Empowerment of the action planning teams, the *TQOE*, APIC category champions and the strategic planning process ensure that we remain flexible and react quickly to change. Goals and objectives are changed as needed in a team environment to ensure unity of effort using the collective wisdom of key personnel.

**4.1b(1)** Monthly R&A supports our senior leaders' performance review and our strategic planning. It is the primary means by which leaders are able to examine facts and data in order to achieve a basis for effective decision-making. The data includes customer, financial and market data, operational expenses and forecasts, and competitive data. Because this forum includes a diverse group of individuals, the R&A fosters optimum analysis, discussion, and revision of plans and procedures based on facts. Figure 4.1-3 links performance with strategic goals and objectives.

Performance analysis is also conducted, one tier below the R&A level, within the *TQOE*. The data collection tools discussed earlier are designed to verify organizational goals and objectives set forth by the leadership team. The *CST* provides feedback to the leadership as to current customer satisfaction levels and concerns. The *HRT* provides analysis of employee satisfaction. The *PMT* studies trends, queues, cycle-time and other mechanisms to improve key organizational processes. And, all three teams analyze comparative data from our competitors, while the *TQM* serves as the guide for ensuring each team stays focused on goals and objectives.

**4.1b(2)** The BSB communicates analysis results to work groups and individuals through automated distribution (PIMS), R&A, and weekly staff calls. Directorate performance results are posted in PIMS to inform and reinforce the organization's emphasis on using measurable results to manage activities. This automation initiative allows process owners to upload and update relevant data through web-page linkages and public folders, allowing organization-wide access to not only key leaders, but also employees and community members alike. Strategic Readiness System (SRS) is still the future model of the organization's performance measurement system, allowing for timely input, tracking and dissemination of performance data. The BSB continues to deploy analysis results throughout the organization and down to the user-level by having trained organizational improvement champions in each Directorate, who serve as subject matter experts throughout the organization. Process owners develop and



manage work unit action plans that support organizational goals and objectives. The result is a “bottoms up” approach to accomplishing goals and objectives. The recently opened Kid’s Korner is a direct-result of organizational analysis, communicated to the functional-level managers and employees, enabling effective decision-making, and creating a needed and desired service to our entire community. The Kid’s Korner Action Plan originated during our semi-annual

Strategic Planning conference while conducting organizational analysis of METL (Deliver Soldier Support & Public Services) and Goal 1A (Figure 2.1-4). Communicating this to the functional-level within the DCA, DPW, Defense Logistics Agency (DLA), Army Recreation Machine Program (ARMP), and NAF enabled effective decision-making and execution throughout completion of all 20 steps of the Action Plan.

**Category 7 Linkage Chart – Goals/Objectives/Performance Measures**

Figures	Indicators/Measurements	Strategic Plan Goal and Objective
<b>7.1 Customer-Focused</b>		
7.1-1	USAREUR Overall Customer Satisfaction Rating	4a, 5b
7.1-2	ICE - Overall Satisfaction	1a, 4a, 5b
7.1-3	ICE - Met Customers Needs	1a, 4a, 5b
7.1-4	Customer Survey Results	1a, 4a, 5b
7.1-5	Command Information Products	1a, 2a, 4a, 5b
<b>7.2 Product and Service Results</b>		
7.2-1	ISR Infrastructure – ASG Comparison	All
7.2-2	ISR Infrastructure – BSB	
7.2-3	Facilities Renovation Status	1, 3, 4, 5, 6, 7, 8
7.2-4	Housing Renovation Status	3, 4, 5, 7
7.2-5	ISR Service Ratings –ASG Comparison	All
7.2-6	ISR Services - BSB	
<b>7.3 Financial and Market Results</b>		
7.3-1	AFP Funding	All
7.3-2	OMA Funding (DPW)	All
7.3-3	DPW Contracts Awarded	4, 7
7.3-4	Vacant Quarter Maintenance - ASG Ratings	1a, 4, 5b, 7
7.3-5	Vacant Quarter Maintenance –BSB	
7.3-6	Temporary Housing Cost (Days) – ASG	1a, 3, 4, 5, 7
7.3-7	Energy Consumption – ASG	1a, 3, 4, 5, 7
7.3-8	Energy Consumption – BSB	
7.3-9	Environmental Funding – BSB	6, 7, 8, 9
7.3-10	NTV Accident Cost – BSB	1a, 4, 5a, 8d
7.3-11	MWR Activities Business Results	1a, 2a, 4, 5
7.3-12	MWR Category A	
7.3-13	MWR Category B (Less CDS)	
7.3-14	MWR CDS	
7.3-15	MWR Category C	
7.3-16	MWR ACS	
<b>7.4 Human Resource Results</b>		
7.4-1	Recognize Employees	1a, 4, 5, 9
7.4-2	US Employees with IDPs on File	5, 9
7.4-3	Employee Survey Results – Satisfaction	All
7.4-4	EEO CIP Results	1a, 5, 9
7.4-5	Equal Opportunity Training	1a, 5, 9
7.4-6	Employee Customer Service Training	1a, 5, 9
7.4-7	Personnel Action Processing Time	1a, 5, 9

{Continued Next Page}



Category 7 Linkage Chart – Goals/Objectives/Performance Measures

Figures	Indicators/Measurements	Strategic Plan Goal and Objective
<b>7.5 Organizational Effectiveness</b>		
7.5-1	Overall Command Inspection Results	All
7.5-2	414 <sup>th</sup> BSB Command Inspection Results	All
7.5-3	PIR Results	All
7.5-4	Recycle Rate PIR	1a, 5b, 7
7.5-5	Report of Survey PIR	1a, 5b, 8d
7.5-6	Kid's Korner PIR	1a, 5b, 7
7.5-7	S2/3 Command Inspection Results	1, 6, 8
7.5-8	DOL Command Inspection Results	1, 8d, 8e
7.5-9	DCA Command Inspection Results	1, 4, 5, 9
7.5-10	External Accreditation	1a, 4, 5
7.5-11	Utility System Privatization – ASG	1a, 3, 4, 7
7.5-12	Utility System Privatization – BSB	1a, 3, 4, 7
7.5-13	Housing Command Inspection Results	1a, 4, 5, 7
7.5-14	Emergency Work Orders Timeliness – BSB	1a, 3, 7
7.5-15	Service Order Completion Timeliness – ASG	1a, 3, 7
7.5-16	Service Order Completion Timeliness – BSB	1a, 3, 7
7.5-17	Vacant Quarter Maintenance Timeliness – BSB	1a, 3, 7
7.5-18	Service Order Quality	1a, 3, 7
7.5-19	IJO Quality	1a, 3, 7
7.5-20	Recurring Maintenance Quality	1a, 3, 7
7.5-21	Vacant Quarters Maintenance Quality	1a, 3, 7
<b>7.6 Governance and Social Responsibility</b>		
7.6-1	PAO Command Inspection Results	All
7.6-2	PAO Positive Press	2.b, 5b
7.6-3	ISR Environment Ratings – ASG	1a, 2b, 4, 7b
7.6-4	ISR Environment Ratings – BSB	1a, 2b, 4, 7b
7.6-5	EPAS Inspection Results – ASG	2b, 7b, 9
7.6-6	EPAS Inspection Results – BSB	2b, 7b, 9
7.6-7	Environmental Deficiencies Remediated	1a, 2b, 4, 7, 8
7.6-8	Land Management Command Inspection Results	1a, 2b, 4, 7b
7.6-9	Safety Command Inspection Results – BSB	1a, 2b, 4, 8
7.6-10	Risk Management Training	1a, 8c, 9
7.6-11	Vehicle Accident Summary – ASG	1a, 8d, 8e
7.6-12	Vehicle Accidents - BSB	1a, 8d, 8e
7.6-13	Security Command Inspection Results	1a, 2b, 8a, 8b
7.6-14	AT/FP Training	1a, 8a, 9
7.6-15	FP Plan Changes/ Pass JSIVA	1a, 2b, 7, 8a, 8b

Figure 4.1-3

## 4.2 Information and Knowledge Management

**4.2a(1)** The BSB makes data and information available and accessible to employees, suppliers, and customers through the forums listed in Figure 3.1-3. These forums allow the organization to provide data in a timely, easily accessible manner as employees, suppliers, partners, and customers all take part. Customers, suppliers, and partners have access to the website and state-of-the-art Community Information Channel (Figure 4.2-1), providing access to virtually everything associated with our organization to include all unclassified performance data.

**4.2a(2)** The BSB uses the BSB Information Management Officer (IMO) and guidance, resources and policy measures for the USAREUR G2 office to ensure hardware and software systems remain reliable secure and user-friendly. We recognize the importance of maintaining hardware and software readiness. The IMO's initiative during FY 04 to expand the use of a remote access server dramatically improved that office's ability to "push" security update patches to all users from one central location. We have also witnessed an increase in product efficiency through this initiative because security updates are now done during non-business hours, minimizing the impact on the automation user.



**Community Information Channel**



Figure 4.2-1

The IMO staff analyzes each workstation to identify the specific hardware and software needs of individual employees. Feedback surveys from each training class, combined with random checks by IMO site visits to the employees work stations, serve as methods to insure continuous improvement to our training system and to help identify future hardware and software needs.

**4.2a(3)** The BSB continues to keep data and information availability mechanisms current with business needs and directions through our ability to give and receive real-time data and information through our e-business initiatives, telecommunications mediums, and direct contact customer feedback. We constantly seek to identify, approve, and prioritize future technological advancements. We currently have a long-term capital improvement program, periodically updated, to improve hardware and software systems. The hardware infrastructure recently implemented in our customer units' Pre-Deployment Processing (PDP) is an example of our ability to keep mechanisms current with business needs and directions. We identified a need for LAN connectivity to update information for (re)deploying Soldiers to/from Iraq and Afghanistan. We established a system where LAN connectivity exists at every PDP for our medical, dental, and finance support personnel.

**4.2b(1)** The BSB uses multi-functional teams and the *TQOE* to manage organizational knowledge, share best practices, record customer, supplier and partner information, and oversee collection and transfer of organizational knowledge. Plans and SOPs are maintained and disseminated. Additionally, DA publications and websites, unit SOPs and work unit continuity books, serve as a means by which employee knowledge is collected and transferred. An example would be the use of the *PMT* checklists and matrix (Figure 6.1-5 to 7).

**4.2b(2)** Command vision, Key Leader oversight, and shared accountability ensure the timeliness, reliability, security, accuracy, and confidentiality for our organization's data, information and organizational knowledge. All of this is reinforced by the *TQOE* and our ASG counterparts' oversight during semi-annual and annual activities such as CIP, JSIVA, Management Control Process (MCP), and Command Supply Discipline Program (CSDP). IMO staff ensures key facets are built into the automated systems through password protection, and real-time data updates. Figure 4.2-2 illustrates the property reliability and responsible officers and agencies charged with maintaining the integrity of our information and organizational knowledge.

**Organizational Knowledge Property Linkage**

Property Reliability	Process/Personnel Responsible
Timeliness	Strategic Plan Objective Proponent, BSB monthly R&A, Directorate Champions
Reliability	Directorate Champions, Quality Program Manager, Monthly R& A, TQOE Reviews
Security	IMO, Directorates, PIMS restrictions, computer security program and policies
Accuracy	Directorate Champions, Quality Program Manager, Monthly R&A, TQOE Reviews
Confidentiality	IMO, Directorates, BSB computer security program and policies, workstation security program, TQM

Figure 4.2-2



## **5.0 HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT**

**5.1a(1)** A team approach is used to design and manage work systems. The ***Human Resource Team (HRT)*** is the centerpiece of the program. Team members from each directorate represents their employees. They are the focal point and responsible for producing the HR plan and serve as HR advisors. The ***HRT*** conducts analysis of issues and suggest innovations to improve management. The team approach allows the organization flexibility to redirect work efforts to meet current and future needs. An HR cell was formed at BSB level to consolidate position management functions. This results in a better approach to managing the Table of Distribution Allowance (TDA) more efficiently (BSB Goal 9a) and simultaneously identifies vacancies for recruitment. Consolidation also allows directorate-level personnel to focus on actions rather than personnel functions. The integration of our strategic goals into our daily tasks requires cooperation and interaction between employees, directorates, and staff sections. The use of action plans clearly empowers team members. Each action plan identifies an individual who is responsible for accomplishing an objective. The idea of leaders being responsible for every action within their activity has been replaced by an approach that empowers those within the organization that perform the work to take initiative and manage processes. Action planning ensures that all efforts are focused on customers, and aligned with strategic goals and objectives. Coordination is a key part of action plans, which include names, telephone numbers, and specific dates for required actions to be completed.

**5.1a(2)** Combining command guidance and standards with employee action teams allow us to capitalize on diverse ideas, cultures, and ingenuity of employees and community members. Employees are allowed the opportunity to make a difference by serving on one of the teams. Team members represent the diverse work force and serve on various employee action teams. The DC appoints each member to the various teams and, assisted by the EEO Officer, ensures that all groups are adequately represented. Our contract workforce is also incorporated into our team approach. The vision for the future now comes from many more voices within the organization and incorporates customer voices through a team-based work system approach.

**5.1a(3)** Several systems are used to achieve effective communication and skill sharing across work units, jobs, and locations. Meeting with employees and teams bring their concerns directly into the work systems. The opportunity for ideas to be cultivated at the execution level of the organization, in addition to the planning level,

provides for continuous improvement opportunities. This reinforces the concept of participative management verses exclusive decision making from leaders. The BSB uses technology to provide timely information. PIMS and employee specific information is posted to the Intranet. Many employees and customers use the web site to stay informed on activities. “News From the Front” allowed us to reach stateside customers and provide deployment information to family members that returned home while many of our Soldiers deployed. All employees have email and are encouraged to check it frequently as we use electronic communication often to keep everyone informed in a timely manner.

**5.1b** Deployment of strategic plan goals and objectives, employee requirements and expectations (CSP, employee card and guide), having employees at all levels lead action plan and productivity improvement activities, and prioritizing customer service activities and training ensures proper business focus and promotes high performance. Input from employees, supervisors, and managers on performance of work comes from TAPES and IDP counseling, supervisory job performance reviews, and employee evaluations. The HR cell has streamlined the award process (current status of awards Figure 7.4-1). The awards program recognizes high performance and appropriate business focus. There are numerous formal and informal means to reward exceptional performance in customer service and satisfaction, innovation in processes, and exceeding requirements and expectations in any field. This promotes self-worth and satisfaction. Flex-time and innovative work schedules are examples of other employee-driven satisfaction tools used due to the team-based approach to work.

**5.1c(1)** Supervisory reviews of mission requirements and current job descriptions allow them to adjust employee duties and responsibilities. Training requirements of the new duties are determined during this review process and forecast in the next budget cycle. Supervisors use the same process for hiring actions to meet current and future requirements.

**5.1c(2)** The recruiting process is governed by personnel regulations and done at CPAC. EEO representatives monitor hiring practices and advise leadership on fair and equitable diversity representation in the workforce. The HR cell has been able to increase efficiency an decreased recruitment processing time (Figure 7.4-7).

**5.1c(3)** We recognize the importance of succession planning and career progression, which keeps employees challenged and motivated. It also provides opportunities for innovative management of work. The more expertise our personnel have, the more flexible the organization can be. An aggressive new cross-training effort is underway



to address employee wishes to learn other job functions to provide back up within each activity. Employees recognized this as one way to help alleviate the workload for “one deep” positions, reduce the effect of hiring lag time, and provide employees with increased opportunities. A two-year training program for formal and informal training is in place for employees hired under the Veterans Readjustment Act (VRA). Forming special task forces and problem solving teams within the command allows employees to gain new skills and interact with employees from other directorate/special staff sections and learn about other potential job opportunities within the command. All employees are encouraged to learn their boss’ job, take on more responsibility, and attend leadership development and career enhancing training.

## 5.2 Employee Learning and Motivation

**5.2a(1)** A formal, structured, specific, and responsive employee training program that meets both collective and individual training requirements, is a critical element that contributes to organizational effectiveness. A BSB goal specifically directed at providing a quality workplace demonstrates the value and recognition the organization has for employee learning and motivation (Figure 2.1-4). This ensures that collective employee goals are embedded into the organizational goals and objectives. The linkage between employee training and organization development can be traced from the Individual Development Plans (IDPs) action plans, organizational objectives, to organizational goals. Technology needs are generated using a “bottoms up” approach. The results from analyzing the collective requirements of IDPs and the objectives required to accomplish the organizational goal of improving communications has resulted in a technology capital improvement program and the development of PIMS (an automated on-line information management system). PIMS provides real-time management of strategic short term and long-term goal accomplishment. We do not differentiate between organizational and employee objectives. We see these as mutually supporting. Our long-term goals are analyzed and broken down into manageable, measurable short-term objectives. Since everything revolves around the accomplishment of our strategic goals and objectives, fulfilling employee training needs is critical to mission accomplishment.

**5.2a(2)** Knowing the importance of quickly assimilating new employees, we have expanded our new employee orientation to allow for a more detailed process. The EEO office does quality assurance checks on evaluations, rewards, and promotions and has representation on the **HRT**. The EEO validates business practices and provides training and oversight on workforce diversity. Workplace and environmental safety are key concerns and are addressed by a METL item for public safety and security.



### Training Satisfaction Rating Goal 6: Continue to Build a Ready & Satisfied Work Force

FY 03 Employee Survey Results (QPM)

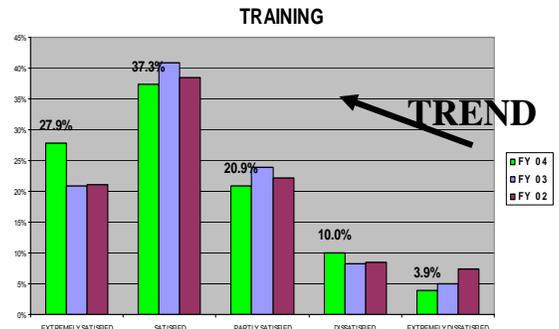


Figure 5.2-1

There are specific organizational objectives for environmental stewardship. This proactive, aggressive approach to maintaining a safe workplace and addressing environmental concerns as part of our day-to-day business results in a safe and clean community and workplace. Specific, measurable safety and environmental goals and objectives are part of the monthly R&A.

