FORT DETRICK

2004 APIC ASSESSMENT

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Nomination Form

Applicant Organization

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Highest Ranking Official in Applicant Organization

Signature John E. Ball

Name COL John E. Ball

Title Commander

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Size of Organization

Number of Employees 702

Number of Sites 1

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ORGANIZATIONAL PROFILE

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Fort Detrick is a premier quad-service installation committed to excellence. Service members and civilians provide base operations support for personnel and community, information technology, security and operations, logistics, engineering, resource management, and command and staff major service areas. US Army Garrison (USAG) personnel have years of experience in providing extraordinary support required for the telecommunications and biohazard containment missions. Our engineering specialists know the intricacies of biomedical laboratory safety and equipment. Our specialized utility systems are developed and managed to ensure protection of the air, land, and water. Tenant organizations are able to pursue their missions involving highly infectious organisms and virulent biological toxins because of the one-of-a-kind safety systems designed, built and maintained at Fort Detrick.

FORT DETRICK US ARMY GARRISON VISION		FORT DETRICK US ARMY GARRISON VALUES
The USAG – supporting Fort Detrick through technology and innovation, fostering an environment for growth and transformation in the 21st Century.		Honesty, Integrity, Responsibility, Loyalty Commitment and Competence

P.1 Through our vision and values, we are working to forge a community climate of excellence where every service member, civilian, contract employee and family member develop a strong sense of community pride and ownership, thereby improving our mission and enhancing the well-being of those who work and live on the Installation. This vision will be realized through a modern, efficiently managed installation with a long-range plan to continually improve base operations support to our customers. The USAG's values can be defined as our organization's code of ethics and behavior. Our values provide the guiding principles to achieve our vision, mission and goals.

The USAG mission is to provide base operations support to Department of Defense (DOD) organizations and other federal agencies operating on the Installation. The USAG serves 4 of President Bush's Cabinet-level agencies, which include DOD, Department of Agriculture, Department of Homeland Security (DHS), and Department of Health and Human Services. Within the DOD, Fort Detrick supports elements of all military services. Major Department of the Army (DA) tenants include the US Army Medical Research and Materiel Command (MRMC), US Army Medical Research Institute of Infectious Diseases (USAMRIID), US Army Medical Materiel Agency and the 21st Signal Brigade. As the key player in National Biodefense Strategy, the National Interagency Biodefense Campus (NIBC) will be constructed on the Installation over the next 7 years. This Campus will bring together, at one location, several federal agencies; will enhance public health research, biomedical research, and biotechnology development; and encourage scientific collaboration. USAG is the facilitator for the National Interagency Biodefense Coordinating Committee (NIBCC) and established a process for promoting federal interagency coordination in facilities planning and technology sharing to minimize duplication of effort, technology and facilities.

Organizational Structure: As an Army Medical Department Installation, Fort Detrick is under the command and control of the US Army Medical Command (MEDCOM), and is recognized as a "Special Installation" under the Installation Management Agency (IMA). The strategic missions include national biomedical research and development, joint medical logistics, and global telecommunications. We also provide support services for military families. As a "Special Installation," we are evolving to the Standard USAG Organization and Common Levels of Service under IMA.

Major Markets. The USAG's customers and stakeholders span a wide spectrum, both within and outside of the Installation. Our key customers and stakeholders are shown in Figure O-1. The USAG uses an ongoing process to assess and update customer expectations of our services. Even though DA generally prescribes the delivery manner of our products and services, we have learned that our clients expect us to provide consistent support in an increasingly cost-effective manner while adding new services as demanded by their missions.

FIGURE O-1

CUSTOMER GROUPS
Tenant Activities (Army, DOD, Other)
Workforce (civilian, contractor, retired)
Service members (Active, Reserve/NG, family members, retired)
STAKEHOLDERS
US Congress
Department of Army
Department of Defense
Department of Homeland Security
National Institutes of Health (NCI, NIAID)
Unions
Taxpayers
Maryland Department of the Environment
Surrounding communities

Workforce Profile: Our highly-motivated, well-trained, and productive employees are the key to providing the cost-effective support services and quality facilities that our customers expect and deserve. Beginning in 1999, the USAG initiated a Commercial Activities (CA) Study. Some employees, in search of job security, sought positions outside of the Installation. In an attempt to protect permanent employees who remained for the duration of the Study, management filled vacancies with term-limited hires. Despite functioning at 64 percent of our pre-Study staffing, the USAG maintained its responsiveness to customers and enabled them to accomplish their missions.

The USAG implemented its Most Efficient Organization (MEO) in January 2004, operating at 87 percent of our authorized post-MEO staffing. During the Reduction in Force, all remaining permanent and term employees were offered placement in permanent positions. In developing our MEO, we used the Army's Service Based Costing (SBC) categories, detailed every task and then rebuilt the organization by blending similar tasks.

Approximately 6,979 military members, civilians and contractors work at Fort Detrick, with support services being provided to an additional 739 at Raven Rock Mountain Complex. As of May 31, 2004, the USAG support element consisted of 10 officers, 36 enlisted, 405 Appropriated Fund civilians, 114 Non-appropriated Fund personnel, 507 volunteers, and 261 contract employees. Two bargaining units (American Federation of Government Employees and International Association of Machinists) represent Fort Detrick's civilian workforce. Within each union, specific issues affecting individual organizations are addressed through information sharing and bargaining.

Major Equipment, Facilities and Technology: Fort Detrick facilities (2,129,672 square feet) incorporate a mixture of research/laboratory (27 percent), communication (6 percent), and administrative (17 percent) space. The remaining 50 percent includes living quarters, storage, morale, welfare and recreation, and industrial areas. Fort Detrick's specially designed facilities and laboratories make possible biomedical research development on a variety of virulent toxins and disposal of wastes without endangering the nearby community or population. All laboratories are connected to the Installation's Laboratory Sewer System that provides secondary sterilization of all waste from labs before the waste enters the sanitary sewer system.

The USAG owns and operates a 400-acre adjacent site (Area B), containing a training area and state-licensed landfill. Area B also hosts a complete animal research farm with associated medical treatment areas. The sanitary landfill boasts a "cradle-to-grave" approach for the disposal of medical waste. The landfill life expectancy has been increased due to Fort Detrick's proactive recycling program and having both municipal and medical waste incinerators. This allows Fort Detrick to minimize waste placed in the landfill, sanitize all waste generated on the Installation, and transfer only ash into the landfill. The state-approved landfill ensures unencumbered and unhindered biomedical research well into the next century.

Fort Detrick's state-of-the-art information technology infrastructure provides automation support to the USAG's mission, as well as to all 39 tenants located at Fort Detrick. We continue to automate many of our processes using state-of-the-art technology to improve processes and performance by reducing response time and providing more accurate cost and rate structure options to our customers. The use of web-based technology has improved our ability to identify customers' current and future requirements, train employees, and share information. The Installation Information Infrastructure Modernization Program (I3MP) recently upgraded a sophisticated communications infrastructure. The upgrades included the installation of single-mode fiber switches and routers and the creation of 3 separate points of entry for the Post, thereby eliminating single points of failure.

Regulatory Environment. Fort Detrick is continually working to reduce the impact that changing environmental, health, safety, and security regulations/oversight have on cost and productivity while adhering to stringent standards for worker safety. Federal regulatory agencies with oversight for various Fort Detrick operations include the Environmental Protection Agency (EPA), Occupational Safety and Health Administration (OSHA) and the Nuclear Regulatory Commission (NRC). The primary State regulatory agency is the Maryland Department of the Environment (MDE). A dramatic increase in construction has resulted in an extensive effort to develop a cooperative partnership with MDE. Fort Detrick has begun migration toward an ISO 14001-conformant Environmental Management System.

A Voluntary Protection Program (VPP) initiative was established that enables the workforce to be active participants in meeting safety standards to safeguard our most precious resource, our employees. The VPP sets performance-based criteria to improve the overall effectiveness and efficiency of our Safety and Health Program.

Customer Relationships: Our customers expect world-class service and cutting-edge technology. Some require our capabilities to deliver complex, cross-functional support or to employ our unique, special-capability facilities. Our key customer requirements are listed in Figure O-2.

FIGURE O-2

USAG CUSTOMER REQUIREMENTS (Listed in order of importance)
Professionalism
Knowledge
Accessibility
Timeliness
Communication
Hours of Operation
Follow-up
Value

Supplier and Partner Relationships: We rely on a variety of suppliers and partners who provide us with goods, services, construction support, and training that enable us to accomplish our mission. Customers, suppliers, partners and USAG directorates establish new processes or review existing processes which result in improved services. Specific requirements are outlined through contracts and agreements, and successful delivery is monitored through quality assurance. Our significant suppliers and partners are identified in Figure O-3.

FIGURE O-3

PRINCIPAL SUPPLIERS
Contractors/Vendors
Utilities (electric, gas and fuel oil)
Defense Finance and Accounting System
Army Corps of Engineers
General Services Administration
Army Contracting Agency
Civilian Human Resource Agency
PRINCIPAL PARTNERS
Frederick City and County
National Interagency Biodefense Campus
Allegheny Power (electric utility)
Colleges and Universities
Army Environmental Center

Competitive Factors. Fort Detrick continually strives to reduce operating costs and staffing while providing the highest quality of service to our customers. The realization of our vision is dependent on USAG redesign, outsourcing, maximizing partnerships and creating a multi-dimensional workforce.

Competitive Position. Our primary competitors are other Army installations who vie for construction dollars, manpower authorizations, and funding. Additional competitors come from businesses that provide services similar to our Directorate of Installation Services (DIS), primarily facility repair and maintenance. During the 4-year CA Study, we looked at other organizations' structures and processes to identify better processes and gather ideas to create a more efficient organization. To exchange ideas, we visited the National Institute of Standards and Technology (NIST) and Aberdeen Proving Ground, activities that perform work similar to ours, and brought in experts from the Navy who had recently undergone a CA Study. We also benchmarked against industry standards and cost data to determine what our costs should be in providing base support.

Strategic Challenges. Our foremost challenge is to continue serving the nation with exceptional base operations and technical support in the face of greater competition for diminishing federal funding, a constantly expanding customer base, and changing customer needs. Four compelling external challenges are revitalization of aging and inefficient buildings, systems, and infrastructure; significant changes in our program-based funding; post-9/11 requirements; and maintaining a highly trained and motivated workforce. These changes require that we pursue key business alliances, strategy changes, new technologies, and enhanced operational management techniques. With the implementation of the MEO, we also face difficulties in maintaining a viable workforce. To be more competitive, we created new position descriptions that resulted in multi-skilled workers at lower grades. Other organizations and installations, however, are staffed at higher grades and consistently recruit our employees.

We are currently pursuing a private/public Hotel/Conference Center venture that may bring added revenue to the Installation. With the construction of the Biodefense Campus, we are bringing in potential reimbursable customers. We are seeking partnerships with private developers to facilitate critical construction support such as the Central Utility Plant to support the NIBC. Fort Detrick completed an economic analysis of our major Army-owned utility plants. We are working towards privatization of utilities and have already privatized natural gas.

Despite concerted efforts, we may be unable to privatize other utilities due to lack of interest.

Improvement Processes. Performance improvement must be emphasized throughout the entire organization to effect any change. Employees are encouraged to present new ideas for process reinvention. A re-energized Corporate Board, made up of employees from all facets of the USAG, focuses its attention and creativity on identifying improved business processes to enhance delivery of services. We encourage customer/stakeholder/workforce participation in Quality Reinvention and Productivity Improvement.

Our approach to performance improvement is to consistently measure, assess and review all aspects of strategic and key operational performance. We use a "Process Iteration and Improvement Procedure (PI2P)" (Figure 6.1.2), to continually monitor and evaluate our processes and ensure they are changed or modified to meet customer's requirements. At Strategic Planning (SP) meetings, construction review boards, and Performance Management Reviews (PMR), we evaluate our progress in meeting our objectives and determine if the processes used are hindering progress. Fort Detrick's goals and objectives flow directly from our organization's mission and explain how the mission is to be accomplished. Fort Detrick's goals are strategic and provide the framework for the Installation's lower-level operational objectives and action plans. A sample of USAG's goals are in Figure 2.3. To incorporate the Army Performance Improvement Criteria (APIC) with the USAG's leadership and management structure, we are developing a cohesive process that integrates various reporting elements into one system, allowing them to build upon each other to produce measurable data showing improved performance or areas requiring improvement. A web-based tracking system has been established that allows up-to-the minute tracking of suspenses and taskers to meet requirements. Our Activity-Based Costing (ABC) models incorporate all activities and are used to link funding with critical requirements.

LEADERSHIP

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Fort Detrick's leadership and management approaches set us apart; active and participatory leadership focuses on mission performance coupled with due diligence to maintain cutting-edge customer service. The leadership team developed a common vision and set of values which allows the workforce to be proactive during times of constant change and competing demands.

To manage change, balance customer and stakeholder value, and become more business like, our leadership structure evolved into a team-based, process-oriented and customer-focused corporate entity. To operate in a more business-like environment, we established a Board of Directors (BOD), which is chaired by the USAG Commander. The BOD is our senior/executive leadership council consisting of the Command Sergeant Major; Executive Officer, 4 Directors (Community Services, Human Resources, Information Management and Installation Services); and Chiefs of Safety, Environment and Installation Planning (SEIPO); Security, Plans, Operations and Force Protection; Civilian Personnel Advisory Center (CPAC); and Resource Management (RM). The BOD has 4 primary responsibilities: focus on Strategic Planning; communicate values and performance expectations; foster customer relationships, and manage day-to-day operations.

1.1a(1) Our workforce adopted the 6 Army values: Honesty, Integrity, Responsibility, Loyalty, Commitment and Competence; our stakeholders endorse this value system and support its deployment. Leaders set the standard and reinforce our values through their performance.

Leadership communicates the importance of customer focus, corporate direction and performance goals through the USAG Strategic Plan (SP). Primary methods of communication are summarized in Figure 1.1.

FIGURE 1.1.

LEADERSHIP COMMUNICATION METHODS
Leadership by walking around
Briefing all new leaders and employees
State of the Garrison meetings with employees
Feedback after missions, exercises, and surveys
Quality-related training to workforce
Off-site workshops to educate leaders and customers
Town Hall meetings with community and stakeholders
Proactive interaction with community officials, partners and suppliers
Garrison Gazette Newsletter and Installation Newspaper
Deploying vision to workforce (SP and wallet cards)

The Corporate Board is the primary quality management team in the USAG, initially chartered by the BOD. The Corporate Board is empowered to establish Process Action Teams (PATs), foster continuous improvement and innovation, and provide a conduit for ideas. The Corporate Board includes manager and employee members from across functional lines. Besides establishing PATs, the Corporate Board also improves business practices and processes as well as reviews SP objectives and Review and Analysis (R&A) data to provide input for decision-making. The USAG goal is to ensure all organization levels have access to the big picture and the opportunity to participate in developing the leaders of the future.

1.1a(2) All leaders are committed to the development, encouragement, empowerment and support of employees. We believe that success is the result of a "climate of empowerment" within the organization, and that our leaders are responsible for that "climate." We believe that successful leaders are followed because the vision and mission are clear and worth the effort and that people will exceed what is expected of them if encouraged, equipped and supported.

The focus on training and reinforcement of learning is so essential to our organizational success that it is reflected as 1 of the 7 strategies in our Strategic Plan, and is the reason the USAG expanded its directorates to include Human Resources. A cross-organizational training committee has been empowered to approve and determine the most cost-effective way to deliver training requirements. Our leaders support employee growth and learning and encourage innovation through empowerment by allowing teams and task forces to develop and pursue opportunities for improved processes, partnerships and future growth. An example is the after-hours' teamwork prevalent when systems fail. Teams are called in from the various shops and offices to mitigate damages and restore services. Roles expand and overlap as the employees find solutions. Employees are also given leadership opportunities whenever possible.

Prior to SP workshops, we solicit input from customers and employees. Analyses are then used for resource allocation, to reset our strategic direction, to identify future opportunities, and to establish goals and objectives. Our customers also participate in SP meetings where objective tasks, outcomes and overall direction may be adjusted based on their input. Fort Detrick uses a variety of other forums and sources to share information (see Figure 3.3).

1.1b BOD members network with DA/DOD and other federal counterparts to learn about and influence current and future impacts to Fort Detrick. The BOD also serves as a change agent by integrating long-range planning and executive decisions into the year of execution. Leaders seek ways to exploit future

opportunities by attending meetings, and conferences (e.g., Energy Conferences, Commanders' Conferences) to learn about new ideas and possible ventures. Although Fort Detrick's many partnerships are particular sources of strength, we continue to seek opportunities for further expansion. Fort Detrick and the surrounding communities continually collaborate to find creative, mutually beneficial ways to improve and expedite business practices.

The management process at Fort Detrick for information flow and performance reviews is depicted by Figure 1.2. The Figure is divided into 3 levels of information based on criticality and significance to leadership. There are processes and meeting forums in the figure (ovals) that initiate and manage information. These processes are interlocking, mutually supporting and serve to link one level to the next. The Corporate Board, BOD and USAG Commander are the decision makers in the process. The purpose of the system is to generate, review, and analyze data, sorting out and discarding information so that the most important data reaches the USAG Commander and Commanding General for consideration and decision making.

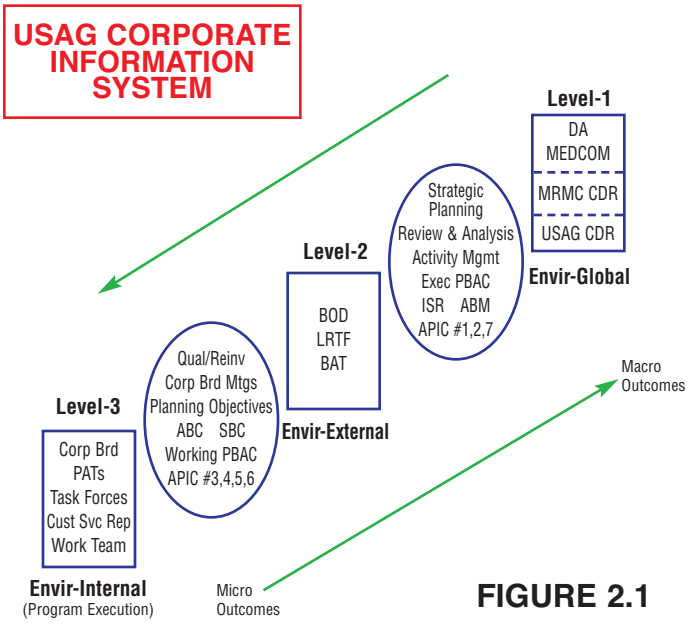

FIGURE 2.1

Leaders review organizational performance using numerous forums (see Figure 1.3.). Performance is ranked (Green, Amber, Red) to portray whether performance is ahead of, on, or behind schedule. For each objective, an action plan is briefed consisting of tasks, events and associated milestone dates. Competitive performance and related improvements are reviewed by leadership using a PMR process populated from Assistant Chief of Staff for Installation Management's (ACSIM) ISR website. Examples of results can be viewed in Section 7.2.