In addition to a strong emphasis on safety, all employees are thoroughly trained on risk management and are empowered to stop operations when an unsafe act occurs. Individual employee wellness is seen as a combat multiplier. Employees are highly encouraged to enroll in civilian fitness and tobacco cessation programs. Community wellness fairs are conducted regularly. The safety office works closely with contractors to inform them about, and integrate them into the organizational safety program. Contractors are encouraged to identify safety issues and provide suggestions for improvements to our operations. Each tenant and work unit undergoes annual safety inspections, with strict timetables for correcting deficiencies. Each unit has a safety officer designated and quarterly safety council meetings are held with the Commander. Numerous specific safety programs are available for all employees including medical surveillance, stress management, and ergonomics.

**5.2a(3)** TAPES and IDPs are used to seek input from employees, supervisors, and managers on organizational training needs. Supervisory reviews of job descriptions and employee surveys are also used to solicit input to training needs. An aggressive new cross-training effort is underway to address employee wishes to learn other job functions to provide back up within each activity. Employees recognized this as one way to help alleviate the workload for “one deep” positions, reduce the effect of hiring lag time, and provide employees with increased



opportunity for flex time and job sharing. A two-year training program for formal and informal training is in place for employees hired under the Veterans Readjustment Act (VRA). Employee attitudes toward training are assessed annually as part of the BSB internal satisfaction survey. Results from this survey are used to make improvements to organizational training. The emphasis on ensuring that IDPs are in place for each employee is in response to the training results received from this survey (Figure 5.2-1). To improve the training satisfaction ratings, a better understanding of the collective needs of the employees was needed. A specific goal was established to improve employee training within the BSB (Figure 2.1-4). The **HRT** collects and analyzes the IDPs for all personnel. Based on a review of all collective training needs, suggestions are made to provide employee training options and programs.

**5.2a(4)** We use all available means to meet employee training needs. Both internal and external training delivery methods are used. We also consider execution of our daily activities as training opportunities. Every daily task is an opportunity to improve on the quality of customer delivery and enhance the quality of our workforce. In addition to local classroom training, we use special project assignments (task forces, teams, committees, etc) to grow and train our employees. Each Directorate and staff section provides an **SPT** member who becomes trained in strategic planning. This person becomes a strategic planning champion, training their respective department members on strategic planning. The establishment of this human resource improvement initiative took time and commitment by the organization. External trainers were brought in to train and facilitate the strategic planning process. This is the level of commitment to quality that the BSB is dedicated to. The employees can see that the standard is to truly train to standard for activities; not just “check the block”. The idea of quality training and maximizing every opportunity to deliver quality training is what results in a high performing organization and delivery of superior customer focused training. External training is funded in an efficient manner. Directorates and work system teams identify training needs. The cross-functional teams - **CST**, **SPT**, **PMT**, and **HRT**, address unique collective training needs. Employee surveys are used to solicit input on the method used to deliver training. The **HRT** is used to brainstorm new ideas for training delivery. Certification courses are tracked at the BSB level with the status of certification briefed as part of the monthly R&A. Accreditations are also emphasized as part of the training program.

**5.2a(5)** After the training is complete, employees are expected to use the knowledge they have gained and apply it in their work environment. Supervisors are

encouraged to coach and reinforce use of the newly acquired skills. Employees are encouraged to share their new skills with their co-workers.

**5.2a(6)** The effectiveness of training is evaluated during and at the end of training phase. Trainers are empowered to make changes as needed to improve effectiveness. End of course analysis is used to evaluate the instructor, course content, and employee satisfaction. Employee counseling sessions are also used to solicit feedback from employees on the value and quality of training and instructors. Special staff members (EEO, Safety, etc) are used as subject matter experts to observe and critique training and make suggestions for improvement. The S3 leads reviews for major BSB collective training events and develops detailed plans for corrective actions. One significant change in evaluating performance is our emphasis on monitoring the progress of our strategic plan goals and objectives using PIMS. These collective goals are updated and formally reviewed monthly by representatives of all BSB activities.

**5.2b** The foundation for motivating and developing our employees is the IDPs. This is the contract between the command and the employee. Quarterly counseling sessions with employees help keep them motivated by knowing that the organization cares about them and their career progression. Forming special task forces and problem solving teams within the command allows employees to gain new skills and interact with employees from other directorate/special staff sections and learn about other potential job opportunities within the command.

### Award Satisfaction



#### Goal 6: Continue to Build a Ready & Satisfied Work Force



FY 03 Employee Survey Results (QPM)  
AWARDS

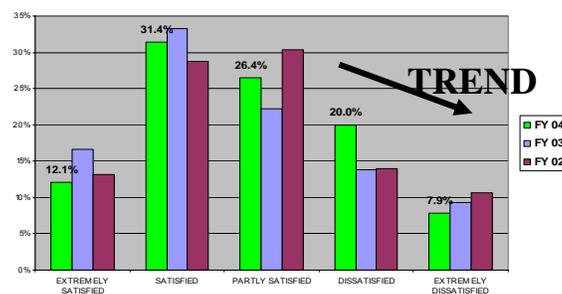


Figure 5.2-2

As previously mentioned, the command has a varied training program that is adjusted to meet employee needs. It is developed from a bottoms-up approach through the use of IDP analysis rather than driven from



the top down. Classes are not conducted because they've "always been". Classes are conducted based on identified needs. All employees are notified via email of all promotion and training opportunities. Managers use the feedback attained through quarterly formal IDP counseling sessions and informal directorate/staff section meetings to identify what training needs are available and what new needs must be addressed. Managers encourage employees to attend training vital to their development and are encouraged to use cross training of other employees to continue to provide customer services while other employees attend training sessions

**5.3 Employee Well Being and Satisfaction** is measured with an annual employee survey. This provides the command a snapshot of the employee's level of overall satisfaction (Figure 7.4-3). The survey covers training (Figure 5.2-1), awards (Figure 5.2-2), job satisfaction (Figure 5.3-1), work environment (Figure 5.3-2), and empowerment (Figure 5.3-3).

**Employee Job Satisfaction**

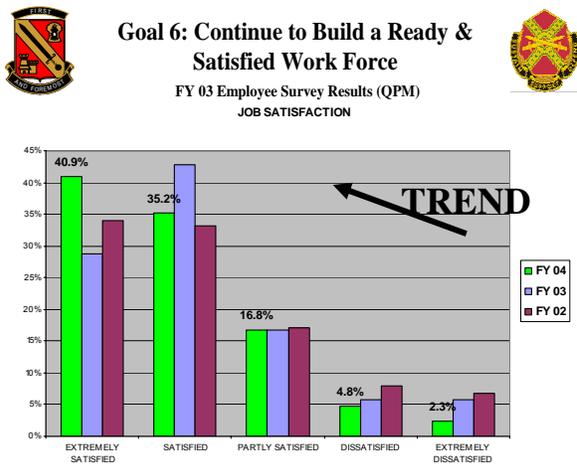


Figure 5.3-1

**5.3a(1)** All employees take a proactive stance when dealing with workplace safety, health, security and ergonomics. All divisions and branches have safety representatives. The work environment is diverse including maintenance areas, warehouse work, etc. The intent of the prevention approach is to ensure health and safety for all employees and provide awareness, instill safe behavior, and prevent accidents. Safety training is given as part of the civilian orientation checklist and at the in-processing training center for military personnel. Supervisors and employees are trained on the risk management process (Figure 7.6-10) to identify hazards, assess impact, implement controls, and evaluate the results of accidents and injuries. Employees are empowered to stop operations any time for safety

reasons. Employees are encouraged to enroll in civilian fitness programs and tobacco cessation programs, as well as attend community health fairs. We give safety and occupational health issues special focus to ensure that all employees are working in a safe and healthy environment. Office furniture and all related equipment have to be in accordance with existing safety and health standards. Construction safety is within the specification requirements of the contract and is monitored by contractor quality assurance and government inspectors. All governing laws and regulations are taken into account. Employee's input on required equipment that will improve the work environment is encouraged and prioritized, as funds become available. Ergonomic accessories are regularly purchased to improve the work environment. Personal safety equipment is routinely ordered and supplied to employees who are subject to hazardous conditions. Each organization has a safety representative who monitors the workplace to ensure that safety procedures are in place and provide training. Our Safety Program covers a wide range of military and non-military activities:

- Range/Ammunition/Explosives Safety Program
- Radiation Protection Program
- Occupational Safety & Health Program
- Railhead Operations Safety Program
- HAZMAT (Hazardous Material) Program
- Medical Examination Program
- Hazard Communication Program
- Child Development Safety Program
- Water Safety Program
- Vehicle Accident Prevention Program

**Employee Work Environment Satisfaction**

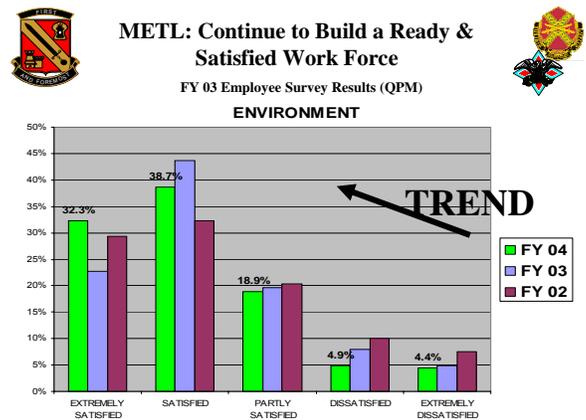


Figure 5.3-2

Safety of the work site is continuously monitored. The Safety Office organizes an annual Safety Day, holds quarterly safety council meetings, monthly training



meetings with all safety representatives, and conducts weekly safety training for all personnel during in-processing. The Occupational Health Nurse (OHN) is our technical resource and local expert in the health field as it relates to the work environment. Programs and services include:

\*Medical Surveillance: This includes pre-placement, periodic, return-to-duty, and termination examinations.

\*Pregnancy Surveillance Programs: a work site visit to determine if the work environment is conducive to the health of the mother-to-be and developing child.

\*Stress management training, health promotion, and ergonomic teaching as requested by the individual organizations. Specific measurable safety and security objectives are part of the strategic plan (Figure 2.1-4). Performance is briefed monthly as part of the R&A.

**5.3a(2)** Given today’s environment and our mission, force protection is a vital organizational goal. Our S3 and PMO ensure a variety of emergency and disaster preparedness plans are updated and ready for execution (Figures 7.6-13 & 14). These plans include back up provisions to ensure that we provide business continuity and delivery of required services to our customers in time of emergencies and/or disasters. The command regularly exercises these plans to ensure their effectiveness. The PAO ensures that local and national representatives are kept informed and feedback is solicited from these partners who are critical to meeting our emergency and disaster preparedness missions.

**5.3b(1)** The use of an annual employee survey is the basis for identifying the key factors that affect employee well-being, satisfaction and motivation. Input is also solicited from special staff sections (EEO, Chaplain, CPAC), and supervisors as to what are employees’ needs. The Commander actively solicits Directorates for their assessment of employee well-being and satisfaction. The entire command addresses the issue of employee well being and satisfaction as part of our customer analysis conducted as the first step of our annual strategic planning process. To accommodate for the diversity of the work force and different categories and types of employees, subordinate action plans are used to address the specific well-being and satisfaction needs of employees. We have an overall organizational goal of continuing to build and sustain a motivated work force, educating employees to ensure awareness of our diversity and the positive influence this can bring to the workplace.

**5.3b(2)** Employee benefits, services, and policies are for the most part, strictly governed by civilian personnel policies and U.S. or host nation labor laws. We encourage all employees to view the Army Benefits Center website and provide ready access to all employees desiring access. The Local National Works Council is

used to address local national employee’s rights and concerns. The President of the Local Works Council serves as a member of the **HRT**. Any individual special needs are addressed with expert support from the EEO office if needed. Soldiers’ needs are addressed through the chain of command with the Command Sergeant Major having organizational oversight for the well-being and single Soldier programs. The **HRT** provides an employee-based system to address the diversity and special needs of the various organizational work force sectors.

**5.3b(3)** The TQM executes the annual employee survey. The survey assesses employee satisfaction, well-being and motivation. To strengthen the emphasis on employee support and satisfaction, the BSB has given the **HRT** the charter to assess employee needs and suggest policies and procedures to improve employee satisfaction and well-being. The **HRT** has developed an additional employee survey to assist in its task. The current focus of the **HRT** is on employee training and the awards system.

**5.3b(4)** The Senior Leaders use a decentralized process improvement approach that encourages and empowers managers at all levels to make immediate changes where applicable to improve customer satisfaction or their work environment (Figure 5.3-2). Issues requiring additional resources or external support are raised to appropriate levels for resolution. Assessment findings are addressed as part of the organization strategic planning process. As an example, based upon employee input, changes were made during the strategic plan mid-year review. The decision to revise the BSB customer service plan was based upon the recommendation of the employees serving on the **CST**. Progress is then monitored through the organization R&A process.

### Employee Empowerment Satisfaction



#### Goal 6: Continue to Build a Ready & Satisfied Work Force

FY 03 Employee Survey Results (QPM)  
EMPOWERMENT

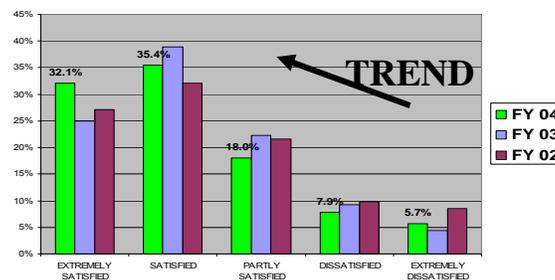


Figure 5.3-3



## 6.0 PROCESS MANAGEMENT

### 6.1 Value Creation Processes.

**6.1a(1)** The BSB senior leaders and process managers work continuously with our partners and suppliers throughout the year using a Continuous Improvement Cycle (Figure 6.1-1) to build on our existing knowledge of customer requirements, and review performance and quality indicators to decide whether re-engineering a process is necessary. Key value creation processes are determined by our *TQOE*: the *Strategic Planning Team (SPT)*, the *Customer Service Team (CST)*, the *Human Resources Team (HRT)* and our newest team established this year, the *Process Management Team (PMT)*. This supports the BSB team-based approach to organizational management (Category 1). The *TQOE* reviews the BSB level processes based on the Performance Improvement Management Model in Figure 6.1-2. Our key value creation processes are shown in Figure 6.1-3, which also shows linkage to other criteria in this Category and results in Category 7. Success is defined as meeting or exceeding the customer's needs.



Figure 6.1-1, Continuous Improvement Cycle

**6.1a(2)** Through the various “Listening and Learning” forums (Figure 3.1-3) senior leaders and process owners continuously consider evolving mission changes and customer/partner/supplier requirements. Process owners and the *TQOE* consider these requirements during periodic reviews (Figure 6.1-1) and when designing processes (Figure 6.1-2). Our process owners are committed to meeting the needs of customers and will conduct additional forums or market research as needed.

An example is our recent re-design of the Illusions Roller Rink. The project was prompted by the bi-annual Customer Service Survey in September 2003 (Figure 7.1-4) that showed customers wanted "more activities for children and teenagers," which relates to well being, one of our key business drivers (Figure P.1-2). Over a period of a few weeks, the BSB Business Manager gathered information from many sources including Roller Rink financial reports, BSB staff, potential customers, and competitors in two other BSBs to re-design the Roller Rink into the Kid's Korner, a combined children's amusement center and snack bar. The resulting PIR is shown in Figure 6.1-4.