FIGURE 1.3

MEETING	OBJECTIVE	FREQUENCY	ATTENDEES
Strategic Planning	Strategic Planning	Annually	Stakeholders
Board of Directors	Planning	Weekly	BOD Members & Guests
Corporate Board	Quality & employee involvement	Weekly	Board Members & Guests
Real Property Planning Board	Strategic	Monthly	Board Members & Guests
Commanders/ Directors	Information Sharing	Quarterly	Stakeholders
Program Management Review	Performance Improvement	Quarterly	Stakeholders
Balanced Scorecard	Monitor Performance	Quarterly	Stakeholders

1.1c As indicated above, our leaders use systematic approaches to measure, assess and review all facets of strategic and operational performance. A primary core function of the DIS is Preventive Maintenance (PM) for all facilities and equipment on the Installation. In the past, we performed primarily breakdown maintenance and, because of our aging infrastructure, failures began to affect customers' missions (see Figure 7.2.1). We now use Reliability Centered Maintenance (RCM), which is basically time-scheduled maintenance, to enhance our current PM programs. RCM determines exactly when to perform a maintenance procedure, so that you do not over- or under-maintain an equipment item.

The DIS Solid Waste Management Section installed a waste-tracking system on trash trucks to allow recording of the location and weight of each dumpster emptied. Personnel are available to perform other tasks as the frequency of trash pick-ups can be programmed and batched based on the size, number, and weight history of dumpsters on each route.

Information concerning the above items is deployed to stakeholders through meeting minutes, and directly to customers. Priorities for improvement are deployed throughout the organization through PMR and Activity Management meetings, the results of which are posted on our Local Area Network (LAN) and Intranet. The Intranet is also used to list outcomes of Quality Reinvention Update meetings where PATs report progress and list innovative solutions and ideas.

The USAG employs several tools for improving leadership and management team effectiveness. Besides leadership metrics, numerous instruments, such as

climate surveys and sensing sessions are utilized to obtain feedback on our leadership structure (see Figures 7.1.5, 7.4.14).

1.2 As the largest employer in Frederick County, Fort Detrick's leadership realizes the impact it has on the local community and ensures that, despite our Force Protection requirements, our gates do not form inaccessible boundaries. As a member of the community for over 60 years, we have an obligation and responsibility to contribute to the public structure.

1.2a(1) Fort Detrick uses a number of methods for focusing and directing efforts in the regulatory, environmental and legal fields. One of these is the Environmental Compliance Assessment System, which includes a site assessment every 3 years. The site assessment identifies areas that are in non-compliance (Class I); areas that are still in compliance, but which will be in non-compliance in the future (most likely due to changing regulations) (Class II); and areas that could be improved with better management practices (Class III). Of the findings from our most recent assessment, only a few were Class I; a few findings were Class II, but were already being addressed at the appropriate level of planning or execution. The vast majority of the findings were Class III. These findings became Fort Detrick's targets in the environmental arena and all have been corrected. To further reduce the Installation's impact on the environment and energy resources, we initiated a car-pool program and formed a partnership with the National Cancer Institute (NCI) and the local electric utility company to fund projects to produce energy savings of $25 million over the next 20 years with no outlay of appropriated funding.

Successfully meeting the requirements of changing regulations requires early planning. As regulations are proposed and passed, the environmental staff tracks the progress and determines the impact. Likewise, as new construction initiatives within Fort Detrick are proposed, environmental and safety specialists are consulted to minimize impacts. The staff then develops plans, including alternative and contingency plans, which allow flexibility during construction. Safety, environmental and legal measures and results are reported at quarterly PMR meetings.

1.2a(2) Leadership takes a proactive role to address public concerns and societal impacts on Fort Detrick and in surrounding communities. Our leaders ensure compliance and monitoring of all regulatory guidance regarding impacts to health, safety, and the environment.

The PAO is charged with monitoring and anticipating public opinion and the impact of the Installation on the community. The PAO routinely reviews media for stories related to Fort Detrick. Pertinent information is then shared with leadership. The PAO has an excellent, proactive relationship with the local media. News releases and regular coverage continuously inform the community. Tours are provided for other federal, state, local and international government agencies, sharing information, which may be incorporated into their planning processes. For individual construction and environmental projects, public concerns and impacts are included in both planning and execution. To inform the public and elicit comments regarding environmental issues, Fort Detrick utilizes processes that are included in the National Environmental Policy Act (NEPA) and its implementing regulations. For major actions, an Environmental Assessment is prepared and the public has an opportunity to comment. Comments are addressed prior to proceeding with the action.

Fort Detrick organized a Restoration Advisory Board (RAB) to initiate and facilitate two-way communications with the public about an environmental Restoration Project underway to determine the source and extent of groundwater contamination. The RAB includes members from the local community, and state as well as federal officials. The Board is a bridge to the community and has made a significant positive impact on the quality of the remedial investigation. The RAB also has a web page where current information is shared. To help accelerate the remedial project, an Environmental Partnership was formed as an adjunct to the RAB; members include EPA, MDE, MEDCOM, NRC, CHPPM (US Army Center for Health Promotion and Preventive Medicine) and the Corps of Engineers.

1.2b Legal and ethical requirements are addressed by the commitment of leaders to "do the right thing" as evidenced by the Oath of Office required of military members and civil servants. Leadership uses the Staff Judge Advocate (SJA), the Inspector General (IG) and the Internal Review and Audit Compliance Office to train and advise on procedures for compliance with legal and ethical requirements. Individual training, generally web-based to provide ready access for shift workers, is provided on Prevention of Sexual Harassment, Consideration of Others, Subversion and Espionage Directed Against the Army, and other topics reinforcing ethical and moral standards. Ethical conduct is rated in Officer Evaluation Reports, Noncommissioned Officer Evaluation Reports and the Total Army Performance Evaluation System (TAPES) for civilians. The Commander reports annually to MEDCOM on the status of management controls against fraud, waste and abuse of government assets. The annual report also includes how Fort Detrick administers the management control process. In implementing the Joint Ethics Regulation, DOD 5500.7-R, an SJA representative serves as the Installation's ethics counselor. In this capacity, the SJA administers the financial disclosure program, keeps

personnel informed on conflict of interest issues, provides procurement integrity training, gives post-government employment advice, and hosts mandatory training classes.

1.2c Our employees, supported and encouraged by leadership throughout the organization, display citizenship through widespread participation in various communities and organizations. Blending our knowledge and skills with local businesses, governmental agencies, educational establishments and private citizens, a team has formed that builds a stronger, supportive atmosphere for all to live, work and play. Fort Detrick is a caring partner and demonstrates on a day-to-day basis its commitment to improving the "quality of life" for all.

Fort Detrick has a long history of involvement with the local community. The volunteer efforts "beyond our gates" have greatly enriched the surrounding community. For example, the USAG has continually accepted the leadership role in organizing and managing the Combined Federal Campaign in Frederick County, which raises money to benefit national and local charitable groups. Our Campaign contributions continue to grow every year. Fort Detrick is a member of the Frederick Board of Governors, Rotary and Chamber of Commerce, of which the Commander is a sitting member. Other leaders belong to numerous national organizations that emphasize professional development and serve as liaisons with over 20 local organizations that directly impact the well being of citizens of the State of Maryland and Frederick County. Fort Detrick's firefighters are first responders in the County in the event of a hazardous material spill. Most of our firefighters are also members of local community fire departments. Joining forces with the County contributes to the protection of all citizens, on Post and off.

Because our youth are our future, Fort Detrick actively develops programs that provide emotional and educational foundations from which to build our country's leaders. Our Human Resources Director, Youth Services Manager and Headquarters Company soldiers maintain educational liaisons and student sponsorships with the county school system. We initiate contacts with colleges and secondary level schools to identify students interested in receiving on-the-job experience in their fields of study. Additionally, volunteers (service members and civilians) tutor and share their work experiences at local middle and high schools. Employees and community residents attend annual job and career fairs hosted by Fort Detrick, making students aware of all the opportunities awaiting them during and after their educational experiences.

A somewhat unusual partnership was developed between Fort Detrick and the National Museum of Civil War Medicine, headquartered in Frederick, MD. The partnership encourages the understanding of military medical issues during the Civil War and shows how our country, learning from its successes and mistakes, improved military medicine into a technology-driven, state-of-the-art system capable of providing exceptional health care to its military members.

STRATEGIC PLANNING

SECTION 2.0

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2.1 Fort Detrick has a vibrant SP process that is driven towards excellence by the lively participation of all stakeholders. The continued success of this planning cycle is a direct result of our inclusive participatory process with all stakeholders having and sharing ownership.

2.1a(1) The process (Figure 2.1) incorporates input and projected critical requirements for development from our stakeholders, and assesses what we have accomplished, providing a "blueprint" for our future. Through numerous meetings (Figure 3.3) key stakeholders and all levels of leadership receive requirement updates, which are then presented and discussed for inclusion in the USAG SP process.