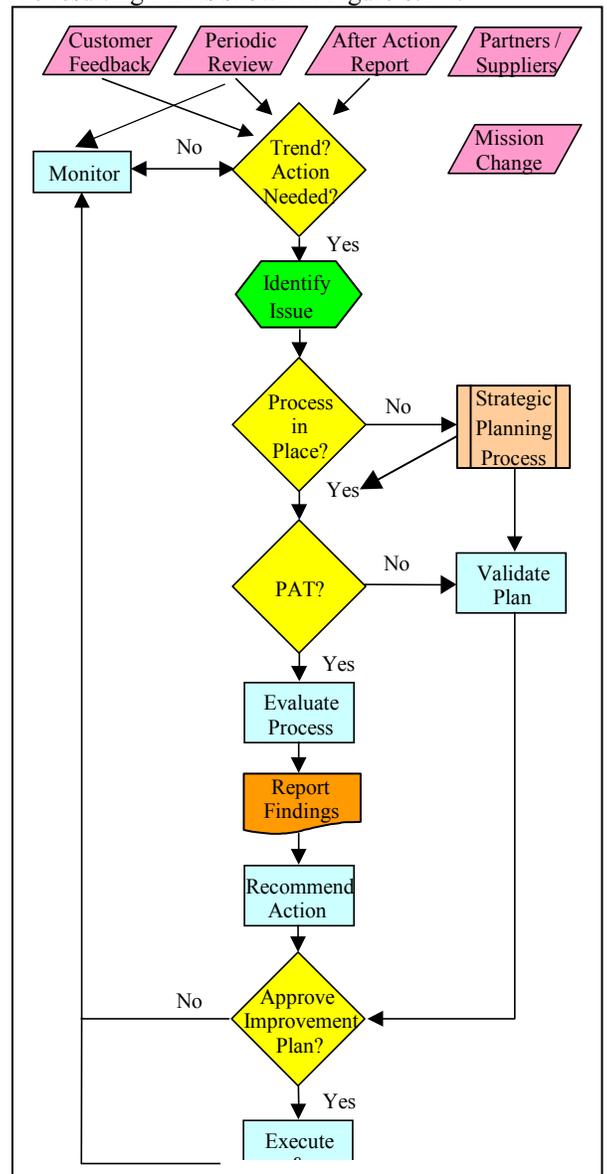


Figure 6.1-2  
Performance Improvement Management Model



Key Value Creation Processes	Key Performance Requirements	*Performance / Quality Measures (Interval)	Category 7 Linkage	New Technologies	Employee Training
Program Management	-Accuracy -Availability -Conform to regulations. -Consistency -Expert Staff -Flexibility -Modern Equipment -Modern Facilities -Timeliness	ICE (monthly) Productivity (semiannual) Quality Awards (annual) R&A (quarterly)	7.1-1 to 3 7.5-1 to 13	-Revised Performance Information Management System (PIMS)	-ABC -APIC Basic/Writer -APIC Examiner -Customer Service -PIR -Strategic Ops Planning
Enhance Communications	-Accuracy -Availability -Conform to regulations. -Consistency -Expert Staff -Flexibility -Modern Equipment -Modern Facilities -Timeliness	Accreditation (varies) Cycle Time (varies) Down Time (monthly) ICE (monthly) Inspection Results (varies) Quality (monthly) R&A (quarterly) Workload (monthly)	7.1-5 7.5-1 & 2 7.6-1 & 2	-Digital Sender digital fax -Expanded cell phone use -Optical document scanner -VTC	-VTC network
Service Delivery	-Accuracy -Availability -Conform to regulations. -Consistency -Expert Staff -Flexibility -Modern Equipment -Modern Facilities -Timeliness	Accreditation Cycle Time (varies) Down Time (varies) ICE (monthly) Inspection Results (annual) Productivity (varies) Quality (monthly) Workload (monthly)	7.1-1 to 4 7.2-5 & 6 7.5-1 & 2 7.5-7 to 10	-ACES Computer Lab -Community Information Channel (CIC) -Increased AFN Radio spots -LAN drops at PDP sites -Website Contract	-COR certification -CIC training -Customer Service Training
Revitalize Infrastructure	-Accuracy -Availability -Conform to regulations. -Consistency -Expert staff -Flexibility -Modern Equipment -Modern Facilities -Timeliness	Cycle Time (varies) Down Time (varies) Inspection Results (annual) ICE (monthly) ISR (annual) QOL (monthly) Rework (varies) Warranty Claims (monthly) Workload (monthly)	7.2-1 to 4 7.5-1 & 2 7.5-13 to 21 7.6-3 to 11	-Energy Monitoring Control System (EMCS) -Intelligent Work System (IWS)	-Numerous DPW Academy Courses
Public Safety and Protection	-Accuracy -Availability -Conform to regulations. -Consistency -Expert staff -Flexibility -Modern Equipment -Modern Facilities -Timeliness	Response Time (semiannual) Quality (monthly) ICE (monthly) Inspection Results (annual) Workload (monthly)	7.3-10 7.5-1 & 2 7.6-10 7.6-12 to 16	IACS/CAC Readers GPS for MPs Land Mobile Radio (LMR) <sup>TM</sup> system LS1 <sup>TM</sup> Digital Fingerprint System Metal Detectors Nasatka <sup>TM</sup> Barriers Secure Telephone Equipment (STE) Tire shredders GE Ion Vapor Tracer <sup>TM</sup> Detectors GE Rapiscan <sup>TM</sup> X ray devices	-DARE -Force Protection Engineering -Force Protection Level I/II -SNAP
Satisfied & Ready Workforce	(Same as above)	Cycle Time (weekly) Satisfaction (annually) Workload (monthly)	7.4-1 to 6	-ART / MODERN / Gatekeeper -DCPDS online database -RPA Direct	-Casualty Assistance -LEAD -Priority Placement
Key Support Processes	Key Performance Requirements	*Performance / Quality Measures (Interval)	Category 7 Linkage	New Technologies	Employee Training
Resource Management	-Accuracy -Availability -Conform to regulations. -Consistency -Expert Staff -Flexibility -Modern Equipment -Modern Facilities -Timeliness	Cycle Time (varies) Inspection Results (annual) Quality (monthly) Workload (monthly)	7.3-ALL	-IMA Online database	-Budget Execution -Budget Formulation -ABC/M -PIR -PPBES -SBC
Communication/ Information Technology	-Accuracy -Availability -Conform to regulations. -Consistency -Expert Staff -Flexibility -Modern Equipment -Modern Facilities -Timeliness	Accreditation (varies) Cycle Time (varies) Down Time (monthly) Inspection Results (varies) Quality (monthly) R&A (quarterly) Workload (monthly)	7.5-1 & 2 7.6-1	-Public Key Infrastructure (PKI) / CAC -Removable flash memory -Software update server (SUS)	-I. Assurance Computer Network Defense Course (IACNDI) I/II/III -MS 2153 & 2154 <sup>TM</sup> -Desktop Security Baseline -Unit Administrator -PKI / CAC

Figure 6.1-3 Key Process Information, New Technology and Employee Training

\*Additional information on performance measures is shown in Figure 4.2-2



Performance Improvement Review Example

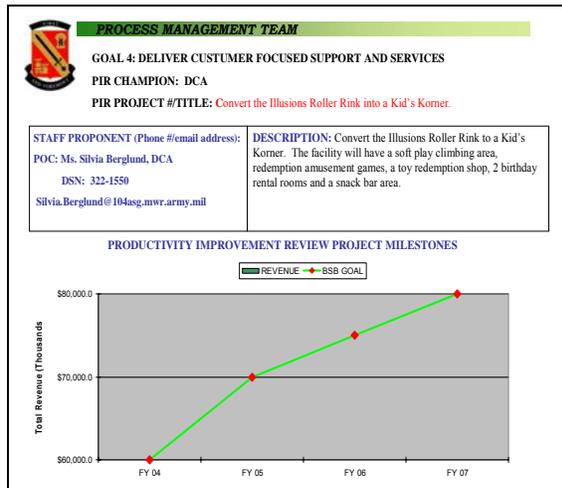


Figure 6.1-4

**6.1a(3)** When an issue arises due to lack of a process, with an existing process, or as a result of inputs from customers, partners, or suppliers the process manager initiates the model in Figure 6.1-2. At the "Evaluate Process" step, process managers use the Manager's Checklist, the In-Progress Checklist (see Checklists, Figures 6.1-5 and 6.1-6) and the Activity Drilldown Matrix (Figure 6.1-7) developed by the *PMT*, and may consult the *TQOE* as needed. The Checklists incorporate terms and concepts from various industry references such as APIC, Activity Based Costing (ABC), Brian L. Joiner's book "Fourth Generation Management," and the PIR process. These checklists and matrix were deployed to all managers and employees in March 2004 during the Strategic Plan Mid-Year Review. By addressing the questions on the Checklists and filling out the Matrix, all BSB employees and process owners apply modern business concepts in their process designs, and have a higher understanding of the interrelationships among divisions of the BSB and its partners and suppliers.

When a Director wishes to raise visibility or begin discussion to re-engineer a process, a recommendation is forwarded to the *TQM* to be added into the Productivity Improvement Review (PIR). The PIR projects are reviewed as frequently as necessary by the Commander or process owners, and quarterly at the ASG.

**6.1a(4)** Key performance measures or indicators used for production and quality control are driven by customer

Performance Improvement Review Example

PROCESS MANAGEMENT TEAM

MANAGER'S CHECKLIST  
(Directorate / Division or Section Name)

NOTE: For use when designing or re-designing a process. Answer only for your Directorate, Division or Section.

- List the primary activities that you manage. ("Activity" means the same as "METL," or "processes." See the attached Activity Drilldown Matrix & Instructions.)
- For each primary activity, list the primary sub-tasks.
- Create a flowchart for each process showing the time required for each step.
- Can you eliminate or change your primary activities without ASG approval?

(The next few questions concern how you design your processes.)

- When was the last manpower survey conducted for your organization?
- Have you compared results of the last manpower survey to your current workload?
- When was the last inspection of your organization by higher headquarters or outside agencies?
- How often do you compare the results of your last inspection to your current performance?
- What new technology applies to your mission(s)?
- What automation systems do you use?
- How do improve employee knowledge and skills to increase productivity?
- Have you completed a training needs assessment?
- Are your employees cross-trained?
- Do you monitor cycle time between tasks?
- Do you use other performance or quality measures?

PROCESS MANAGEMENT TEAM

Figure 6.1-5

Performance Improvement Review Example

PROCESS MANAGEMENT TEAM

IN-PROGRESS CHECKLIST  
(Directorate, Division or Section Name)

NOTE: For use when checking the productivity and the quality of existing processes or designing new processes.

- How do you define success for your primary activities(s)? (In other words, what is the standard that you have set for success?)
  - Are your standards for success based on:
    - Customer feedback (i.e. surveys or customer comments)?
    - Comparison to other BSBs for the same activity?
    - Comparison to industry / business for a similar activity?
    - Past performance?
    - Book regulations or policy?
- How do you measure productivity or quality for each activity? When and how do you use that data?
  - Do you gather information from your customers, suppliers and partners? When and how do you use that information?
  - Has your organization lost time or money as a result of accidents, inspections, tests, audits or investigations?
  - Referring to the previous question, how are you going to reduce lost time or money in the future?
  - How do you stay informed of innovations and changes that may affect your missions?
  - How do you forecast performance? Does your forecast method involve:
    - Population demographics?
    - Major events such as deployment/redeployment?
    - Employee skills, gains or losses?
    - Change in mission?
    - Other factors?
- How do you prevent variability, or sudden spikes or dips in productivity?

PROCESS MANAGEMENT TEAM

Figure 6.1-6

expectations and are shown in Figure 6.1-3. Our measures of success depend on what the customer wants. DA or other higher headquarters may direct specific measurements. In other cases it may be an internal benchmark such as level of customer satisfaction in



regards to a specific service provided. A prescribed level of success and frequency of the measure is unique to each process. Our IMO is working to redesign the automated reporting system known as PIMS (Performance Information Management System). PIMS takes advantage of technology to keep customers, partners, and suppliers abreast of our progress. Customer feedback analysis obtained through surveys, ICE, correspondence, and our “Listening and Learning” forums provide valuable input to help us assess our value creation processes and make changes where appropriate.

At the “Evaluate Process” step in Figure 6.1-1 or the “Adjustment” step in Figure 6.1-4, the manager responsible for the process meets with partners, suppliers, consults the Manager’s Checklist and In-Progress Checklist, and creates a process map (flowchart training suspended due to redeployment priorities). On request, the *PMT* reviews the flowchart and makes recommendations based on current industry trends and methods. The manager can then make the most informed decision regarding the corrective action required, the most effective measurements for productivity and quality, and implement changes accordingly.



**S-2/3 Activities 3Q'04**

PRIMARY ACTIVITIES	Value (V) or Support (S) Process?	Mission Critical Score (1-5) 5=Critical 1=Less Critical	% Total \$\$\$	% Total Hours	PIR (PIR) or Action Plan? (AP)
S-3 OPS	Both	5	67%	22%	Both
AT/FP	Both	5	2%	5%	AP
S-2 SECURITY	Both	5	22%	10%	
CPF	V	5	5%	14%	
ITC	V	5	2%	19%	
ACES	V	3	2%	28%	
ADMIN / APIC	S	3	0%	2%	

Figure 6.1-7

**6.1a(5)** In-progress reviews are the primary means to prevent defects, re-work, and warranty claims. In many cases, monthly performance measurement review and customer feedback analysis are used to identify unnecessary costs and unanticipated defects in the particular process. An example is the monthly status review with Base Operations Services, the total maintenance contractor for the BSB. Negative trends and seasonal problems are just a few of the factors discussed to schedule preventive maintenance and to resolve problems before they result in claims against the government or

equipment failure. Additional prevention measures to avoid re-work and costs associated with inspections include cost controls implemented by resource management cells, BSB staff call, internal staff calls, and reviews held by process owners to share ideas and information to check progress against the process requirements and conduct required training.

**6.1a(6)** BSB employees are often cross-trained, both to ensure mission success during key personnel absences, and to raise awareness of wasteful methods and efficient solutions with focus on preventing problems before they occur. One example is the Casualty Assistance Team that currently has four staff members trained, every team member being able to handle the required tasks for this highly sensitive BSB mission. Training that *PMT* members received over the past year in PIR, ABC, and strategic operations planning directly influenced the Checklists and Matrix that were distributed during the Mid-Year Review. Best practices, ICE aggregate data, PIRs, and performance data is shared with directors monthly. Important business news and information is also shared via email to the "All Users" or "All Directors" lists on the BSB LAN, such as with the Checklists and Matrix.

To determine methods to improve organizational knowledge at the manager and employee level, the *PMT* conducted a pilot survey by telephone. 40% of the managers of the BSB expressed interest in improving their ability to chart performance data. As a result, the *PMT* began coordinating training for all managers, which is being planned for early FY05. The intended result is increasing awareness and skills of managers with process design and to ultimately improve performance measures.

### **6.2 Support Processes**

The same method to determine our key value processes is used for our key support processes. Figure 6.1-3 lists the key support processes, requirements, and measures. The *SPT* reviews support processes and conducts a SWOT analysis with our customers, partners, and suppliers in conjunction with the Strategic Plan Mid-Year Review. As Figure 6.1-2 and the Kid's Korner example illustrate, support process owners routinely work with all agencies involved to meet requirements, market, and customer needs. Equal emphasis and priority is placed on support processes as on value creation processes.



## 7.0 BUSINESS RESULTS

**7.1 CUSTOMER-FOCUSED RESULTS** All our services and programs are designed to provide customer service and satisfaction. Performance reviews result in improved quality and overall organizational effectiveness. Below is a summary of key performance results. Many other metrics are maintained to ensure compliance with public laws, regulations, and meet directives. Many of the charts below are used during R&A, PIR, and PMR to provide the Commander with sufficient information to make sound decisions and manage by fact.

**7.1a(1&2)** We determine customer satisfaction and perceived value through a wide range of feedback mechanisms (ICE, ISR, Surveys, etc.). We are pleased with our ICE results and continue to stay close to the overall satisfaction rate of 90%. (Figures 7.1-1 to 7.1-3). Analysis of the scores received March 2004 revealed that the significant drop in customer satisfaction that month was due to an employee repeatedly entering a grievance with a supervisor (11% of responses for the month). This was properly handled through employee – management relations to the employee’s satisfaction but the erroneous entries under customer satisfaction in ICE cannot be corrected. Without the wrong entries of this employee, it is estimated that the corrected satisfaction rate is 88%. The low volume of submissions in June make it difficult to draw any firm conclusions.

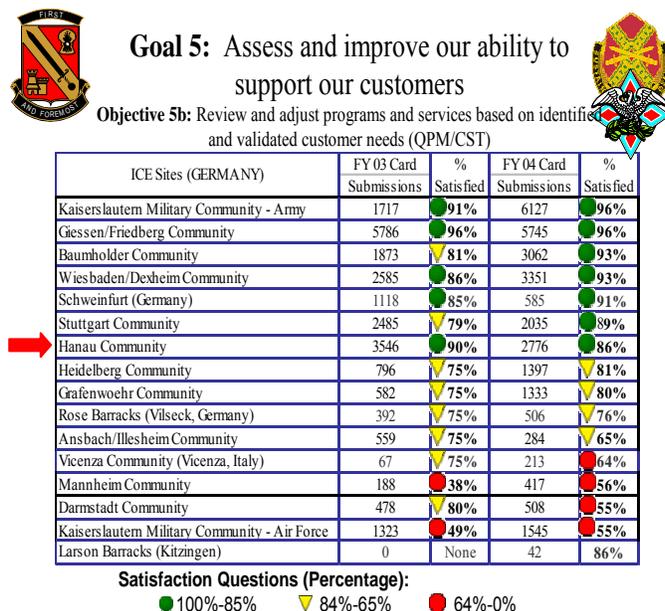


Figure 7.1-1



**Goal 5: Assess and improve our ability to support our customers**

**Objective 5b: Review and adjust programs and services based on identified and validated customer needs (QPM/CST)**

**Metric: 90% Overall Customer Satisfaction Rating in ICE**

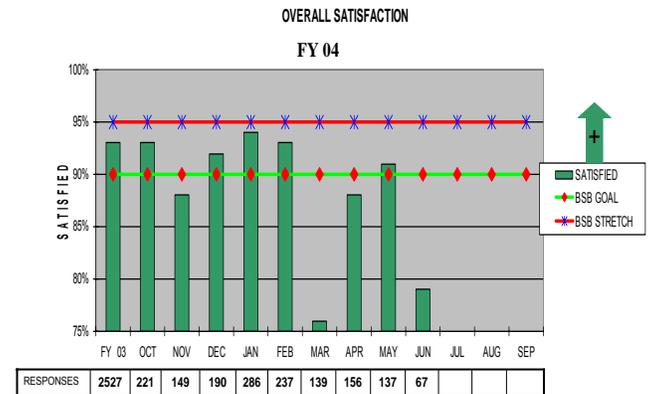


Figure 7.1-2



**Goal 5: Assess and improve our ability to support our customers**

**Objective 5b: Review and adjust programs and services based on identified and validated customer needs (QPM/CST)**

**Metric: 90% Customer Needs Met in ICE**

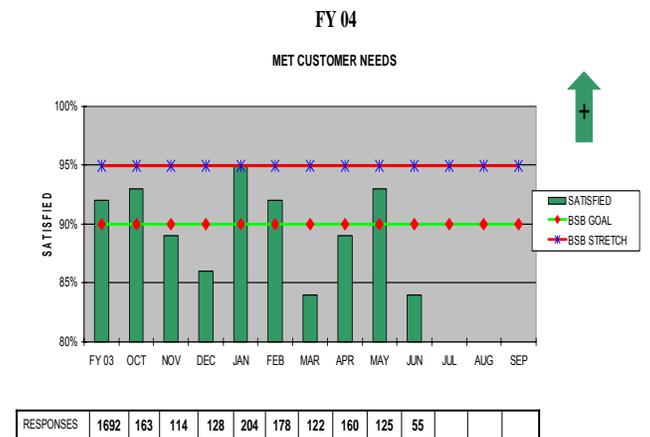


Figure 7.1-3

The results of the customer survey conducted by the **CST** are summarized in Figure 7.1-4. Four of the ‘Top 5’ customer service facilities are operated by the BSB (ACS, Housing, Self Help, and Pioneer Gym). None of the ‘Bottom 5’ facilities are operated by the BSB (CIF, Finance, TKS, Clinics, Barber Shop). We pushed and



successfully regained control of CIF and are monitoring satisfaction to establish a new base line.

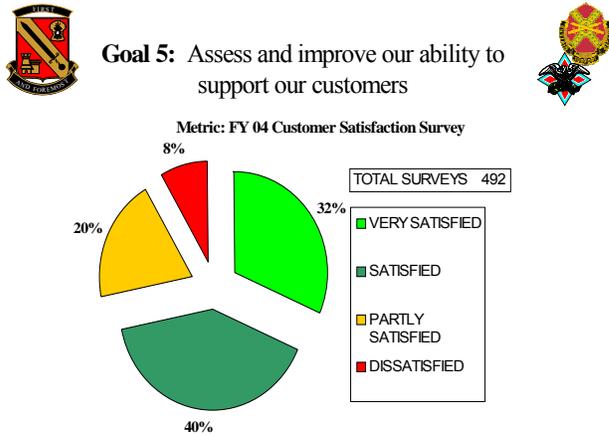


Figure 7.1-4

Another significant accomplishment is a dramatic increase in the amount of Command Information products to keep the customers and surrounding communities aware of community events and activities (Figure 7.1-5).

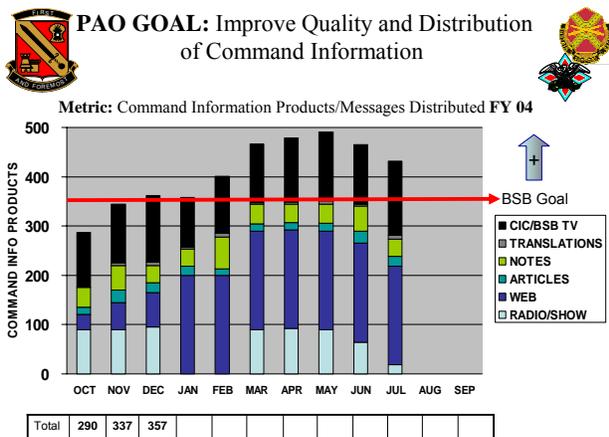


Figure 7.1-5

**7.2 PRODUCT AND SERVICES RESULTS**

**7.2a.** Product and services results make up the customer satisfaction feedback on our wide variety of services. ISR is an important measurement device that summarizes what our customers think about our support and services. ISR I deals with Facilities and Infrastructure and is shown in Figures 7.2-1 and 2; ISR II covers Environmental results and is under Section 7.6 (Figures 7.6-3 to 7). ISR III covers Services and is covered later in this section.

Figures 7.2-1 & 2 show the customer's rating for ISR I. Engineering Services are suffering due to the age of the facilities and renovations are competing for limited funding. Human Resource planning is an on-going process that we will continue to closely track. Figure 7.2-1 is a comparison with the other BSBs for FY 03 and Figure 7.2-4 shows what progress we are making on infrastructure improvements. Our customers continue to be satisfied by the major renovation efforts (100 housing units per year average to reach our goal) to improve the quantity and quality of housing we provide (Figure 7.2-4). The plan to renovate all housing was placed on a hold status due to uncertainties in the AOR and populations all throughout USAREUR. Our chart reflects that 26% of our units have not received any kind of renovation. The BSB is still executing projects to maintain the quality of housing at an acceptable level. This chart will remain constant until any further master planning decisions are made.

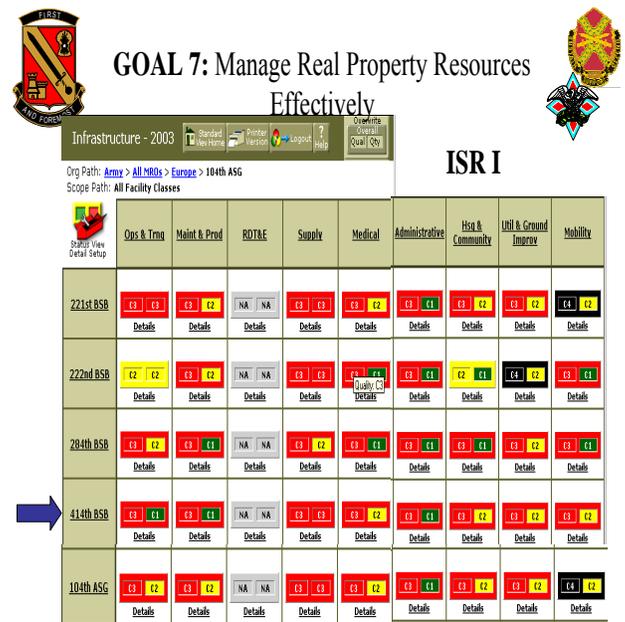


Figure 7.2-1

The 414th BSB is in line with most of the other BSBs (Figure 7.2-1), there are no areas where we are significantly better or worse than other BSBs or the 104th ASG total. We have improved in two major areas: supply and administrative facilities. To upgrade any major rating, we would require a large influx of funding. Figure 7.2-2 reflects the 414th BSB ISR results over a period of four years. It provides a basis for internal comparison from one year to the other.



**GOAL 7: Manage Real Property Resources Effectively**



**ISRI**

	Ops & Trng	Maint & Prod	ROT&E	Supply	Medical	Administrative	Hsq & Community	Util & Ground Improv	Mobility
2003	C3 C1 Details	C3 C1 Details	NA NA Details	C3 C3 Details	C3 C2 Details	C3 C1 Details	C3 C2 Details	C3 C2 Details	C3 C2 Details
2002	C3 C2 Details	C3 C1 Details	NA NA Details	C4 C3 Details	C3 C2 Details	C3 C1 Details	C3 C2 Details	C2 C2 Details	C3 C2 Details
2001	C3 C2 Details	C3 C1 Details	NA NA Details	C4 C3 Details	C3 C2 Details	C3 C1 Details	C3 C2 Details	C2 C2 Details	C3 C2 Details
2000	C3 C2 Details	C3 C2 Details	NA NA Details	C4 C2 Details	C3 C2 Details	C4 C1 Details	C3 C2 Details	C3 C1 Details	C3 C2 Details

Figure 7.2-2

We see very little change and/or improvements in the number of overall green ratings because of the lack of funding for major renovation projects. Since we do not expect a large influx of funding even in the future, we are now preparing a strategy and/or plan to directly tackle the critical components of facilities. Submitting projects for the correction of this one building component that overwrites all others and thereby solely drives the overall rating will do this. Funding required for the critical component will be much less than for an overall rehabilitation of a facility and the projects could possibly even be executed through our TMC contract. We therefore hope to finally see some major change to the total number of green facilities in the next two FYs. ISR ratings (red, amber, green) may be affected by criteria changes, execution of a service order or work order, rater perceptions, and/or execution of a major renovation project --the latter being the intent of Figure 7.2-3.

ISR 3 is Service data and is shown in Figures 7.2-5 & 6. While the ISR is an annual customer snapshot of our facilities and service performance, we have recently initiated PMR which is internal tracking of data normally reflected in ISR 3. **Personnel (CPAC and 55<sup>th</sup> PSB) operations are outside our control.** Added to the almost continuous stream of customer input from our “Listening and Learning” forums, we have a good grasp on key performance indicators and areas for improvement.

**DPW GOAL: Annually Upgrade 2.5% of all Red and Amber Facilities to Green**

Metric: Number of Red and Amber ISR Rated Facilities Upgraded to Green

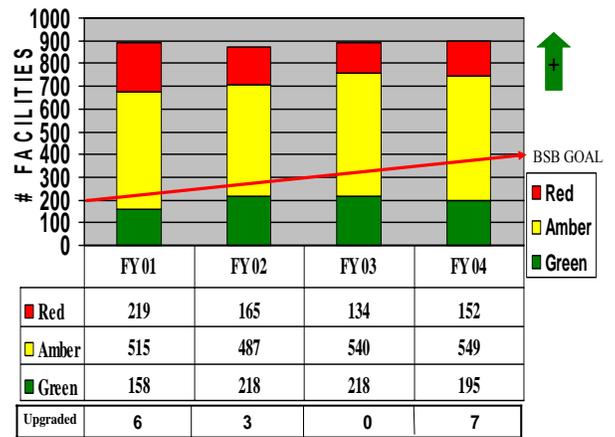
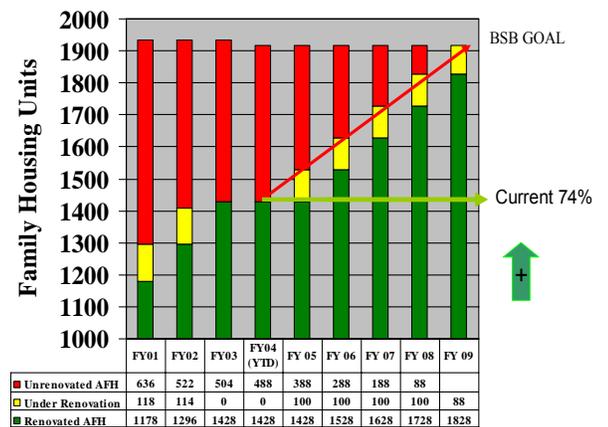


Figure 7.2-3

**GOAL: MAINTAIN AND REVITALIZE INFRASTRUCTURE**  
Objective 7.1: Update/Implement the 414<sup>th</sup> BSB Master Plan Annually

Metric: Renovate all housing units by 2009



1916 Adequate Quarters – On-Post

Figure 7.2-4

The C4 Personnel & Community rating is due mostly to the problems associated with RecTrac. Steps were taken throughout FY03 to implement RecTrac in each Recreation Branch. However, only the Arts & Crafts Branch came completely on line mid way through FY03; but it was not operational for the entire year. No comprehensive data can be provided for FY03.



## ISR Services Ratings

	Personnel & Community	Information Technology	Operations	Logistics	Engineering	Health Svcs	Command & Staff
104th ASG	C4 NA	C3 NA	NA NA	C2 NA	C3 NA	C3 NA	C2 NA
221st BSB	C3 NA	C3 NA	NA NA	C2 NA	C3 NA	C4 NA	C2 NA
222nd BSB	C4 NA	C3 NA	NA NA	C2 NA	C2 NA	C1 NA	C2 NA
284th BSB	C3 NA	C3 NA	NA NA	C2 NA	C3 NA	C1 NA	C2 NA
414th BSB	C3 NA	C3 NA	NA NA	C2 NA	C3 NA	C4 NA	C2 NA

Figure 7.2-5



### 414th BSB ISR III Services Ratings (QUALITY)

Collection Cycle	Pers & Cmty	Info Tech	Operations	Logistics	Engineering Acquisitions	Resource Mgmt	Health Services	Command & Staff
2001	C-4	C-3	N/A	C-3	C-3	N/A	N/A	C-3
2002	C-3	C-3	N/A	C-2	C-2	N/A	N/A	C-4
2003	C-3	C-3	N/A	C-3	C-3	N/A	N/A	C-3
2004	C-4	C-3	C-4	C-2	C-3	C-1	C-2	C-3

Figure 7.2-6

All other Recreation Branches are at various stages of training and hardware deployment. The C4 Operations rating is based on the units being deployed. There was no way to track their training. Also, the security position was vacant during most of FY 03. The staff was extremely busy doing deployment duties. A new Security Manager was hired to help the situation. Funding for installation of fiber-optic cabling under the DOD-wide I3MP project has been withheld pending decision on restationing issues. However, fiber optic cabling is being installed under local initiatives as buildings are renovated. A number of buildings on Old

Argonner and Pioneer Kasernes now have fiber optic installed, resulting in a significant improvement in network bandwidth. Upgrade of the BSB and ASG servers, installation of Windows Server 2003 operating system, and implementation of Active Directory services, ongoing between July and September 2004, will solve many existing interconnectivity issues by consolidating fragmented networks and allowing operation across unit and organization boundaries. Health services are rated lower mainly because of staff shortages of medical personnel and clinic renovations. Health Services are grouped by community but are not under BSB control.

### 7.3 FINANCIAL AND MARKET RESULTS

**7.3a(1&2)** We are on track to fully use all our financial resources against our priority requirements. In fact there is still a long list of unfinanced requirements that we are prepared to execute should additional funds become available. Figure 7.3-1 shows the status of funds (year-to-date). DPW and infrastructure requirements make up the vast majority of our programmed dollars (Figure 7.3-2). That is the reason that we track and have a significant amount of results on infrastructure and TMC performance. Funding projections for the future are bleak and one of the most effective ways to receive funding is sound stewardship of monies received. Commitment and support through the chain of command is more easily obtained when you use a process approach. The BSB can justify funding by laying out the requirements and demonstrating the efficiency and cost saving processes we have in place.

The DPW funding slide (Figure 7.3-3) reflects the total dollar amount of top 20 projects over the past four years in comparison with the total dollar value funded and awarded. The intent of the slide is to show how much funding we have obtained in relation to our goal to receive 30% of funding for the top 20 projects and to award 100% of the funded projects. The results are solely driven by funding. To date the FY 04 funding obtained was not too far away from the goal of 30% (26.76%) and we may still receive some funding towards the end of the FY to reach the goal. However, funding projections for the future are bleak and one of the most effective ways to receive funding is Command commitment and support all through the chain of command to include ASG, SMC, and IMA-E.

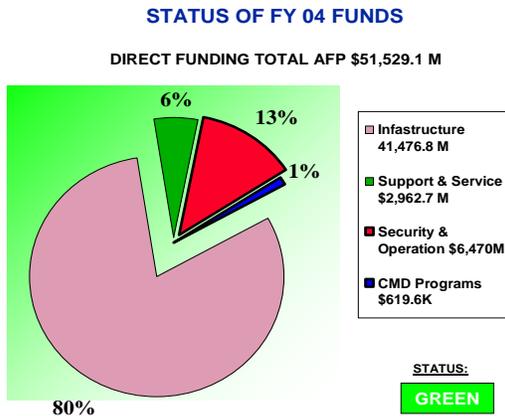
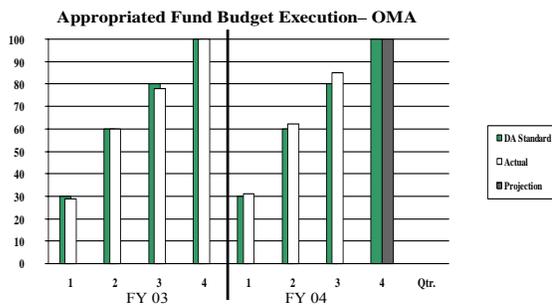


Figure 7.3-1

**GOAL 7: Manage Real Property Resources Effectively**



ANALYSIS: DA Standard Obligation Rates= 30% for 1st Qtr, 60% for 2<sup>nd</sup> Qtr, 80% for 3<sup>rd</sup> Qtr. and 100% at End of Fiscal Year.

Figure 7.3-2

**DPW GOAL: Obtain funding for 30 % of the top 20 PPL; Award 100% of funded projects**

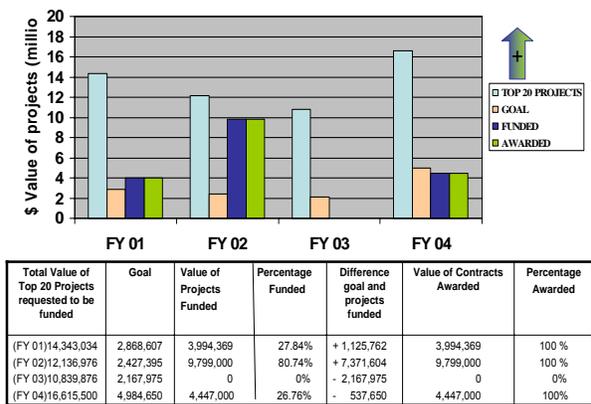


Figure 7.3-3

The first opportunity to save is when a soldier or family arrives. Quickly providing housing reduces the days spent

in temporary lodging at government expense (Figure 7.3-6). The financial results of our DPW and TMC are a very significant portion of our annual budget. TMC deals with high-cost infrastructure items. Figures 7.3-4 and 5 show the cost to maintain quarters between residents. The increase in VQM cost was due to a contract change. The new procedures required more items for repair under the new standards. VQM quality for the 3<sup>d</sup> quarter looks much better and the contractor is quickly returning to previous levels of performance. Figure 7.3-6 give more cost data on the same issue from a different perspective. It shows the number of days that temporary lodging expenses must be paid while waiting on housing.