Strategic Plan Process

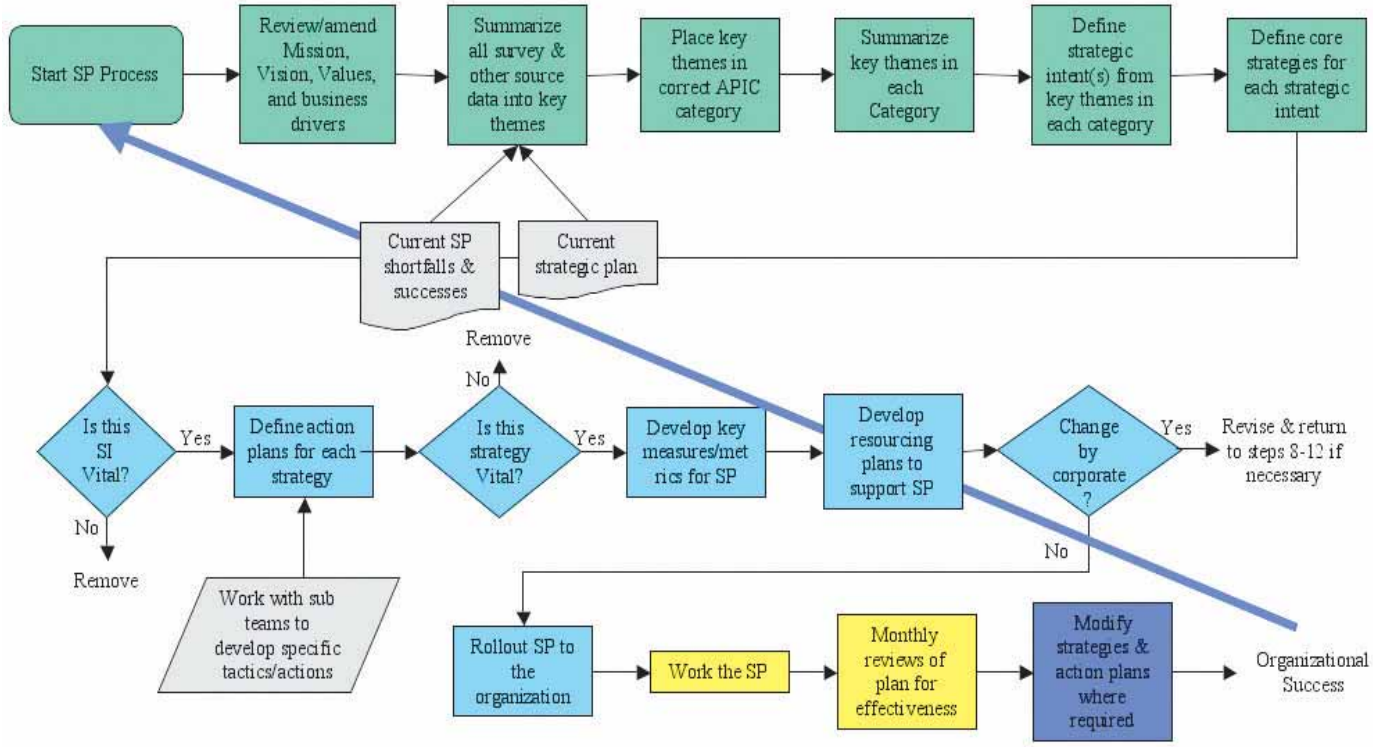

FIGURE 2.1

Our strategic objectives (Figure 2.3) are measured in specific timelines and updated at the Balanced Score Card (BSC) meeting. These meetings provide a comparative form of measurement for specific SBC/ISR III categories that are linked to 1 of the 5 strategies and assess progress of the objectives and plans. The meetings follow the Plan-Do-Check-Act cycle (Figure 3.1); each objective is rated to identify progress and report trend analysis. This analysis is reported to the USAG Commander through our PMR process.

Reviews coincide with resource allocations and operations, budget execution, and POM (Program Objective Memorandum) cycles. Working groups coordinate Phase 1 (1-3 years), on a weekly and monthly basis, and are based on execution that provides input to Phase 2 (3-5 years). Phases 2 and 3 are coordinated on a quarterly basis. Non-appropriated Fund (NAF) issues are calculated on a 3-5 year plan. The Real Property Planning Board Working Group (RPPBWG) and the Real Property Planning Board (RPPB) identify initiatives that are included in Phase 3 (5-10 years). Goals and action plans may be added to the strategic plan via the Corporate Board, Army Family Action Plan (AFAP), Customer Surveys and interviews, the Climate Survey, the Strengths, Weaknesses, Opportunities, Threats (SWOT) survey; the BSC meetings or direction from executive leadership.

2.1a(2) Relevant data and information analyses ensure the SP process addresses key factors (Figure 2.2). Each of 5 overall Strategies has a Goal Champion (see Figure 2.3) and 3 phases of objectives.

FIGURE 2.2

KEY FACTORS	TYPES OF INFO COLLECTED	SAMPLE SOURCES
Customer and Market Needs	Customer Requirements Customer Satisfaction Participation Rates in Facilities	Customer Outreach Meetings Customer Surveys SWOT Town Hall and other meetings Climate Survey BOSS RPPB MWR Triennial Needs Assessment RECTRAC Swipe/Touch Screens AFAP Conference
Competitive Environment and Capabilities	Personnel and Budget Assessments Benchmarking Data Maintenance and Repair Costs	Local Businesses Customers Local Newspapers Web Sites NIST Public Utilities ISR III/SBC
Technological Innovations	Technical Information Competitor's Capabilities	Vendors and Vendor Consortiums Market Advertisement Information Technology Groups NETCOM
Strengths and Weaknesses	Customer Satisfaction Quality Training Automation Infrastructure Requirements DIS Management Information System	SWOT Customer Comment Cards/Surveys Customer Interviews Detrick Center for Training and Education Excellence (DCTEE)
Societal/Financial Risks	Budgetary Cuts Personnel Reductions New Technology Local Economy BRAC Unforecast Expenses/Requirements Increased Environmental Requirements	Force Protection Threat Analysis Commercial Activities Study Economic Development Office Vendors Army Stationing Installation Plan National, DOD and Army Laws/Regulations/Policies
Organizational Capabilities	Workload Data & Expenditures Satellite Training Opportunities Wireless Technology and tracking systems	ABC and SBC Data Human Capital Plan DCTEE DIS documentation
Partner/Supplier Capabilities	To provide training, past performance, type of equipment	Higher headquarters, web, face-to-face interview, SSEB

2.1b(1) Our Strategic Objectives serve as the foundation for everything we do. Our workforce takes an active role in developing action plans to achieve our strategic goals. These evolve as missions and requirements change; but the overall Strategic Objectives set the stage for the future. The strategic goals are reviewed and updated annually to ensure continuity.

FIGURE 2.3

STRATEGIC OBJECTIVES	CHAMPION	TIME FRAME	SAMPLE GOALS
Operate, maintain, develop and improve quality services and infrastructure	DIS	Long Term	Remove Excess Temporary World War II Buildings by 1 January 2008
Provide a safe, secure and healthy environment for the Fort Detrick community	SEIPO	Long Term	Expand Recycling Program to Meet the Measures of Merit by FY 2005
Provide and improve community well being	DCS	Long Term	Complete Community Support Plan by 2006
Enhance professional and technical development of the workforce	DHR	Long Term	Complete Management 101 Package (by October 2004)
Sustain fiscal accountability and respond to customers through effective and efficient business practices	RM	Long Term	Increase reimbursables by 10%

2.1b(2) Through innovative, progressive alternatives, USAG meets the enormous challenges of aging infrastructure, constrained funding, expanding force protection requirements and maintaining a highly-trained, motivated workforce. The DIS shifted its focus to proactive preventive maintenance to reduce facility and equipment replacement costs, and contracted out Individual Job Orders and Service Orders. Through the integrated Master Plan, $300 million was formally documented for 19 major construction projects, including demolition of 600,000 square feet of World War II buildings and improving Quality of Life facilities. An investment of $4.5 million was dedicated to improving security and force protection infrastructure. The Directorate of Information Management (DOIM) expanded its capabilities and operates an Avaya G3-I telephone digital switching system that integrates both voice and data communications and handles 12,000 phone numbers. The switch is also being expanded with universal modules to accommodate additional T-1 cards for future growth. DOIM operates an IBM zSeries processor supporting an "open-systems environment" designed to provide customers with flexibility in their applications development. The DOIM redirects critical resources to focus on core initiatives of customers through leading edge technology, expertise and best practice models from the government, as well as business and academia.

Planning also addresses requirements in areas such as safety and the environment. An Environmental Planning Guide and other environmental plans were developed and are used to prevent adverse environmental impact and sustain the environment. The Environmental Office recently completed a $25 million, 7-year environmental restoration project that used state-of-the-art process to remove contaminated soil and waste products. The Safety Office initiated the VPP, which allows employees to be active participants in meeting safety standards. A Special Response Team (SRT) was formed within the Provost Marshal's Office (PMO). The SRT members are specially trained and equipped and work as police officers on each shift, but are capable of immediate response in the event of an emergency or hostile act.

In the area of well being, the Directorate of Community Services (DCS) uses RECTRAC Swipe and Touch Screen in facilities to monitor usage. The voluntary Healthy Workplace Program offers an array of physical and mental activities for the workforce during times of rapid change. The Civilian Resource Conservation Program ensures a timely return to work and minimizes the impact and cost of disabilities to Fort Detrick. A partnership agreement with the NCI-Frederick helps to determine the most effective and economical method to acquire goods and services purchased for the operation of facilities and programs. Initiatives between the partners include shuttle and library services.

The DCTEE now offers Government Education and Training Network (GETN) satellite training courses, web-based scheduling for class registration, testing and

meeting availability, Defense Language Aptitude Battery (DLAB) Conversion and Online Testing. The DCTEE's Learning Resource Center (LRC) and classrooms can facilitate distance learning through the Internet, video teleconferencing (VTC) and analog and digital satellite. Other features include LAN and Wide Area Network (WAN) connectivity, and VTC bridging capability for hosting multiple sites. Military training offers expanded "Use of Force" (UOF) training to include military weapons and combat lifesaving. Specialty training programs to meet the changing requirements of the workforce were established and are continually adapted. Our Fire and Emergency Services staff provides fire inspections and confined space rescue training to the National Fire Academy, 20 miles away, in exchange for the opportunity to attend training classes at the Academy.

We focus on providing base levels of support; if a customer requires above base level of support, that service is reimbursable. Public and private sector partnerships are pursued to facilitate critical construction and eliminate costly duplication of facilities, such as the Central Utility Plant to support the NIBC. A key partnership was developed with the NCI-Frederick and Allegheny Power to reduce energy usage and acquire $10 million worth of facility and equipment improvements that has been traditionally unfunded.

2.2a(1) Leadership and stakeholders use the key processes identified in the USAG's Strategic Plan (Figure 2.1) as evaluation tools in the BSC and PMRs meetings (Figure 3.3) to maintain, achieve, and improve services provided to our customers. Organizations are required to report their key process results utilizing weighted metrics and project future actions. The total expenditures are equated to the budget at the macro level. Cost reduction/process improvement targets are established for each key process. This provides a review that combines cost reductions with a culture that supports continuous improvement with cost management in mind. The ISR and SBC are other tools used to benchmark against other installations, and our PMR review provides a means of self-benchmarking by comparing current to past performance.

2.2.a(2) Two- to five-year projections for key performance areas include: Establish and Develop a New Installation Customer Service Program (by August 2004); Develop Integrated Natural Resource Management Plan (by October 2005); Develop Riparian Buffer in Conjunction with Chesapeake Bay Initiative (by April 2005); Complete Community Support Plan (by 2006); Privatize All Housing (by 31 December 2013); Complete Management 101 Package (by October 2004); Remove Excess Temporary World War II Buildings (by 1 January 2008); Expand Recycling Program to Meet the Measures of Merit (by FY 2005) and Begin Construction of Biodefense Campus (by FY 2005).

2.2a(3) A Human Capital Plan is being developed to identify how many employees will be eligible to retire in 1-3 years, what duties they perform, backfills and training required. Individual Development Plans (IDP) are used by the Training Committee to make funding decisions. It is mandatory for supervisors to review IDPs with employees twice a year.

2.2a(4) Action plan progress is tracked at the BSC meetings and results of the key performance indicators (see Figure 6.1.3) are reported via the PMR. If results fall into the amber scale or below, an action plan and/or realignment of resources are initiated.

2.2b A concerted effort is being made to bring all key performance measures (Figure 6.1.3) to level C-1 by FY05. Some will require additional resources or action by others outside of our organization/span of control. Dialog with higher headquarters or the appropriate supplier continues in an effort to meet established timelines.

CUSTOMER AND MARKET FOCUS

SECTION 3.0

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The Fort Detrick workforce prides itself on customer service efforts. Our sole reason for existence is to support the military community and facilitate the completion of their mission. To this end, we continue to minimize customers' time away from mission and family by instituting the "One-Stop Shop." This nearly completed, multi-million dollar renovation project will house the majority of in- and out-processing functions under one roof. Several other projects are currently underway as a direct result of customer feedback (Figure 3.3). These new facilities form a hub around the newly renovated Community Support Center, and will make it convenient for active duty, retirees, and family members.

3.1a(1) Fort Detrick's initial customer base was mandated by national leadership and higher headquarters through orders, regulations, policy letters and directives. Over the past 3 years, Fort Detrick, through its unique mission and standing within the military community, has been expanding its customer base. Additions include a number of DOD and non-DOD entities in support of the NIBC and Homeland Security initiatives. As a result, the USAG has established on-going committees and sub-committees to address current and future needs of the NIBC.

Our approaches to listening and learning vary with different customer groups. Tenant requirements are received through forums such as inter-service support agreement (ISA) negotiation, DIS planning charrettes and SP meetings. We employ different tools for listening to our various stakeholders. Some provide a certain degree of anonymity (i.e., phone hotlines, customer surveys and comment cards). Open forums (see Figure 3.3) provide a climate for face-to-face communication. Workforce input is also heard during Corporate Board meetings.

Directorates are empowered to solicit new customers and markets and our leaders then evaluate and determine the USAG's ability to meet new requirements. The DCTEE consolidated civilian and military training and Army Continuing Education programs. All available services are marketed to DOD and non-DOD customers as well as to local government and colleges. Another example is DOIM's reputation for high quality products and customer service. In addition to the USAG, the DOIM now supports the Office of the Surgeon General, the US Army Medical Information Technology Center, the US Army Research Institute of Environmental Medicine, Naval Medical Logistics Command, and the Air Force Medical Evaluation Support Activity.

3.1a(2) Feedback and data from various listening and learning mechanisms are used to establish new objectives and reset goals during the annual SP cycle (see Figure 2.1). To ensure we recognize the varied needs of our customers (Figure 3.3), we meet with each tenant during our yearly ISA reviews. We also encourage customer attendance at various planning meetings (Figure 3.3) as well as during our SP process to ensure the services we offer are integral to their needs. Surveys determine customer-valued products and services. During planning cycles, we determine key product and service features and their relative importance/value to customers. Examples are shown in Figure 3.3. We utilize this data to identify key processes and ask customers to rank their importance. The results from our latest survey are listed in Category 7.1.

The Triennial Needs Assessment survey established by DA addresses the entire Morale, Welfare and Recreation (MWR) Program; results of the survey are a primary driver for ratings in the MWR Mission Box Standards for ISR-Services (Figure 6.1.3). Fort Detrick uses these results to assess the Quality of Life needs of our primary customer groups (Figure 3.2). The analysis is utilized to make process improvements and reset goals to best serve current and future customers. Past results led to various facility improvements and/or expansions [i.e., ongoing upgrade of Nallin Farm Pond Recreation Area, construction of indoor pool, expansion of both Child and Youth Services (CYS) facilities, construction of a paintball facility, etc.].

3.1a(3) To facilitate responsive customer service, we established a dedicated Customer Service Representative (CSR) for the USAG and DCS, and additional duty CSR positions in other directorates/offices. The USAG CSR responsibilities include being an advocate for subordinate CSR efforts, coordinating and integrating customer communications and listening channels, developing and providing customer service training, retaining customers, tracking customer complaint and satisfaction measurements. CSRs have regular outreach meetings with managers of large customer groups to assess and analyze service levels and feedback.

Managers and CSRs review programs and customer-related information at least monthly or as customer input requires. Customer comments are reviewed and listening approaches are evaluated in CSR meetings and at Directorate meetings. We continually look at ways to consolidate and facilitate the analysis of data received from customers. In analyzing this data, we look for trends and opportunities for improvement. Our business strategies and objectives are continuously adjusted in response to our customers' changing needs.

The DOIM, is currently using a different but effective model of Customer Account Managers (CAM). A customer can identify new requirements, change their requirements, resolve an issue, or modify services by calling one person, not a series of offices, to

get a response.

3.2 Fort Detrick recognizes that soliciting and receiving customer satisfaction feedback is only useful if it is utilized to initiate action (Figure 3.1). Our one-stop process exemplifies how we use customer feedback to develop or redefine our operations.

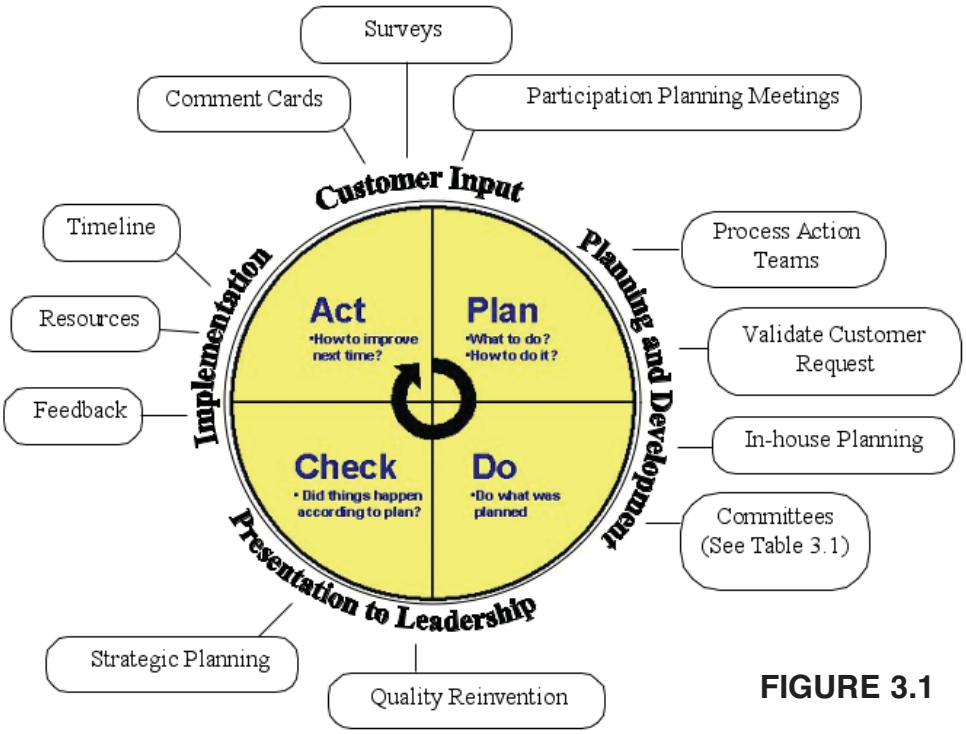

FIGURE 3.1

3.2a(1) USAG employees work here not as a means to a paycheck but as a means of supporting their country and the military. We understand that part of our mission is to make the military service member and his/her family a part of our extended family. In short, it is our goal to make Fort Detrick their "Hometown," even if only for a brief stay. The "Hometown" atmosphere is so ingrained in our culture that the Commander has begun to use the term "Mayor" when describing his role in the process and "City Council" when describing the BOD.

We pride ourselves on easily accessible processes that enable customers to help improve our products and services to ensure their requirements are met or exceeded. To attain this lofty goal, we strive to ensure that customer service is internalized in everything we do. We use numerous methods to keep customers informed and allow them opportunities to seek assistance, provide feedback, offer suggestions for improvements or voice dissatisfaction (Figure 3.1). Comments registered through the various processes [comment cards, surveys (as shown in Figure 7.1)], as well as face-to-face briefings, orientations, etc., contribute invaluable information for process improvement or service expansion. Our organization embodies a culture in which everything starts and ends with the customer. Customer satisfaction comes from treating the customer the way we would expect to be treated if the roles were reversed.