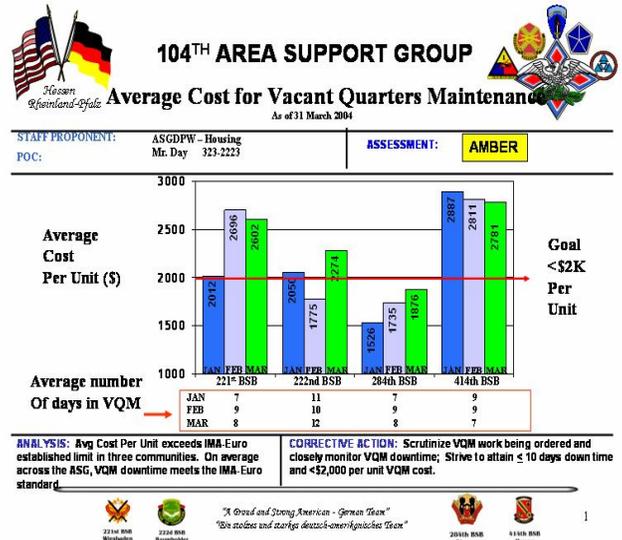


Figure 7.3-4

The 414<sup>th</sup> BSB leads the ASG in energy and environment conservation efforts. The BSB has an aggressive energy reduction program (Figures 7.3-7 & 8). Currently, we have a partnership with Honeywell Corporation in the usage of an energy monitoring system. Figure 7.3-8 shows the positive results and trend of energy consumption resulting in roughly 3.4 million Euros cost avoidance (savings) for the last year alone. The cost of maintaining the environment and correcting deficiencies (Figure 7.3-9) is more than offset by the long-term benefits of doing the right thing, and gaining and maintaining the trust and confidence of the local communities.

Cost of NTV accidents is shown in Figure 7.3-10. This corresponds to our goal of reducing vehicle accidents (Figure 7.6-11 & 12). Savings in this area can be better spent by being directly applied to our priority items and reduce unfinanced requirements forwarded to the ASG.



### PERFORMANCE OF WORK - COST VACANT QUARTER MAINTENANCE

Metric: Less than \$2,000 Required for Vacant Quarters Maintenance

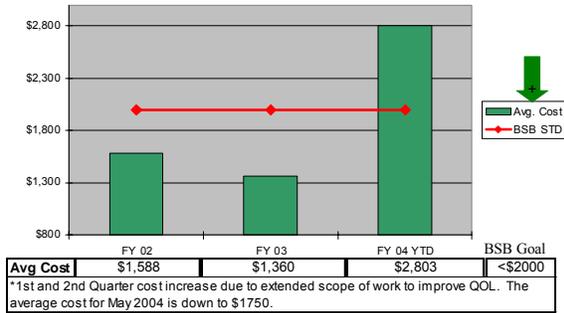


Figure 7.3-5



### TEMPORARY HOUSING - COST TLA

Metric: Less than 60 Days Paid Temporary Lodging Allowance  
Apr 2004 Data (414<sup>th</sup> BSB JUN 04)

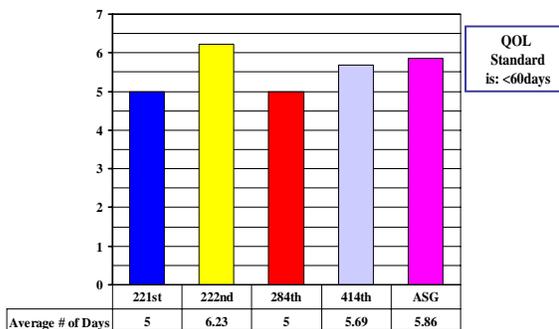


Figure 7.3-6



### Energy Consumption by Square Foot

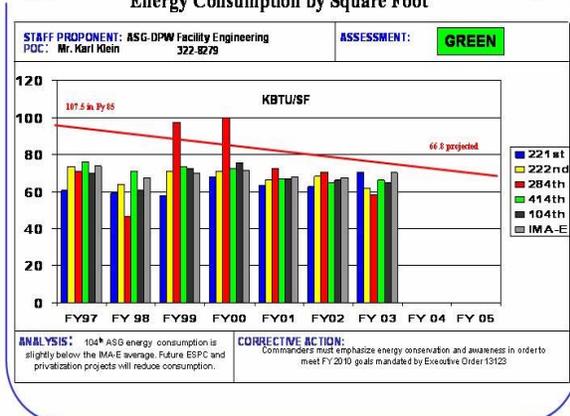


Figure 7.3-7

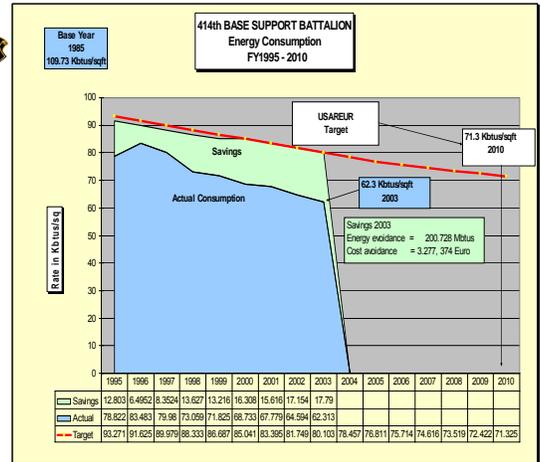


Figure 7.3-8



### GOAL 8: Provide Law Enforcement, Public Safety & AT/FP Programs

ENVIRONMENTAL COST

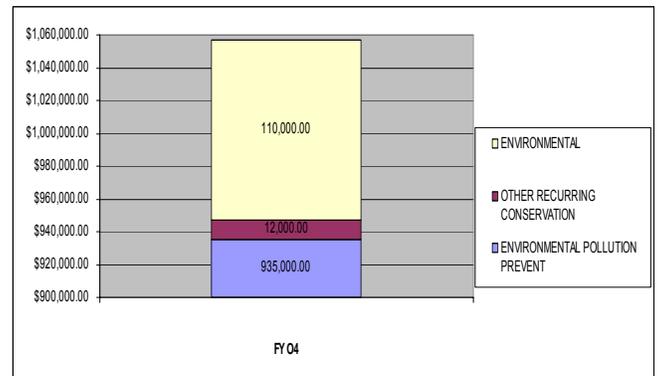


Figure 7.3-9



### GOAL 8: Provide Law Enforcement, Public Safety & AT/FP Programs

Objective 8d: Reduce Non-tactical Vehicle Accidents 15%

### VEHICLE ACCIDENT COST SUMMARY



Figure 7.3-10



Our MWR financial results: We have one of the most financially successful outdoor recreation branches in IMA Europe. The overall business results of MWR activities are shown in Figure 7.3-11. The BSB Commander uses the roll-up information as an indicator to determine if we are meeting ASG/BSB goals. When figures are below standard, she requests a detailed review of facility operations and corrective measures from the DCA.

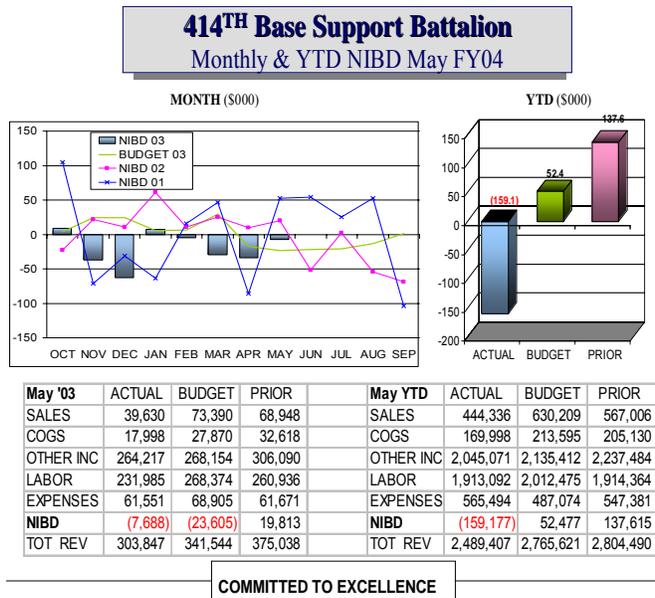


Figure 7.3-11

The NAF financial charts (Figures 7.3-12 to 16) show how the DCA is executing its FY 04 NAF budget by category. It compares how well we did by the month and year to date. The major deployment of Soldiers is the overlying reason for poor performance. Limited improvements have been achieved in spite of deployment. We are making significant progress in our efforts to turn the DCA financial picture around. The Net Income Before Depreciation (NIBD) for May 04 was \$ 95K, bringing the year to date loss to \$ 250K. Specific actions accomplished include:

- Concession contract with a military art and jewelry contractor has been requested and is at contracting. The income from these contracts will bring revenue to the Community Activity Center.
- A new Cyber Café contract has been requested and is at contracting. This contract will increase the community support and the financial side of the facilities.

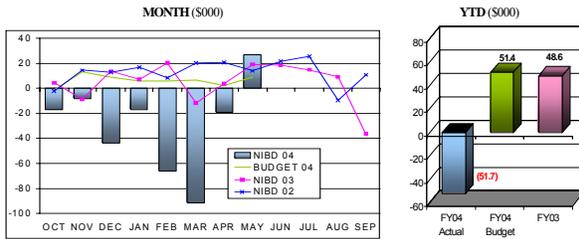
- Have identified potential contractor to take over the food operation at the International club. This process will help decreasing the labor expense for the International Club and make the Club profitable.
- The Outdoor Recreation Office has been moved to the International Club/Community Activity Center to provide additional services for customers and increase traffic to the Club.
- Business analysis revealed that Saturday daytime operations at the Community Activity Center were not viable and operating hours were adjusted.
- Roller Rink was converted to a Kid's Korner. This facility for children and adults opened 16 June 04. This facility supports birthday functions and special children events.
- The Leisure Car rental program was cancelled in May 04. This should decrease our car expenses and labor cost against the Outdoor Recreation Facility.
- Funds will be properly transferred to OSD and GWOT funds. Overtime will be more controlled after the redeployment.
- Bowling Center income increased since the renovation and the staff is working on new programs and tournaments.
- Outdoor Recreation established contracts with new bus drivers to increase the trips and to provide more opportunities to the community.
- CYS and Sports are working closely with Financial Management Division to insure the MWR money is transferred to the right accounts. This action will decrease our NAF expense



Figure 7.3-12



**414<sup>th</sup> BSB - Cat B (Less CDS)**  
Monthly & YTD NIBD May FY04

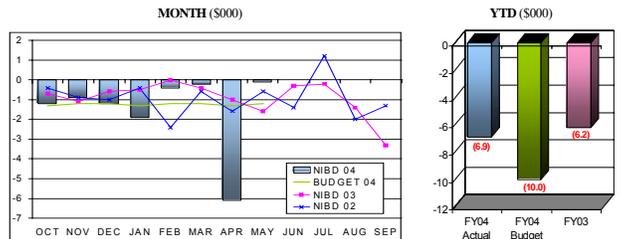


May '04	Actual	Budget	\$ Variance	May YTD	Actual	Budget	\$ Variance
Sales	14,484	12,980	(1,504)	Sales	115,801	93,130	(22,671)
COGs	11,138	6,900	(4,238)	COGs	72,442	49,789	(22,653)
Other Inc	75,990	45,717	(30,273)	Other Inc	340,029	365,792	25,763
Labor	30,261	31,385	1,124	Labor	235,561	277,253	41,692
Expenses	22,193	11,412	(10,781)	Expenses	199,613	80,431	(119,182)
<b>NIBD</b>	<b>26,882</b>	<b>9,000</b>	<b>(17,882)</b>	<b>NIBD</b>	<b>(61,785)</b>	<b>51,449</b>	<b>103,234</b>
Total Revenue	90,474	58,697	(31,777)	Total Revenue	455,830	458,922	3,092

COMMITTED TO EXCELLENCE

Figure 7.3-13

**414<sup>th</sup> BSB ACS**  
Monthly & YTD NIBD May FY04

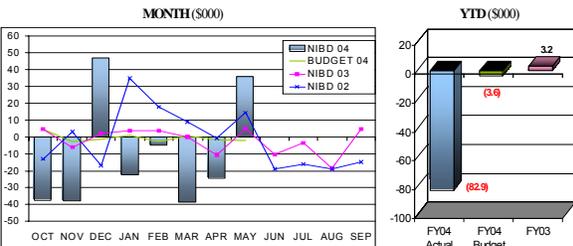


May '04	Actual	Budget	\$ Variance	May YTD	Actual	Budget	\$ Variance
Sales	0	0	0	Sales	0	0	0
COGs	0	0	0	COGs	0	0	0
Other Inc	0	0	0	Other Inc	1,051	0	(1,051)
Labor	0	0	0	Labor	0	0	0
Expenses	158	1,300	1,142	Expenses	7,983	10,000	2,017
<b>NIBD</b>	<b>(158)</b>	<b>(1,300)</b>	<b>(1,142)</b>	<b>NIBD</b>	<b>(6,932)</b>	<b>(10,000)</b>	<b>(3,068)</b>
Total Revenue	0	0	0	Total Revenue	1,051	0	(1,051)

COMMITTED TO EXCELLENCE

Figure 7.3-16

**414<sup>th</sup> BSB - CDS**  
Monthly & YTD NIBD May FY04

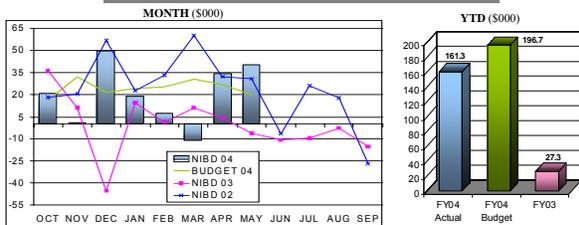


May '04	Actual	Budget	\$ Variance	May YTD	Actual	Budget	\$ Variance
Sales	0	0	0	Sales	0	0	0
COGs	0	0	0	COGs	0	0	0
Other Inc	220,822	128,691	(92,131)	Other Inc	936,019	965,346	29,327
Labor	169,430	118,279	(51,151)	Labor	928,887	867,404	(61,483)
Expenses	15,611	12,366	(3,255)	Expenses	90,053	101,618	11,565
<b>NIBD</b>	<b>36,781</b>	<b>(1,944)</b>	<b>(37,725)</b>	<b>NIBD</b>	<b>(82,921)</b>	<b>(3,676)</b>	<b>79,245</b>
Total Revenue	220,822	128,691	(92,131)	Total Revenue	936,019	965,346	29,327

COMMITTED TO EXCELLENCE

Figure 7.3-14

**414<sup>th</sup> BSB - Cat C**  
Monthly & YTD NIBD May FY04



May '04	Actual	Budget	\$ Variance	May YTD	Actual	Budget	\$ Variance
Sales	33,798	15,550	(18,248)	Sales	231,618	149,172	(82,446)
COGs	6,017	4,815	(1,202)	COGs	62,586	45,895	(16,691)
Other Inc	83,483	80,031	(3,452)	Other Inc	609,765	669,760	59,995
Labor	59,182	54,882	(4,300)	Labor	464,567	441,194	(23,373)
Expenses	11,718	15,885	4,167	Expenses	152,855	135,132	(17,723)
<b>NIBD</b>	<b>40,364</b>	<b>19,999</b>	<b>(20,365)</b>	<b>NIBD</b>	<b>161,375</b>	<b>196,711</b>	<b>35,336</b>
Total Revenue	117,281	95,581	(21,700)	Total Revenue	841,383	818,932	(22,451)

COMMITTED TO EXCELLENCE

Figure 7.3-15

**7.4 HUMAN RESOURCE RESULTS**

**7.4a(1-3)** All efforts are made to ensure that outstanding employees are recognized (Figure 7.4-1) and have an Individual Development Plan on file (Figure 7.4-2). The TQM conducts an annual employee survey to capture satisfaction results (Figure 7.4-3). Overall employee satisfaction – those extremely satisfied and satisfied – improved 5% over last year's results. Customer Service and ethical behavior training remain a priority (Figures 7.4-4 & 5).



**METL: Develop a Motivated and Effective Work Force**



Objective: Acknowledge, Recognize Employees & Improve Service to Employees (Admin)

Metric: Formally Recognize 60% of the Work Force

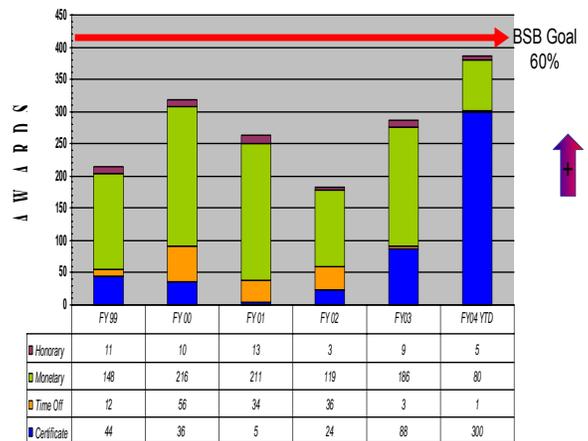


Figure 7.4-1



We have an outstanding EEO program and, according to the ASG CIP, the manager does an excellent job ensuring accuracy and efficiency. This is attributed to the guidance/direction provided by the EEO Officer and amount/quality of EEO training (Figures 7.4-4 & 5). EEO complaints have decreased to zero allowing our EEO Officer to assist the 284<sup>th</sup> BSB and work some of their cases.