3.2a(2) We validate, modify, evaluate and improve our customer contact requirements through the analysis of feedback obtained through listening and learning forums (Figure 3.3). To deploy customer contact requirements to employees, we established related short- and long-range objectives in our Strategic Plan.

Our Installation Guide is a customer service handbook indexed by service area with contact names and phone numbers and is cross-referenced numerous ways. In addition, a comprehensive Internet Home Page is available, complete with linkages to all service providers, and a LAN with e-mail/bulletin boards (BB), training and command information, meeting minutes, planning schedules, a Total Army Quality BB and links to MEDCOM BB's. The site also provides extensive information to customers on the USAG's mission, vision, and values, as well as information and links to tenant/customer units.

3.2a(3) Leadership empowers employees with responsibility, training, and the full confidence of the USAG to meet and exceed customers' expectations. The Commander met with all supervisors and briefed them on the importance of taking timely action in regards to hazards/risks on the Installation. He empowered the workforce to call a "cease action" to all unsafe practices they observe and to immediately contact the Safety Office or the Commander's Office.

Customer dissatisfaction often stems from a lack of knowledge or understanding. Educating both the customer and our workforce resolves many issues related to customer satisfaction. We initiated an in-house train-the-trainer

process to proliferate ongoing training for our entire workforce.

When voicing dissatisfaction, the majority of complainants utilize the customer comment card program that is managed by our CSR. All comment cards or web-based comment cards are forwarded to the USAG Commander's office (Figure 3.2), for review by the Commander. Reports are generated which summarize overall activity, trends and corrective actions taken. Trends directly related to stakeholders are reviewed with the appropriate partners and changes to processes are negotiated.

Comment Card Flow Chart

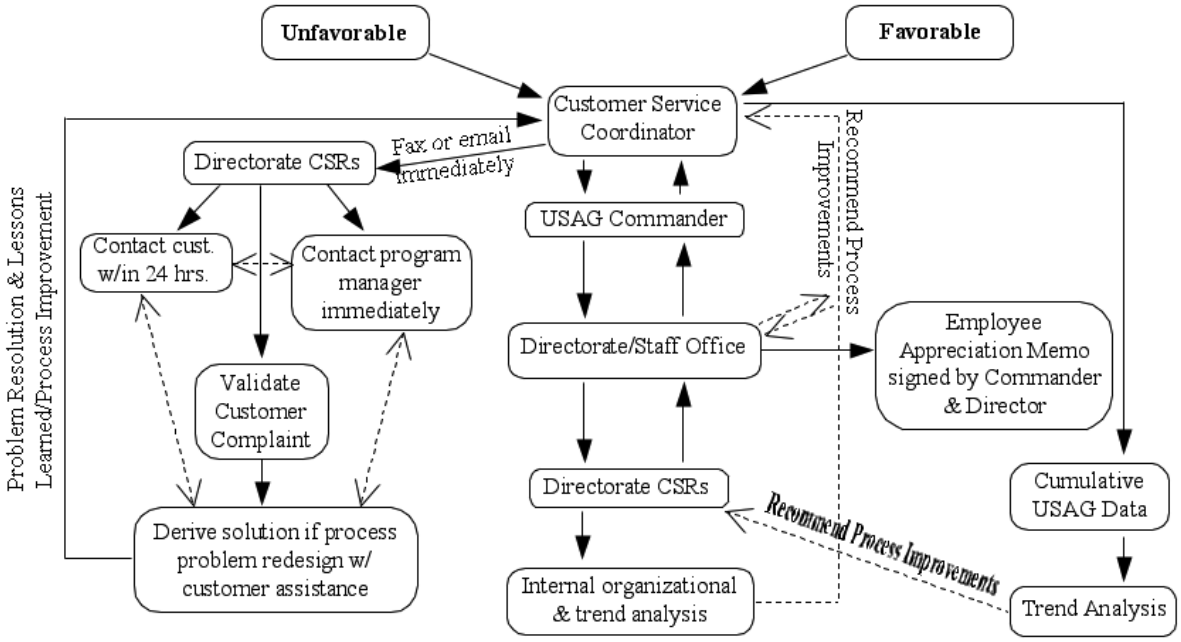

FIGURE 3.2

3.2a(4) Relationship building begins on the front lines. Customer satisfaction is the most important driver, since satisfied customers return and recommend our products, services and facilities to other potential customers. We look to our front-line employees as a means to build and improve relationships with each and every customer.

We have innumerable examples of partnerships with outside entities to provide additional services requested by our customers but not currently available on the Installation. The DCS has agreements with City Parks and Recreation Department, The Great Frederick Fairgrounds, 4H, and Boys and Girls Clubs. These relationships are reciprocal and allow for further efficiencies.

3.2b(1) We utilize the listening/learning channels in Figure 3.3 and organization CSRs as our principal follow-up mechanisms with customers. Customer surveys are conducted monthly, quarterly, annually and triennially, depending on the needs of leadership and process owners. Follow-up with customers occurs at various forums (Figure 3.3). Functional offices analyze survey results and satisfaction information to determine strengths and weaknesses of services and to design new approaches.

3.2b(2) "One-Stop Shop" customer service reflects Fort Detrick's goal for customer focus; it is our attempt to meet customer demands and needs, to generate satisfaction, and to instill loyalty. But the organization can only be successful if this approach is truly responsive to the customer. To ensure this responsiveness, USAG activities and programs adhere to the following learning cycle:

- We use a variety of listening and learning strategies (Figure 3.3) to continually obtain customer feedback about performance, expectations, and preferences.
- We improve processes and/or operations based on the feedback and trend analysis (see Figure 6.1.2).
- We encourage customers to be involved in improving services and/or developing new programs and services that better meet their needs.

To complement process level satisfaction, we also collect data on a macro level from our customer groups (Figure 3.3). Customer satisfaction results are illustrated in Section 7.1. The top 2 staff performance attributes identified are Professionalism and Knowledge (see Figure O-2). Satisfaction scores are tabulated and information, comments and responses are acted upon immediately. We had low scores and negative comments on the Commissary and Post Exchange. As a result, we began providing newspaper articles and the Commander conducted presentations at Town Hall meetings about our expansion plans to ensure the community was kept informed. These issues should be resolved as the new facilities are opened.

3.2b(3) We compare our MWR programs with an Army baseline and customer satisfaction scores relative to that of Army competitors. We also ask for strengths and weaknesses from customers as part of our SP updates. The DOIM tracks key indicators and benchmarks their progress relative to similar private-sector service providers (see Figures 7.2.8 and 7.2.9).

Through the Corporate Board Process, PAT's, and DIS Planning Charrettes, our customers provide us with direct feedback and actively participate in improving our processes. Our BOD and Corporate Board use the Process Improvement Model in Figure 6.1.2, which illustrates product improvement and service design based on customer input.

FIGURE 3.3

CUSTOMER INFORMATION LISTENING AND LEARNING CHANNELS	STRATEGIC GOALS	FREQUENCY	SERVICE MEMBERS	RETIREES	FAMILY MEMBERS	CIVILIAN EMPLOYEES	DoD TENANT COMMANDS	CONTRACTORS	LOCAL COMMUNITY	FUTURE CUSTOMERS	DEPLOYABLE UNITS & RESERVE UNITS	HIGHER HQs
AAFES Council Meetings	1,3	**Q**	X	X	X		X			X	X	X
AFAP	1-5	**A**	X	X	X	X	X	X			X	X
Board of Directors Meeting	1-5	**W**	X			X						
BOSS Council & Programs	1,3	**B**	X				X				X	X
City Planning Meetings	1-5	**O**	X			X			X			
Commanders Meeting	1-5	**Q**	X	X	X	X	X	X		X	X	
Customer Climate Survey	1,3,4	**A**	X	X		X	X	X				
Customer Surveys & Yellow Comment Cards	1-5	**O**	X	X	X	X	X	X	X	X	X	X
CYS Teen Council	3	**M**			X							
DOIM Acct Manager Mtgs	1,4	**O**				X	X	X		X		
Detrick Web Page & Email	3,4	**O**	X	X	X	X	X	X	X	X	X	X
Environmental Management Meetings	2,4,5	**W**	X	X	X	X	X	X	X			
Hail & Farewell	3	**Q**	X		X	X	X	X				
IG Sensing Sessions	1-5	**O**	X		X	X						
Installation Prevention Team	2,3	**B**	X		X	X	X				X	
Liaison Visits	1-5	**O**	X			X	X	X				
MWR Council Meetings	3	**M**	X	X	X	X		X			X	
NCO Calls	2-4	**O**	X									
Newcomers Briefing	3	**Q**	X	X	X	X	X	X		X	X	
NIBC Committee & WGs	2,3,5	**O**					X	X		X		
Parent Advisory Council	3	**Q**	X		X	X					X	
Planning Charrettes		**O**	X			X	X	X		X		
PMO (Bike Patrol / Night Out)	2,3	**O**	X		X	X	X	X				
Process Action Teams	1-5	**O**	X	X		X		X				
Radio Station	1,3,5	**O**	X	X	X	X	X	X	X	X	X	X
Real Property Planning Board Working Group	1-5	**M**	X			X	X	X		X		
Retiree Council	3,5	**M**		X	X							
Safety & Advisory Council Committees	1-5	**Q**					X					
Town Hall Meetings	1-5	**Q**	X	X	X	X	X	X	X	X	X	X
Union Meetings	1,3	**O**				X						

O – Ongoing **W** – Weekly **B** – Biweekly **M** – Monthly **Q** – Quarterly **A** – Annually

MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT

SECTION 4.0

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4.1a(1) Fort Detrick strives to accurately measure the performance of our base support services through the ISR (Figure 6.1.3). These metrics provide the backbone of our performance measurement process. The process for selection and life cycle management of performance measures is as follows:

FIGURE 4.1

-	
Identify needs for new or enhanced performance measures.	The PI2P (Figure 6.1.2) is followed to design, improve or establish new services. Functional experts provide potential performance measurements as part of the process package.
Select proper performance measure.	Final performance measures are recommended by functional experts and managers and approved by the BOD and Commander using the PI2P (Figure 6.1.2). Benchmarks from outside sources are used (i.e., national, state, and local government, industry standards, etc.).
Collect performance measure information.	Performance information is collected through data calls. Plans are underway for a Fort Detrick Metric Repository (FDMR) where information can be loaded, maintained and archived electronically. The Army ISR Program Office is working with Fort Detrick to develop a prototype system that may proliferate to all Army installations.
Analyze performance measure information.	Information is analyzed by functional experts, managers, directors and the Commander in preparation for review [6.1a(4)]. The FDMR will facilitate more sophisticated analyses and provide data mining and trend analyses.
Communicate performance measure information.	Information is available electronically and/or in hard copy. The FDMR will be the source of all information on the Post.
Use of performance measure information for decision-making and innovation.	Information is utilized as a decision support tool to evaluate and make decisions on current processes; identify areas of vulnerability and weakness; prioritize resources; and identify potential process improvements and innovations.
Improve and evaluate performance measures.	USAG personnel routinely participate in outside agency workshops, meetings and process teams to evaluate and improve measures.