**Goal 9: Provide a Quality Work Place**

Objective 9b: Individual Development Plan on file (Admin)

Metric: 100% of US Civilian Employees have an IDP on File

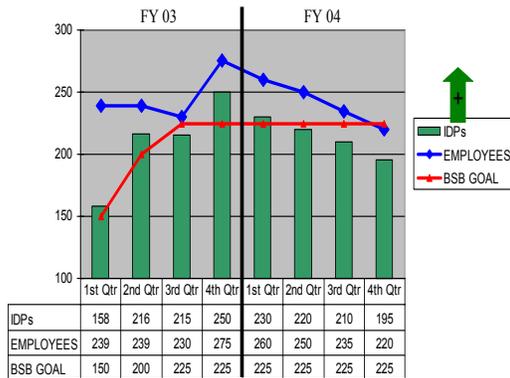


Figure 7.4-2



**METL: Develop a Motivated & Effective Work Force**

FY 04 Employee Survey Results (QPM)

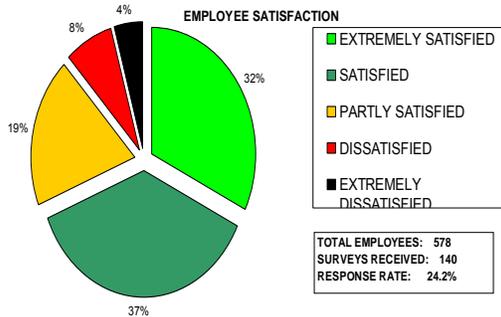


Figure 7.4-3

**TOPIC: 414th BSB FY 03 CIP Inspection Results**

STAFF PROPONENT: 104th ASG EEO, 322-8061

OVERALL ASSESSMENT: **GREEN**

	FY 01	FY 02	FY 03
Administration	G	G	G
Affirmative Action Program	G	G	G
Special Emphasis Program	G	G	G
Training (See narrative for details)	G	G	G
Management/Staff Cooperation	G	G	G
Automation	G	G	N/A
Complaints Management	G	G	G

Not Inspected GREEN AMBER RED

Figure 7.4-4



**Goal 6: Continue to Build a Ready & Satisfied Work Force**

Objective 6.1: Develop & Empower Employees by Providing Quality Training (EEO)

Metric: 100% EQUAL EMPLOYMENT OPPORTUNITY TRAINING

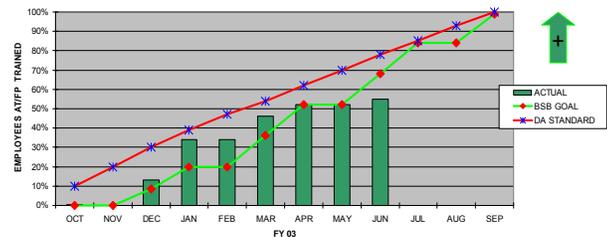


Figure 7.4-5



**Goal 5: Assess and improve (as applicable) our ability to support our customers**

Objective 5a: Establish and maintain customer service training for all employees

FY 04

Metric: % Employees Trained Annually in Customer Service Courses

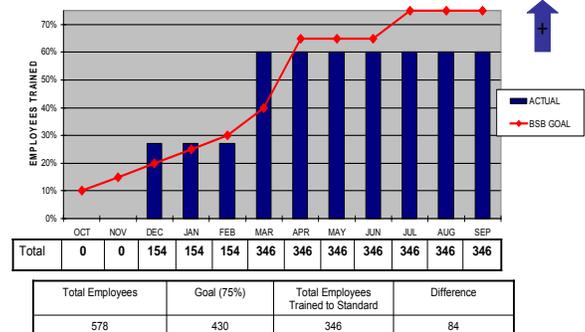


Figure 7.4-6



As a direct result of consolidating all personnel function under the HR Cell, the BSB has increased the efficiency of administrative procedures and significantly reduced the man-hours spent and processing time to complete personnel actions (Figure 7.4-7).



**METL: Develop a Motivated and Effective Work Force**

Objective: Reduce Personnel Action Processing Time (Admin)

Metric: % reduction in average processing time



Figure 7.4-7

Finally, the 414<sup>th</sup> BSB has the only formal ‘Summer Hire’ training program in USAREUR. The time and effort to prepare and execute this training is well worth the benefits of preparing these teenagers to be tomorrow’s professionals.

**7.5 ORGANIZATIONAL EFFECTIVENESS RESULTS:**

The overall results of our last command inspection, and comparative date are shown in Figures 7.5-1 and 2. The ASG requires follow-on inspections for Red status only; we didn’t have any Red in 2003. There are many new exciting initiatives underway (PIR, PMR, and ABC/M). Application of PIR is already yielding very positive results (Figure 7.5-3) and serves as encouragement to continue finding productivity improvements. The savings and cost avoidance realized creates funds and resources to accomplish programs and projects that would otherwise have been beyond our financial capability.

**COMMAND INSPECTION PROGRAM  
414<sup>th</sup> BSB  
OVERALL RESULT**

	221 BSB	222d BSB	284 <sup>th</sup> BSB	414 <sup>th</sup> BSB
DCA	SAV	G	G	G
DOL	G	G	G	G
DPW	G	G	G	G
DRM	G	G	G	G
ADJUTANT	G	G	R	G
S-2/3	G	G	A	G
PMO	R	G	G	G
EEO	G	G	G	G
EO	G	G	G	G
SAFETY	G	G	A	G
PAO	SAV	G	G	G
CHAPLAIN	G	G	G	G

Figure 7.5-1

**COMMAND INSPECTION PROGRAM  
OUTBRIEF 414<sup>th</sup> BSB, 27 AUG 02  
OVERALL RESULT**

	FY 00	FY 01	FY 02	FY 03
DCA	G	G	G	G
DOL	A	A	G	G
DPW	G	G	G	G
DRM	G	G	G	G
ADJUTANT	G	G	G	G
S-2/3	G	G	G	G
PMO	G	G	A	G
EEO	G	G	G	G
EO	G	R	G	G
SAFETY	G	G	G	G
PAO	G	G	G	G
CHAPLAIN	G	G	G	G

Figure 7.5-2



**Goal 1: Maintain Process Improvement Culture**



SHARE IDEAS

PIR Initiatives  
**COMPLETED**

<b>BB&amp;T Recovery</b>	<b>\$329,269</b>	
Packing & Crating Material Recovery	\$ 8,000	} \$355,500 Annual Manpower Savings (\$ 3,500/mo)
Consolidate AF/NAF Motor Pool	\$210,000	
BOD Functions Consolidated	\$ 89,000	
DCA Admin Functions Consolidated	\$ 25,000	
Food Service Supervisor Slot to Worker	\$ 9,500	
Hire Lag Opportunities (Deployment)	\$ 22,000	
TISA Freezers (Energy)	\$ 42,000	
DOL Workers for Kaserne Clean Up	\$ 30,000	
DFAC Workers for Self-Help	\$ 4,500	
ISA Form Reproduction	\$ 3,500	
Establish Human Resource Cell		

**\$772,769**

Figure 7.5-3



Figures 7.5-4 and 5 show performance on ASG directed PIRs. Recycling Rate is constantly increasing since the beginning of FY04. Opening bulk trash centers in the housing areas and the start of the new contract with the City of Hanau have made a difference. The rate is under the BSB goal, but well above the ASG goal. Figure 7.5-6 shows an example of an internal PIR, which should increase revenues while providing a much-needed service to the community – a place for children to have fun in a safe family atmosphere.

### DIRECTORATE PUBLIC WORKS

**GOAL:** Improve Recycle Rates  
**GOAL CHAMPION:** DPW  
**PIR PROJECT #/TITLE:** A1. Improve Recycle Rates with a target of 35% by the end of FY 04

**STAFF PROPONENT**  
POC: Mr. Kirk Marek, DPW  
DSN: 322-1560,  
Kirk.Marek@bsbdpw.hanau.army.mil

**DESCRIPTION:** Currently the 414<sup>th</sup> BSB falls well below the IMA-E standard which requires that 2/3 or 66% of household waste must be recycled. The average recycle rate across the ASG is 12.3%. Just executed a contract with the city of Hanau for recycle containers and pick up schedule effective NOV 03 greatly improving recycle rates.

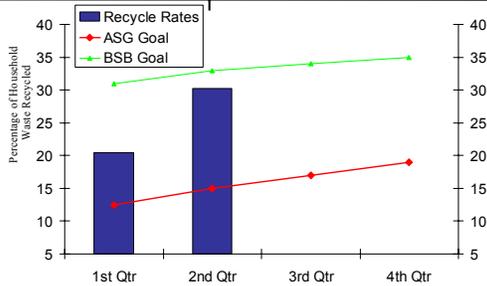


Figure 7.5-4

### DIRECTORATE OF LOGISTICS

**GOAL:** Reduce Processing Time and Man-hours for Reports of Survey  
**GOAL CHAMPION:** DOL  
**PIR PROJECT #/TITLE:** A2. Streamline the processes to reduce ROS peak processing time to 90 days or less (FY 04).

**STAFF PROPONENT** (Phone #/email address):  
POC: Mr. Schneck, DOL,  
DSN: 322-1540  
Gene.Schneck@104asg.army.mil

**DESCRIPTION:** BSB tracks compliance with AR 735-5. Maintain effective programs to meet the DA Standard of 75 Days processing time. Implement paperless report of survey (PROS) similar to ACQUILINE. PROS will improve current procedures by reducing processing time, reducing paper copies, and automating the tracking process.

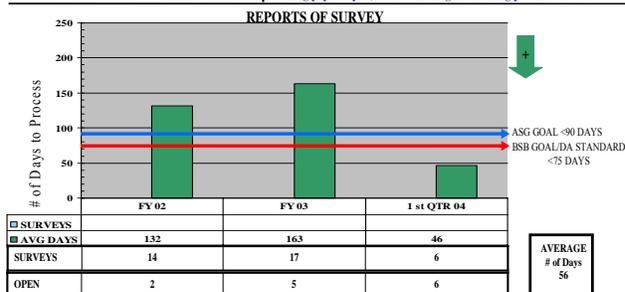


Figure 7.5-5

Despite green status for Operations (Figure 7.5-7), the SPT decided, and the Commander agreed that a priority is to capture lessons learned from recent deployments. This

resulted in BSB Objective #6b: Update the Deployment Support Plan by September 2004.

**GOAL 4: DELIVER CUSTOMER FOCUSED SUPPORT AND SERVICES**  
**PIR CHAMPION:** DCA  
**PIR PROJECT #/TITLE:** Convert the Illusions Roller Rink into a Kid's Korner.

**STAFF PROPONENT** (Phone #/email address):  
POC: Ms. Silvia Berglund, DCA  
DSN: 322-1550  
Silvia.Berglund@104asg.mwr.army.mil

**DESCRIPTION:** Convert the Illusions Roller Rink to a Kid's Korner. The facility will have a soft play climbing area, redemption amusement games, a toy redemption shop, 2 birthday rental rooms and a snack bar area. The decision to convert was based on industry & military trends. The dip in June is due to start up costs for the Kid's Korner.

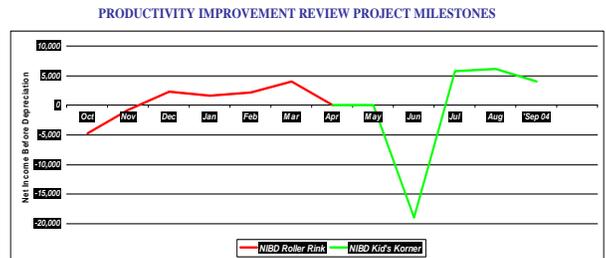


Figure 7.5-6

TOPIC: 414th BSB FY 03 CIP Inspection Results			
STAFF PROPONENT: 104th ASG S-2/3, 322-8372, Plans and Operations	OVERALL ASSESSMENT: GREEN		
	FY 01	FY 02	FY 03
Administrative Operations	**	G	G
Tasking	**	G	G
Emergency Management	**	G	G
Conventional Forces Europe (CFE)	**	G	G
Mass Casualty / Fatality Incident	**	G	G
Noncombatant Evacuation Operations (NEO)	G	G	G
Limited Use Helicopter Landing Site (LUHLS)	G	G	G
Deployment Support	G	G	G

Legend: \*\* Not Inspected, G GREEN, A AMBER, R RED

Figure 7.5-7

**SUPPORT & SERVICES:** Based on past performance, we have been chosen as the permanent site for the IMA Europe "Battle of the Bands" and "Countdown to Stardom" talent search. All four of our Child Development Centers are accredited (Figure 7.5-7). We have 3 programs unique in IMA Europe. We started a Single Parent Support Group. This program is a joint initiative of Army Community Service (ACS), the Chaplain's Office and the Pioneer Dining Facility (which provides a free lunch). Due to community interest, the support group's meetings have increased from one per month to two per month. Parent University is another unique program. An instructor was brought in from the US (at no cost to the government) and



presented instruction on infant care techniques (including infant massage) to 200 parents from all over IMA Europe. The last IMA Europe unique program we offer is the Deployment University. We have an ASG unique program as well. As a result of customer interest, we started an 'English as a Second Language' program.

TOPIC: 414th BSB FY 03 CIP Inspection Results			
STAFF PROPONENT: SUPPLY & SERVICE DIVISION, Ms. Tobi Felder, 322-9873		OVERALL ASSESSMENT: <b>GREEN</b>	
	FY 01	FY 02	FY 03
PETROLEUM MANAGMENT	G	**	G
PROPERTY BOOK OFFICE	R	**	G
IMPAC CARD	G	**	G
SUPPLY & SERVICES (ADMINISTRATION)	R	G	R
TROOP SUPPORT (TISA)	G	G	G
FOOD SERVICE	G	G	G

Legend: \*\* Not Inspected, GREEN, AMBER, RED

Figure 7.5-8

Report of Survey 03 CIP rating was red. Corrective actions were taken to improve performance in this area. A Report of Survey Clerk was hired, a new register and file to track surveys developed and completed within three months. The DOL requested an assistance visit to verify the procedures. The 104th ASG conducted a check in June; they stated that the DOL should not have any problems passing the next CIP inspection in August 2004.

Although the trend in this area (Figure 7.5-9) is significantly up, we have improved ACS administration processes and have corrected all inspection deficiencies based on the ASG staff visit for the FY 04 CIP.

ACS and Sportfield School Age Services (SAS) are not accredited at this time (Figure 7.5-10); accreditation is expected by December 2004.

TOPIC: 414th BSB FY 03 CIP Inspection Results			
STAFF PROPONENT: 104th ASG DCA/ACS 322-8753		OVERALL ASSESSMENT: <b>AMBER</b>	
HANAU ACS	FY 01	FY 02	FY 03
ARMY COMMUNITY SERVICE ADMINISTRATION		A	A
DEPLOYMENT/ MOBLIZATION		G	G
EMPLOYMENT READINESS		A	G
RELOCATION READINESS		A	G
FINANCIAL READINESS		A	G

Legend: \*\* Not Inspected, GREEN, AMBER, RED

Figure 7.5-9

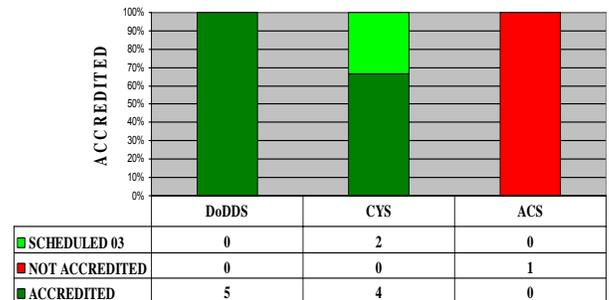


## Goal 2: Provide Customer Focused Support & Services



Objective 2.4: Develop Standards for Measuring Quality & Satisfaction

Metric: Have current Accreditation on Required Programs and Facilities  
FY 03



ACS Accreditation Visit in FY 2004

Figure 7.5-10

**OPERATIONS:** Realizing the need to manage processes, we did a thorough review of all program plans and determined that most of our established procedures, policies and planning documents were less than 2 years old. The current goal is to have all plans older the 5 years updated by the end of FY 2004.

**INFRASTRUCTURE:** We have also begun placing more emphasis on Quality Assurance. Efficiency is needed within our organization and in contractor performance. Analysis indicated that the number of days that quarters were not available due to maintenance between occupants resulted in more anxiety and stress for the customers and large payments of temporary lodging expenses by the



government. Partnering with TMC, we have been able to increase quality (Figure 7.5-21) and significantly reduce the days that quarters are vacant for maintenance and keep cost below the goal (Figure 7.3-4). Although, we are below our target to privatize all utility systems by the year 2004, we lead the ASG in this effort (Figures 7.5-11 & 12). We were able to privatize 63 of our 117 systems. This is 53.85% of the total privatization program.

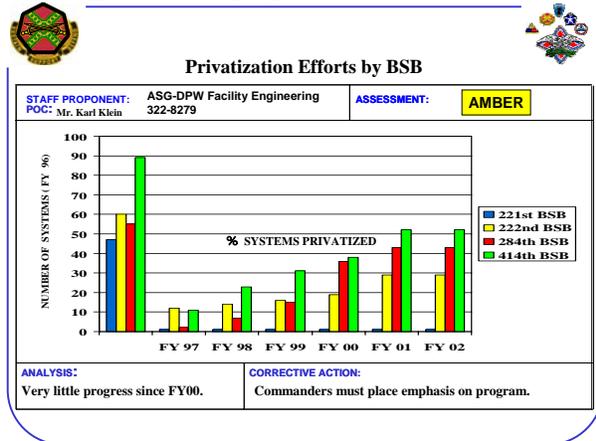


Figure 7.5-11

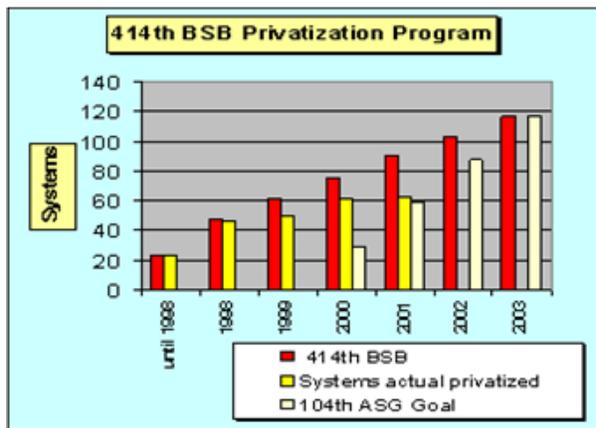


Figure 7.5-12

Privatized systems include Heating Plants, heat, gas, water, and electric distribution systems, etc. For systems that did not meet the acceptable technical condition, we arranged renovation or replacement.

On-time delivery of services is important to the customer, and therefore, to us. Figures 7.5-14 to 21 show our performance over time. There was a significant drop in quality of vacant quarters maintenance (VQM) (Figure 7.5-21). This was due to a contract change and the new procedures required a training period to adjust to the new standards. VQM quality for the 3<sup>d</sup> quarter looks much

better and the contractor is quickly returning to previous high levels of performance.

TOPIC: 414th BSB FY 03 CIP Inspection Results			
STAFF PROPONENT: Housing Division, 104th ASG DPW		OVERALL ASSESSMENT: GREEN	
	FY01	FY02	FY03
Family Housing Services	G	G	G
Unaccompanied Personnel Housing (UPH)	G	G	G
Housing Referral Services	G	G	G
Central Furnishings Management Office	G	G	G
Facilities Management Branch	G	G	G
Overall Housing Management	G	G	G

Figure 7.5-13

The 414<sup>th</sup> BSB Housing Office scored green in all inspection areas during the 2003 CIP (Figure 7.5-13). To enhance this positive trend, several initiatives are in place:

- Intensive management of housing assets. In order to continue to maintain an affordable inventory, excess housing is being looked at very closely. Leased Housing is being reduced as units become available and no demands exist. (This creates savings in rental cost and utilities expenditures.) Excess family housing is being utilized to supplement deficit of barracks space to house our Soldiers. Family quarters are being diverted to unaccompanied personnel to meet requirements when barrack spaces are needed to accommodate unaccompanied senior NCOs and officers.
- Coordination with units to maximize utilization of unaccompanied quarters and provide adequate furnishings support. Inventories are reviewed to maximize use of available newer furnishings and old furniture is being disposed of as resources permit.
- Renewed VQM management. A review of procedures and maintenance items has contributed to faster and economical ways to produce available housing without affecting quality.
- On-going projects to increase quality of life: New skate parks, new playgrounds, upgraded balconies, stairwells, roads, parking lots, kitchens, and recycling system areas are examples of projects completed or in progress.
- Employee Training: The housing division employees are given the opportunity to participate in training to enhance their personal and job related knowledge. Customer Service is the most important subject at all times.



- Intensive Management of Funds: To ensure that services are continuously provided, emphasis is placed on the prudent utilization of available resources to provide the most economical service.
- Increase the availability of affordable and adequate off-post housing: although off-post housing services are provided by means of a contractor, the Housing Division continues to monitor day-to-day operations to emphasize customer service, availability, quality, and affordability.
- Customer Information: Customer information is provided to the community by means of flyers, quarterly news letters, housing web page, CIC and individual briefings as required or necessary.



**Goal 1: Maintain Process Improvement Culture**

**Objective:** Meet/Exceed Army Quality of Life Standards  
**Metric:** All Routine Service Orders completed in 15 Days or Less



**PERFORMANCE OF WORK - TIMELINESS  
 ROUTINE SERVICE ORDERS**

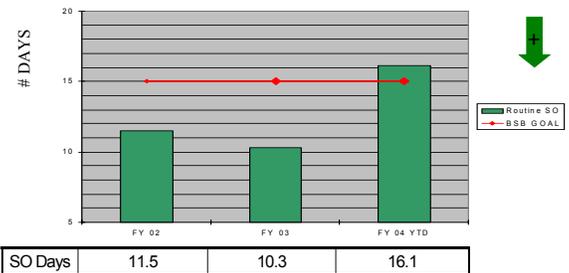


Figure 7.5-16



**Goal 1: Maintain Process Improvement Culture**

**Objective:** Meet/Exceed Army Quality of Life Standards



**Metric:** All Emergency Service Orders completed in 2 Hours or Less

**PERFORMANCE OF WORK - TIMELINESS  
 EMERGENCY SERVICE ORDERS**

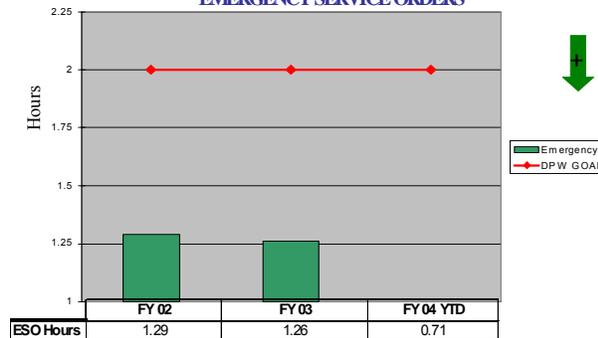


Figure 7.5-14



**Goal 1: Maintain Process Improvement Culture**

**Objective:** Meet/Exceed Army Quality of Life Standards  
**Metric:** Less than 10 Days Required for Vacant Quarters Maintenance



**PERFORMANCE OF WORK - TIMELINESS  
 VACANT QUARTER MAINTENANCE**

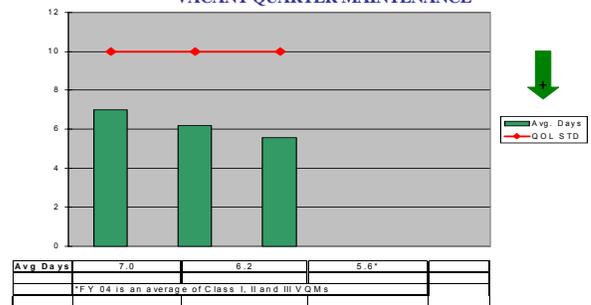


Figure 7.5-17



**Service Orders (Average Days to Complete)**

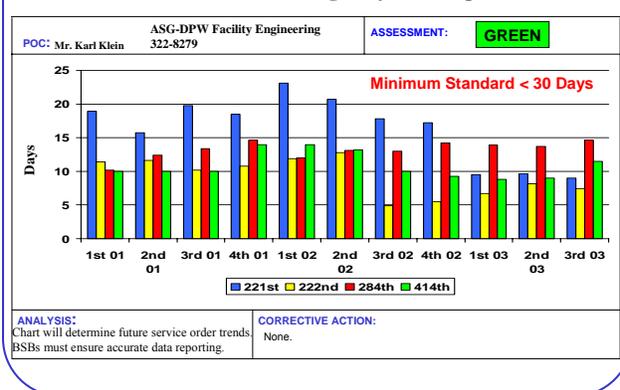


Figure 7.5-15



**Goal 5: Assess and improve our ability to support our customers**

**Objective 5b:** Review and adjust programs and services based on identified and validated customer needs



**Metric:** 95% Customer Satisfaction Rate (Service Orders)

**PERFORMANCE OF WORK - QUALITY  
 SERVICE ORDERS**

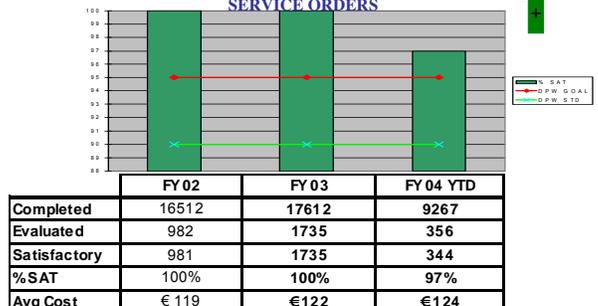


Figure 7.5-18



**Goal 5:** Assess and improve our ability to support our customers  
**Objective 5b:** Review and adjust programs and services based on identified and validated customer needs  
**Metric:** 95% Customer Satisfaction Rate (Job Orders)

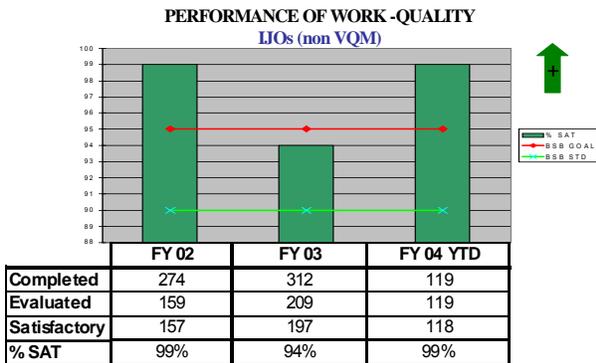


Figure 7.5-19

**Goal 5:** Assess and improve our ability to support our customers  
**Objective 5b:** Review and adjust programs and services based on identified and validated customer needs  
**Metric:** 95% Satisfaction in Recurring Maintenance

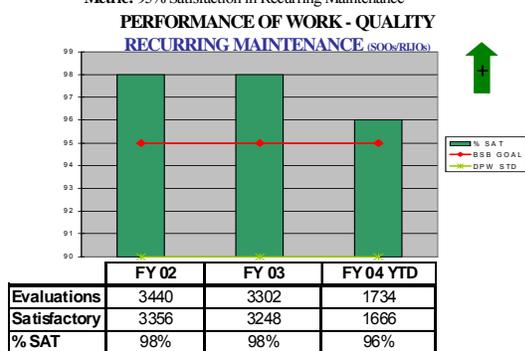


Figure 7.5-20

**Goal 5:** Assess and improve our ability to support our customers  
**Objective 5b:** Review and adjust programs and services based on identified and validated customer needs  
**Metric:** 95% Satisfactory Vacant Quarters Maintenance

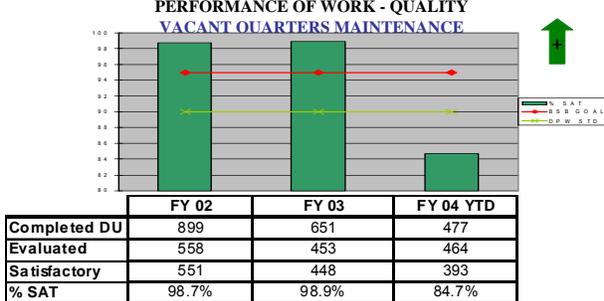


Figure 7.5-21

**INFORMATION MANAGEMENT:** In addition to making the community aware of our programs and services, keeping the host nation officials and population informed and involved, maintaining technology and systems up-to-date with industry standards is the focus of our life-cycle replacement program for automation systems.

**7.6 GOVERNANCE AND SOCIAL RESPONSIBILITY RESULTS:**

The three principal areas we focus on in this category are force protection, energy conservation, and environmental. The results of our efforts in providing a safe environment for all our residents (customers) are shown by the status of the supporting programs/processes that make the system work (Figure 7.6-3 to 15). Having sufficient personnel to perform this all-encompassing mission for so many separate installations is indeed a challenge. Likewise, the turn over rate of Soldiers and civilians make keeping the entire force trained on AT/FP issues challenging.

We won the DA Energy Conservation Award for 1999, Federal Energy and Water Management Award for 2000 and 2001 Presidential Award. Environmental management and compliance are also difficult and never-ending. Figures 7.6-3 to 8 provide the status and analysis of our program. Environmental compliance is evaluated every 3 years through the Environmental Protection Assessment System (EPAS). During EPAS installations and facilities are evaluated for compliance in 19 environmental media areas such as hazardous material management, hazardous waste management, environmental noise management, asbestos management, radon management, spill prevention and response management, medical waste management, cultural resources management, etc. EMO established the EQCC (environmental quality control committee), which meets biannually during the real property planning board. Quarterly meetings are being held with representatives from the units. Our efforts to keep the military and host nation communities informed on all aspects of support, services, and military operations are handled primarily by our public affairs section.

The Public Affairs Office is our link to media and information distribution to our customers and neighbors. The success of our marketing and information programs were evaluated during the CIP (Figure 7.6-1). Analysis of findings resulted in hiring an additional staff writer to fill the gap for paper media coverage of our programs. This action had the desired results of a “green” rating in all areas.



TOPIC: 414th BSB FY 03 CIP Inspection Results			
STAFF PROPONENT: PAO	OVERALL ASSESSMENT: GREEN →		
	FY 01	FY 02	FY 03
Administration	G	G	G
Financial Administration	G	G	G
Command and Staff Leadership	G	G	G
Command Information Program	G	G	G
Herald Union	A	G	G
Public Information Program	G	G	G
Community Relations Program/Government	G	G	G
Web Page	**	G	G

Legend: \*\* Not Inspected GREEN AMBER RED

Figure 7.6-1

BSB leaders continuously meet with local community key leaders to keep them informed. Results are solid relations and first class support. We are always looking for new ways to get information out to the community. The weekly radio show and CIC are two examples of new initiatives put into action. The other BSBs and 1<sup>st</sup> Armor Division have followed with weekly radio shows of their own. This results in a more informed customer base – not just about what is in Hanau, but regionally as well. Positive press about our operations in the German media fosters positive relations with our key communities and is a priority goal. We have done much better this year with the German news media (Figure 7.6 – 2) due to our openness and cooperation about our operations (including deployment which had local interest in the surrounding communities).

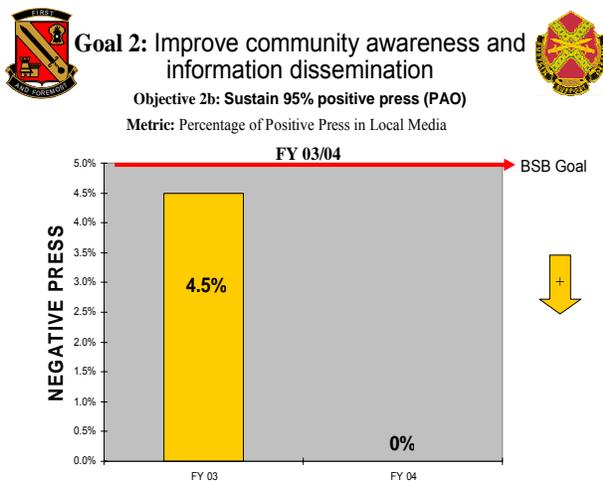


Figure 7.6-2

TOPIC: 414th CIP FY 02 Inspection Results			
STAFF PROPONENT: 104th ASG DPW, 322-1360, Environmental	OVERALL ASSESSMENT: GREEN →		
	FY00	FY01	FY02
General Program Management	G	G	G
Funding, Programming and Reporting	G	G	G
Air Pollution	G	G	G
Drinking Water	G	G	A
Waste Water	G	G	G
Hazardous Waste	G	G	G
Noise	G	G	A
PCBs	G	G	G
Pest Management	G	G	G

Legend: \*\* Not Inspected GREEN AMBER RED

Figure 7.6-3

In general, the BSB is above average in environmental CIP findings (Figure 7.6-3) and ISR II ratings (Figures 7.6-4 & 5). Certainly, continuous improvements are possible. The BSB EMO will have to continue to program for compliance projects to meet all Final Governing Standards (FGS). For FGS requirements that are not eligible for environmental funding, the BSB EMO will continue to ensure that all FGS related requirements are programmed by the appropriate functional proponent for funding. The Conservation Pillar rating is dependent mostly on training area, and its mission impact; the BSB does not expect to have any change in this area in the future. The BSB does have a good Pollution Prevention (P2) concept to minimize hazardous waste generation.



**104<sup>th</sup> Area Support Group**  
 2004 Comparison of Base Support Battalions  
 ISR II



BSB	Compliance		Conservation		Restoration		Pollution Prevention		Foundation	
	Quality	Quantity	Quality	Quantity	Quality	Quantity	Quality	Quantity	Quality	Quantity
221 <sup>st</sup>	C3	NA	C1	NA	NA	NA	C4	NA	C3	C1
222 <sup>nd</sup>	C3	NA	C1	NA	NA	NA	C3	NA	C3	C3
284 <sup>th</sup>	C3	NA	C2	NA	NA	NA	C2	NA	C3	C3
414 <sup>th</sup>	C3	NA	C1	NA	NA	NA	C2	NA	C1	C1

Figure 7.6-4



**104th Area Support Group**  
414<sup>th</sup> Base Support Battalion  
ISR II



Fiscal Year	Compliance		Conservation		Restoration		Pollution Prevention		Foundation	
	Quality	Quantity	Quality	Quantity	Quality	Quantity	Quality	Quantity	Quality	Quantity
2002	C2	C2	C2	C2	C1	C1	C2	C2	C1	C1
2003	C2	C1	C1	C1	NA	NA	C3	C1	C3	C1
2004	C3	NA	C1	NA	NA	NA	C2	NA	C1	C1

Figure 7.6-5



**EPAS Inspection Results**

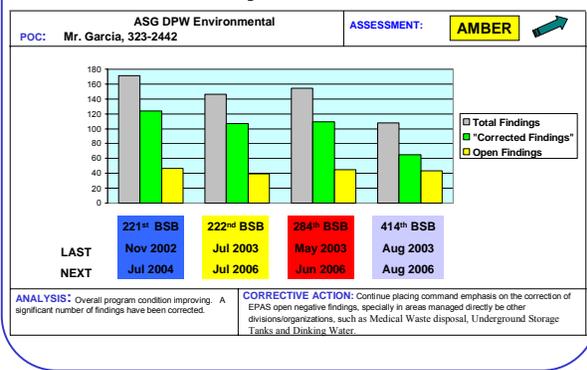


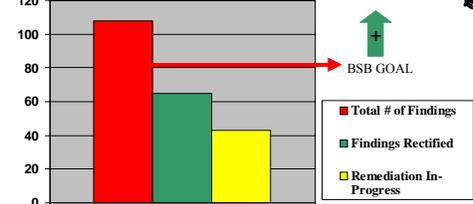
Figure 7.6-6



**GOAL : Remediate Environmental Deficiencies**

Objective : Correct 75% of identified environmental deficiencies/weaknesses

Metric : % of Environmental Deficiencies Remediated



Status of Findings (FY04 - FY 06)

	Total Number of Findings	Total Number of Findings Rectified	Total Findings In-Progress for Completion	Goal (75 % Completion)	Actual (to date)	Difference
FY 00-03	166	156 (94%)	10 (6%)	125	156	+31
FY 04-06	108	65 (60%)	43 (40%)	81	65	-16

Figure 7.6-7

**TOPIC: 414th BSB FY 03 CIP Inspection Results**

STAFF PROPONENT: 104th ASG DPW, Land Management, Mr. Rudolf, DSN 322-8107

OVERALL ASSESSMENT: **GREEN**

	FY 01	FY 02	FY 03
General	G	G	G
Grounds Maintenance	G	G	G
Land Use and Conservation	G	G	G
Forest, Fish, and Wildlife Management	G	G	G
Habitat Management	G	G	G
Plans	G	G	G
Resource review	G	G	G

Not Inspected GREEN AMBER RED

Figure 7.6-8

Environmental Protection Assessment System (EPAS) results are shown in Figures 7.6-6 & 7. The action plan goal is to have 25% of the EPAS deficiencies rectified within the 1<sup>st</sup> year, 50% within the 2<sup>nd</sup> year and 75% within the 3<sup>rd</sup> year. Although it is impossible to eliminate every single finding, the BSB continues to strive to rectify as many findings as possible. The BSB is doing very well and has well exceeded its 1<sup>st</sup> year (2004) goal. The BSB EMO will continue to take the lead, facilitate, and provide guidance as necessary to eliminate the largest number of findings. Figure 7.6-8 shows consistent performance in land management and environmental compliance.