4.1a(2) Fort Detrick has chosen several sources of key comparative information based on their applicability to the Army mission and the baseline services we provide. Examples include:

Accumulated performance measures and metrics from other Army installations are available utilizing the ACSIM ISR database. Fort Detrick services are compared with other USAGs to find facilities with best practices; partners for joint ventures; opportunities for sharing resources and providing services to other installations; and comparing our progress over time.

During the recent MEO development, service orders and preventive maintenance actions were benchmarked against industry data contained in RS Means and DOD Engineering Performance Standards (EPS) in order to develop a target budget for the Fort Detrick MEO.

Compliance with security, environmental and safety regulations requires the use of comparative information supplied by regulatory agencies (i.e., EPA, OSHA, FDA, etc.) (see Figure 3.3).

4.1a(3) PMR and R&A sessions are essential to evaluating and modifying existing processes and identifying and implementing new processes [Section 6.1a(6)]. Each process requires that functional experts suggest changes to current performance measures or develop new measures. Since these reviews are held regularly, we are able to rapidly explore and make changes caused by external environmental factors and the evolving military mission in the world. As a recent example, implementation of information assurance processes and software updates to the workstation was changed to utilize the Microsoft System Management Server (SMS) package. At a recent Army workshop on Information Technology and Visual Information (IT/VI) Metrics, Fort Detrick representatives collaborated with several participants from other bases to author a new metric documenting the success rate of tools similar to SMS. This new process is currently in the draft Army IT/VI metrics documentation for introduction in FY05.

4.1b(1) The following chart depicts analyses performed for R&A meetings, PMRs and Productivity Improvement Reviews (PIR) and the impact they have on daily operations, Army readiness and strategic planning:

FIGURE 4.2

INFORMATION SHARING PROCESSES	ANALYSES	DAILY OPERATIONS	ARMY READINESS	STRATEGIC PLANNING
Installation Status Reports	Performance Against Target [6.1a (4)]		X	
	Trend Analysis		X	X
Performance Improvement Reviews	Performance Against Target	X		
	Cost and Performance	X		
	Trend Analysis	X		
Review and Analysis	Trend Analysis	X		
	Performance Against Target	X	X	X
Balanced Score Card	Performance Against Target		X	X

4.1b(2) Results of organizational-level analyses are available electronically or via hard copy. The FDMR will be the single source of all performance measurement information for USAG. Results and analyses will be available through a report menu on the Fort Detrick Intranet, with proper security controls to ensure that results are only accessed by appropriate USAG personnel.

4.2a(1) Data and information are provided at Fort Detrick in the following ways:

FIGURE 4.3

METHODOLOGY	TYPES OF DATA	AUDIENCE	EXAMPLES
Internet Web Site	Information and data that is non-sensitive in nature.	General public, tenants, vendors, Fort Detrick community, military and other government visitors	USAG Directory Fort Detrick Tenants Index of Services Area B Cleanup Voting & Tax Assistance Heat Stress Indicator Calendar of Events Surveys [6.1a (4)] Training (5.2a)
Extranet Web Site	Sensitive-in-nature information	Fort Detrick community	Fort Detrick policies, regulations, handbooks, plans, bulletins and minutes Forms Early Bird Link (Armed Forces Information Services)
Intranet Web Site	Sensitive information and data.	USAG Employees	Civilian Personnel Process [5.1a (3)] Newsletters, managerial tools, unit training information, committee minutes and meeting notices [5.1a (4)]
Army Knowledge Online (AKO)	Comprehensive source of all Army sensitive information and data	Army Personnel	Army policies, regulations, handbooks, plans, bulletins and minutes Army functional information (5.2a) Army installation information
Electronic Mail Public Folders	USAG and Army information and data	Fort Detrick Community	Estimated Utility Consumption [6.1a (3)]
Army Systems	Performance measures	USAG leadership and functional experts.	ISR Measures IT/VI Measures
Directorate Systems	Directorate Information	Directorate employees	GIS (Graphic Information System) IFS (Integrated Facilities System) VIAMS (Visual Information Automated Management System)
Fort Detrick Metric Repository	Performance Measures	USAG Employees	MEO Measures ISR Measures IT/VI Measures

4.2a(2) The DOIM provides reliable and secure information management and information technology (IM/IT) that adheres to existing DOD, Army, US Army Network Enterprise Technology Command (NETCOM), and MEDCOM standards utilizing the following:

- Restricted access computer facility houses information technology infrastructure that includes a server farm, storage area network, web-hosting facility, and communications infrastructure.
- Computer facility has battery and generator backup to provide power fail-over capabilities.
- Security is provided by a series of firewalls, intrusion detection systems, and proxy servers that meet all requirements of the Army Computer Emergency Response Team (ACERT) regulations and processes.
- Customer Support Center (CSC) provides telephone customer support 24 hours a day/ 7 days a week including non-priority immediate access to technicians 12 hours a day/5 days a week.
- All solutions undergo developmental testing by engineers in a beta environment (if possible) or at pre-arranged times on production machines. When engineers deem the solution ready for production, operational testing is conducted by a selected subset of Fort Detrick users to verify that the solution is operationally viable. The duration of the testing is contingent on the complexity or risk associated with the solution. If operational testing is successful, notice will be given to stakeholders and the solution will be implemented with minimal disruption.

4.2a(3) A configuration management process is currently being reviewed by the Corporate Board. It strengthens and fortifies the existing process at Fort Detrick and adheres to a new draft policy developed by the Army. The IM/IT infrastructure is reviewed and refreshed through regular operational changes that are routinely handled by a Configuration Monitoring Board (CMB). Significant changes are referred to the Fort Detrick Installation Configuration Control Review Board (FDICCRB), which commissions engineering studies and develops business cases for the introduction of new technologies or the modification of old technologies. New technologies and systems information are received from the Gartner Group, Army/DOD IT research and development laboratories, and industry groups.

4.2b(1) Organizational knowledge is managed through the following processes and tools:

- PIRs disseminate best practice initiatives.
- Meetings and workshops with stakeholders (Figure 3.3).
- AKO contains the body of Army regulations and knowledge.
- Fort Detrick web sites including Internet, extranet and intranet access (Figure 4.3).
- DIS databases contain accumulated knowledge of the Fort Detrick infrastructure.
- CSRs and CAMs provide a single point of contact to refer customers to the right service or provider.

4.2b(2) Fort Detrick provides information assurance of its organizational knowledge in the following ways:

FIGURE 4.4

PROPERTY	DESCRIPTION
Integrity	IT infrastructure is continuously monitored to ensure no abnormalities or intrusions will alter the information.
Timeliness	IT infrastructure is monitored to detect deficiencies and then properly sized to provide timely access to information. The Army provides an assessment and correction of infrastructure deficiencies through the I3MP.
Reliability	Equipment is continuously monitored to detect any media or communications failures.
Security	Security consists of a series of firewalls, intrusion detection systems, proxy servers and password protection to meet all requirements of ACERT regulations and processes.
Accuracy	Data/information are checked by the originator and validated by an informed third party.
Confidentiality	Some information falls into existing confidentiality standards such as Top Secret, Secret, For Official Use Only and Health Insurance Portability and Accountability Act of 1996 (HIPAA). Each has regulations and processes designed to protect the information. Electronic storage is segregated into areas that can have unrestricted or restricted access.

HUMAN RESOURCE FOCUS

SECTION 5.0

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USAG understands the direct and powerful link between employee satisfaction and mission accomplishment. Our service members and civilians are our most valuable resource and the key to making the USAG vision a reality. The USAG Human Resource philosophy is best stated, "With a ready workforce, success follows."

The Human Resource Development (HRD) Plan (see Section 2) provides the framework to develop and utilize the full potential of our workforce. The plan is a comprehensive and systematic approach to building and maintaining a work environment conducive to performance excellence, full participation, and personal and organizational growth.

5.1a(1) USAG recently established a Directorate of Human Resources (DHR) similar to an IMA configuration. The DHR empowers leaders to place greater emphasis on our most valuable resource and provides them authority and responsibility to design, organize and manage their work areas more effectively. This change will facilitate expeditious interaction with higher headquarters whether MEDCOM, Northeast Regional Office (NERO) or IMA Headquarters.

5.1a(2) USAG Regulation 690-300 outlines the civilian personnel management process. It reinforces the concept of fair and equitable treatment, as all personnel actions follow the same process. Figure 7.6.6 depicts the diversity of the USAG workforce. In an effort to promote diversity, the USAG hosts Installation-wide events celebrating various ethnic and cultural awareness (i.e., Black History Month, Disability Awareness Month, Women's History Month, etc.).