The 414th has added several safety programs and initiatives that have increased its presence in the community and has had marked improvement over last year (Figure 7.6-9). The “Be Safe – Be Seen” campaign was very well received by the schools and children. The In-Processing Training Center (ITC) safety briefing is the model for the ASG. Another project planned in the future includes a child passenger safety inspection. All of these solidify the safety office’s commitment to the community.



**TOPIC: 414th BSB FY 03 CIP Inspection Results**

**STAFF PROPONENT: 104th ASG Safety, 322-1470**      **OVERALL ASSESSMENT: GREEN**

	FY 01	FY 02	FY 03
Program Administration	G	G	G
Safety and Occupational Health Programs	A	G	G
Accident Investigation and Analysis	G	G	G
Hazard Surveillance, Identification and Abatement Program	A	G	G
Safety Education and Training	G	A	G
Safety of Use Messages	G	G	G
Reference	G	G	G

  Not Inspected  
   GREEN  
   AMBER  
   RED

Figure 7.6-9

The Safety office has just hired a new Safety Manager and he has assumed the duties of conducting Risk Management Training for the organization (Figure 7.6-10). Due to all of the deployments, redeployments, railhead operations, ITC training, and the reintegration requirements, risk management requirements have not been fully integrated. But the Safety Office stands committed on pursuing this training when the operational tempo slows down. The training on the “Be Safe Video” and “Driving in Europe” campaign has been very successful and increased safety awareness from the last year. Most accidents occur due to failure to maintain the proper distance (Figure 7.6-11 & 12). Additionally, exceeding authorized speed limits in conjunction with adjusting rate to road and weather conditions also cause accidents. We are establishing an aggressive unit driver training program, coordinated with the Driver Testing Station and the Transportation Motor Pool.

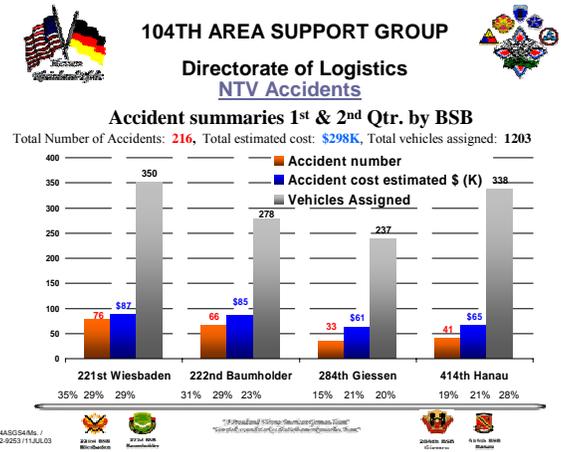


Figure 7.6-11

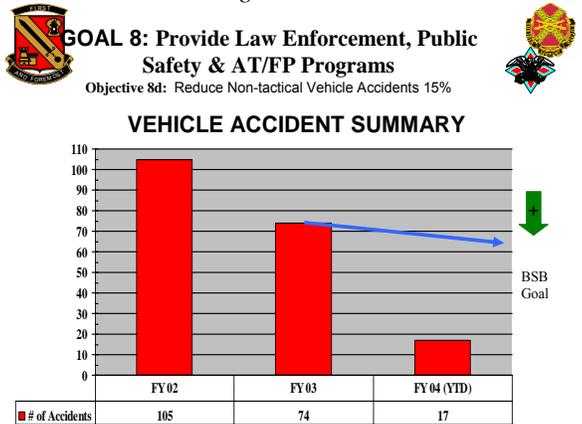


Figure 7.6-12

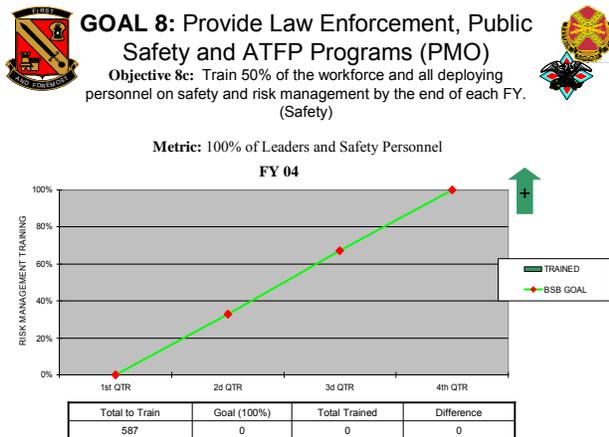


Figure 7.6-10

With the exception of approved open storage of classified material, which is in progress, all ASG security recommendations from the CIP have been adopted and completed (Figure 7.6-13). An in-processing program is in place with 99% of BSB employees processed; clearances are 100% processed; 60% of all employees have been trained; fingerprint processing speed and quality is improved via a new digital system and an international travel briefing program has been developed and is in use. The Force Protection Officer has trained tenant unit Soldiers and utilized the Command Information Program to disseminate anti-terrorism messages. The BSB IMO has adopted use of the ASG "push" server to automatically update desktop computers and bolster network security.



**TOPIC: 414th BSB FY 03 CIP Inspection Results**

**STAFF PROPONENT:** 104th ASG S-2/3, 322-8372, Security

**OVERALL ASSESSMENT:** **AMBER**

	FY 01	FY 02	FY 03
Information Security Program	A	**	A
Personnel Security Program	A	**	A
Information Assurance	A	A	G
Force Protection Program	A	G	G

Legend: \*\* Not Inspected, GREEN, AMBER, RED

Figure 7.6-13

**METL: Provide Law Enforcement, Public Safety and AT/FP Programs**  
**Objective 8.a. 10% Increase in Training from FY03**

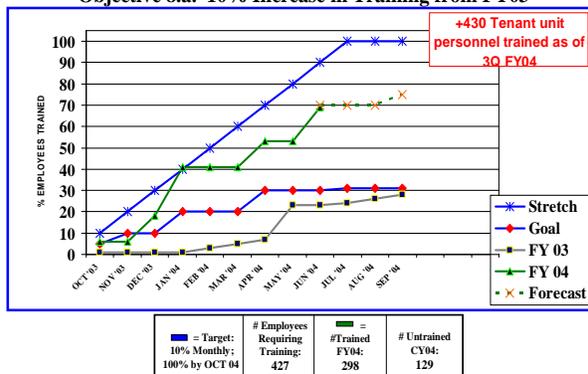


Figure 7.6-14



**GOAL 8: Provide Law Enforcement, Public Safety and ATFP Programs (PMO)**



**Objective 8.b. Implement FP OPLAN Changes; Pass JSIVA '04**

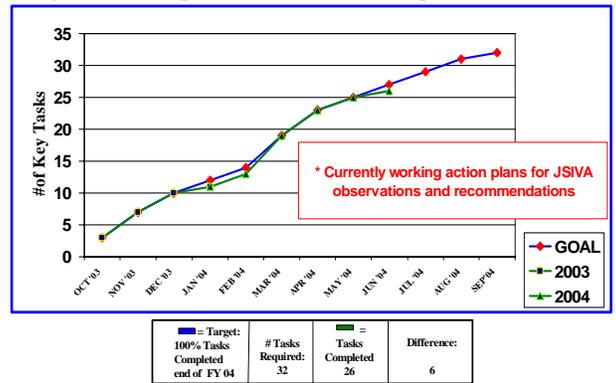


Figure 7.6-15

All BSB employees are required to receive training annually on anti-terrorism and force protection preventive measures (Figure 7.6-14). This employee level of training is called "Level I" and is also required data for ISR III Services. Status of the overall BSB force protection program helps management determine whether recurring program tasks are adequately distributed throughout the year (Figure 7.6-15). A program objective and BSB priority is to pass the JSIVA inspection by the Joint Staff. We accomplished this with only minor deficiencies. The process does not end there. We continue to maintain vigilance and work hard to provide the safest home town in Europe.



# Glossary of Abbreviations and Terms

## Rating Scale – ISR Condition:

C1: Meets or exceeds Unit/Activity needs and Army standards; has very minor, if any, deficiencies; and fully supports mission performance.

C2: Meets Unit/Activity needs and partly meets Army standards; has minor deficiencies; and supports majority of assigned missions.

C3: Meets the majority of Unit/Activity needs, does not meet any Army standards; has some deficiencies; and delivery impairs mission performance/requirements.

C4: Does not meet Unit/Activity needs or Army standards; has major deficiencies; and delivery significantly impairs mission performance/requirements.

C5 used when service is not to be rated (e.g., BRAC)

## RATING SCALE – ICE & OIP:

GREEN: 85 – 100% of requirements met

AMBER: 65 – 84% of requirements met

RED: 0 – 64% of requirements met

AAFES – Army and Air Force Exchange Service

AAR – After Action Report

ABC/M – Activity Based Costing/Management

ACES – Army Continuing Education Services

ACMAA – Assistant Civilian Misconduct Action Authority

ACOE – Army Communities of Excellence

ACS – Army Community Services

ADA – Air Defense Artillery

ADMIN – Administration

AFAP – Army Family Action Plan

AFCU – Andrews Federal Credit Union

AFH – Army Family Housing

AFN – Armed Forces Network

AOR – Area of Responsibility

APIC – Army Performance Improvement Criteria

AR – Army regulation

ARC – American Red Cross

ARMP – Army Recreation Machine Program

ART – Unit civilian personnel data base

ASB – Aviation Support Battalion

ASG – Area Support Group

AST BU – Area Support Team Buedingen

AT/FP – Anti-Terrorism/Force Protection

BASOPS – Base Operations

Bde – Brigade

BRAC – Base Realignment and Closure

B.S. – Bachelor Degree

BSB – Base Support Battalion

BU – Buedingen

BUDENT – Buedingen Dental Clinic

CAA – Customer Affairs Advisor

CAC – Common Access Card

CAV – Cavalry

CDC – Child Development Center

CDR – Commander

CHAP – Chaplain

CIC – Command Information Channel

CID – Criminal Investigations Division

CIP – Command Inspection Program

COR – Contract Officer's Representative

CPAC – Civilian Personnel Advisory Center

CSDP – Command Supply Discipline Program

CSG – Corps Support Group

CSM – Command Sergeant Major

CSP – Customer Service Plan

**CST** – Customer Service Team

CYS – Child & Youth Services

DA – Department of the Army

DAC – Department of the Army Civilian

DARE – Drug Awareness Reduction Education

DC – Deputy Commander

DCA – Directorate of Community Activities

DCPDS – Defense Civilian Personnel Data System

DeCA – Defense Commissary Agency

DFAC – Dining Facility

DOD – Department of Defense

DoDDS – Department of Defense Dependent Schools

DLA – Defense Logistics Agency

DOL – Directorate of Logistics

DPW – Directorate of Public Works

DRM – Directorate of Resource Management

DSN – Digital Switch Network

EEO – Equal Employment Opportunity

EER – Enlisted Evaluation Report

EMCS – Energy Monitoring Control System

EMO – Environmental Management Officer

EMS – Environmental Management System

EN – Engineer

EO – Equal Opportunity

FGS – Final Governing Standards

FIN – Finance

FP – Force Protection

FPO – Force Protection Officer

FRG – Family Readiness Group  
 FY – Fiscal Year  
 Gatekeeper – Portal to DCPDS  
 G-AEC – German-American Executive Council  
 GRO – Government Relations Office  
 GWOT – Global War on Terrorism  
 HAZMAT – Hazardous Materials  
 HHC – Headquarters and Headquarters Company  
 HRP – Human Resource Plan  
**HRT** – Human Resource Team  
 H.S. – High School Diploma  
 HUDENT – Hanau Dental Clinic  
 IACS – Installation Access Control System  
 IACNDC – Information Assurance Computer Network  
     Defense Course  
 IAM – Information Assurance Manager  
 IAO – Information Assurance Officer  
 IAVA – Information Activity Vulnerability Assessment  
 IAW – In Accordance With  
 ICE – Interactive Customer Evaluation  
 IDP – Individual Development Plan  
 IFMS – Interagency Fleet Management System  
 IG – Inspector General  
 IJO – Individual Job Order  
 IMA-E – Installation Management Agency, Europe  
 IMO – Information Management Officer  
 ISA – Installation Staging Area  
 ISR – Installation Status Review  
 IT – Information Technology  
 ITC – In-processing Training Center  
 IWS – Intelligent Work System  
 JAG – Judge Advocate General  
 JAWG – Joint Action Working Group  
 JSIVA – Joint Security Inspection/Vulnerability Assessment  
 KBD – Key Business Driver  
 LAN – Local Area Network  
 LEAD – Leadership Education and Development  
 LMR – Land Mobil Radio  
 LN – Local National  
 LOI – Letter of Instruction  
 LTA – Local Training Area  
 LTC – Lieutenant Colonel  
 MCP – Management Control Program  
 MER – Management Employee Relations  
 METL – Mission Essential Task List  
 MEVA – Mission Essential Vulnerable Area  
 MGR – Manager  
 MHA – Military Family Child Care Home  
     Accreditation Agency.  
 MI DET – Military Intelligence Detachment  
 MIPL – Master Integrated Priority List  
 MODERN – Personnel system replaced by DCPDS  
 MP – Military Police  
 MP CUST – Military Police (Customs)  
 MPL – Master Priority List  
 MWR – Morale, Welfare and Recreation  
 NAEYC – The National Association for the  
     Education of Young Children  
 NAF – Non-Appropriated Funds  
 NATO – North Atlantic treaty Organization  
 NCO – Noncommissioned Officer  
 NIBD – Net Income Before Depreciation  
 NIPRNET – Nonsecure Information Protocol Network  
 NSACA – National School-Age Care Alliance  
 OACSIM – Office of the Assistant Chief of Staff for  
     Installation Management  
 OER – Officer Evaluation Report  
 OHN – Occupation Health Nurse  
 OIP – Organization Inspection Program  
 OPLAN – Operations Plan  
 OPSEC – Operations Security  
 PAO – Public Affairs Office  
 PDP – Pre-Deployment Processing  
 PIMS – Performance Information Management System  
 PIR – Performance Improvement Review  
 PKI – Public Key Interface  
 PM – Provost Marshal  
**PMT** – Process Management Team  
 PPBES – Budget Execution System  
 PSB – Personnel Services Battalion  
 QA – Quality Assurance  
 QOL – Quality Of Life  
 R&A – Review and Analysis  
 RACC – Relocation Assistance Coordinating Committee  
 RecTrac – Recreation Tracking; point of sale financial  
 tracking system.  
 RPPB – Real Property Planning Board  
 SA – Systems Administrator  
 SAP – Strategic Action Plan  
 SAS – School Age Services  
 SBC – Service Based Costing  
 SIPRNET – Secure Information Protocol Network  
 SATO – Standard Army Travel Office  
 SBU – Sensitive But Unclassified  
 SLO – School Liaison Officer  
 SMC – Senior Mission Commander  
 SME – Subject Matter Expert  
 SNAP – Safe Neighborhood Awareness Program  
 SOFA – Status of Forces Agreement  
 SOP – Standard Operating Procedures  
**SPT** – Strategic Planning Team  
 SRS – Strategic Readiness System  
 STE – Secure Telephone Equipment  
 ST FL – Support Team Fliegerhorst  
 ST GR – Support Team Grossauheim  
 ST HT – Support Team Hutier  
 ST HU – Support Team Hanau  
 SUS – Software Update Server  
 SWOT – Strengths, Weaknesses, Opportunities, and Threats  
 TAPES – Total Army Performance Evaluation  
     System  
 TDA – Table of Distribution and Allowances  
 TMC – Total Maintenance Contract  
 TQM – Total Quality Manager  
 TQOE – Team Quad of Excellence

TSD – Training Support Division  
TV – Television  
UCMJ – Uniform Code of Military Justice  
UIC – Unit Identification Code  
US – United States  
USAHCB – US Army Health Clinic, Buedingen  
USAHCB – US Army Health Clinic, Hanau  
USAREUR – United States Army, Europe  
USFLO – US Forces Liaison Office  
USO – United Service Organization  
VQM – Vacant Quarters Maintenance  
VRA – Veterans' Readjustment Act  
VTC – Video Teleconference  
YS – Youth Services