Figure 3.3 provides a list of our customer information sharing channels. It is through these processes that we are able to tap into the distinct cultures, ideas and thoughts of our extremely diverse Installation stakeholders and members of the surrounding communities.

5.1a(3) The work force receives information through a variety of media (Figure 1.1). All USAG personnel are encouraged to participate and learn about developments and issues first hand (please refer to our information sharing processes listed in Figure 3.1). In our MWR facilities, personnel are cross-trained to assist when needed to operate and maintain programs outside of their area of expertise (i.e., the sports personnel can open and staff the auto craft shop). The recreation delivery system team, made up of personnel from all of the MWR activities, plans and coordinates Installation-wide special events such as Fall Fest, and Armed Forces Day. This cross training and job swapping ensure the workforce maintains flexibility to triumph over adversity, but more importantly it ensures continuity for the customer.

The Fort Detrick web page has timely information. It provides information about the Installation and the Frederick community, such as closings, cancellations, or late openings. Also located on the Fort Detrick web page is the USAG Intranet, which provides employees with access to the following: committee minutes and meeting notices, unit training information, policy letters, local regulations, links to Federal, DOD, and Army Regulations, etc.

Service members and civilians require access to the numerous systems established by the Army and other organizations. USAG, being a modern work environment, provides employees access to personal computers (PC) and Internet to facilitate efficiencies and effectiveness. The USAG provides an LRC, Post Library, and DIS computer stations, giving access to those without individual desktop computers. The LRC and library have extended hours of operation and staff is available to assist users.

5.1b The USAG recognizes that continued improvement of performance requires on-going learning, job enrichment, and responsive customer service. USAG implements and follows the standard military and civilian performance evaluation systems. Beginning in FY05, USAG will track the percentage of evaluations completed on time utilizing an Executive Management System. Timely evaluations provide employees with recognition for their performance or address the need for improvement. Figure 7.4.12 reflects recognition and awards for civilians.

Fort Detrick Regulation 672-20 establishes the Employee of the Quarter program. This award recognizes an individual whose work practices and actions reflect Total Army Quality (TAQ), APIC, and customer service. Military and civilian employees nominate colleagues, and a committee of peers selects the winner.

5.1c(1) The Human Capital Plan will provide skill sets needed to ensure cross-functional work units and allow for expeditious recruitment and efficient use of personnel. Beginning in FY05, position descriptions will be reviewed at least annually by supervisors and mission essential skill sets will be identified for use in cross training, career development and recruitment.

5.1c(2) The USAG reduces barriers to productivity, improves flexibility, and fosters cooperation by utilizing Army systems as a foundation and verification of our MEO process. We developed more standardized, generic, and interdisciplinary job descriptions to increase flexibility, responsiveness and assist employees with career opportunities. Our emphasis on cross training improved flexibility and reduced the time needed to respond to customers. (e.g., in the DIS, multi-skilled trades positions were created to better serve Installation customers and make the MEO more competitive. The result was a win for the workforce and better service to the customer.)

While we developed the MEO, constant thought was given to the existing workforce. USAG prides itself on consideration of others and made every attempt to minimize negative impact on the existing workforce. We took steps such as the Commercial Activities Review and Evaluation (CARE) Team and special training offerings to prepare for the MEO and assist the workforce.

5.1c(3) Quality services can only be delivered if the USAG maintains a leadership and workforce skill mix which is capable of adapting to changing requirements. To encourage and coach the current employees into becoming future leaders, the USAG Mentoring Program was developed. This program matches junior service members and civilians with leaders, associates and mentors, and persuades leaders to acknowledge and take initiative to assist and guide those seeking guidance.

As the USAG prepares for the future, we must look at gaps in positions and recruitment. By completing a Human Capital Plan, we will identify future vacancies based on retirements, position/intern completions, and other losses of personnel.

An important Army initiative re-established in FY 03 is mandatory training for managers and supervisors. Fort Detrick volunteered to host introductory supervisory training. In August 2004, a locally developed training course will be presented to new supervisors. This course will give newly assigned supervisors the needed tools for the everyday situations of personnel management. Eventually, the local program, with the Army centralized offerings, will give new leaders a map to training for advanced positions.

5.2a The basic USAG action plan is readiness for mission accomplishment which supports the Installation tenants and customers. As the first step, we identify the training requirements based on our strategic and individual performance plans. We then analyze established strategic goals giving the employee and/or strategic objective owner feedback or a benchmark for success. The results unite employees and managers toward improved future performance.

5.2a(1) An illustration is the 91W conversion and USAG's response. The Army greatly enhanced and redefined the combat medic -- the 91W Health Care Specialist. The initial mission was to train highly skilled Health Care Specialists who are National Registry Emergency Medical Technician (EMT)-B certified and possess the necessary medical skills to deliver specialized health care on the battlefield. The Army performance measurement was to have 50 percent converted by FY04. Using state-of-the-art technology, the DCTEE achieved 89 percent. Service members receive the additional benefit for potential college credit. The program also offers Installation medical-related training to PMO personnel and civilians with requirements to be Cardio-Pulmonary Resuscitation (CPR) trained and ready.

5.2a(2) Newcomers' Briefing for service members, civilians, and their families assists with transitioning into the Fort Detrick and USAG community. This information session covers the many services and programs available to the arriving service member, family member, or employee. Figure 5.1 shows the organization and the related programs covered at the briefing.

USAG has a proactive safety and environmental posture and identifies potential hazards, inferior and substandard work habits or facilities, and corrects them. As a team, offices such as Installation Safety, Industrial Hygiene, Environmental Management, Family Support, Community Counseling, Provost Marshal, Fire Services, Inspector General and Housing work to maintain a safe and healthy community.

5.2a(3) Our military personnel have clear training progression supported by such programs as the Noncommissioned Officer Education System (NCOES) and the Army Continuing Education System (ACES). Our civilians rely primarily on TAPES to obtain employee and supervisor input for the design of education and training in support of our organizational objectives. Supervisors and employees develop IDPs through periodic performance counseling. These plans clarify organizational requirements and balance and support individual goals. The IDP process identifies individual, work group and corporate training needs.

5.2a(4) An example of a recent initiative is the response to preparing the workforce to meet the performance work statement (PWS) of the MEO. Employees working in the DIS needed to have multi-trade skills to meet future organizational objectives. In an effort to support the workforce and meet the USAG needs, several evening programs were developed to train workers in alternate trade skills. The result is a workforce prepared to meet the mission requirements.

FIGURE 5.1

ORGANIZATION	SERVICE/PROGRAM
SJA	Ethical Business Practices
DCTEE	Management and Leadership Development
EO/EEO	Diversity
Safety	Unit, Employee, and Community
MWR	Well-Being Programs and Services
Health Clinic	Service Member and Family Services

5.2a(5) The Hazardous Materials Transportation Training and certification is provided in the LRC in the form of computer based training (CBT) modules and extensive objective-type testing. Military must have this training prior to transporting ammunition and other types of explosives.

5.2a(6) Employees and their supervisors provide written course evaluations. Requests for repeat and/or subsequent courses by stakeholders are indicative of successful training and improved performance.

5.2b During the CA Study, in an effort to accommodate USAG civilian employees who might be downgraded or separated from their positions, tuition assistance (TA) was offered. The USAG, anticipating the negative impact of the CA Study, planned and assisted any employee who wished to expand their opportunities by giving them up to $4,500 for education and training. One hundred and seven employees took advantage of this tuition support.

During FY03, Fort Detrick issued TA to 808 soldiers for 41 colleges and universities. Pending availability of funds, a TA program will be offered in FY05 to encourage employees to prepare for hard-to-fill positions or positions with unique educational requirements.

As discussed throughout this section, USAG takes soldier and civilian readiness seriously. We use a wide variety of formal and informal mechanisms. Some of our formal and informal methods to help employees attain job and career related objectives are listed in Figure 5.2.

FIGURE 5.2

FORMAL	INFORMAL
Classroom training	Mentoring
On and off post college courses	Cross-training and on the job training
ACTEDS	Temporary assignments and TDY
91 W, military, and medical training	Individualized computer based or web based training
Army web-based systems	Personal enrichment – Post Library, LRC and at home
ATRRS	Conferences
Army Centralized Training – CFSC, AMSC, etc.	

5.3a(1) Through programs such as those listed in the table below, USAG provides a healthy environment. Offices that play key roles in creating this environment are Installation Safety Management Office, Industrial Hygiene Office, Environmental Management, Family Support, DCTEE, Community Counseling, Provost Marshal, Fire and Emergency Services, and Housing.

Our Work Environment

- Risk Management Process – Teams of supervisors and employees review tasks/operations or mitigate risks
- Civilian Resource Conservation Program – Team manages compensation cases to promote return to duty and manage costs to USAG
- Safety Award Program – Encourages safe work practices through positive reinforcement
- DCTEE – Trains soldiers and civilians meeting readiness
- Family Support – Sustains families freeing soldiers and civilians from worry and better able to focus on mission
- Housing – Provides affordable housing relieving financial worry and stress
- Safety Committees – USAG and installation committees provide format for employee and management involvement with the Safety and Occupational Health programs

The USAG Safety Office has moved from the role of enforcer to technical advisor with greater emphasis placed on program audits versus walk-through inspections. This change allows staff to work individually with organizations determining how safety programs and processes can better develop and integrate into mission requirements. The annual Safety Awareness Month creates an opportunity for the Installation to be actively involved in information and education.

5.3a(2) Security, Plans and Operations maintains up-to-date contingency plans to include weather emergency preparedness and major disasters. The USAG recently completed 2 mock events to test the response times and readiness of the Installation and its

stakeholders. New requirements for stand-off parking have been implemented since September 2001 and we are beginning to bury communications and power lines in an effort make them more secure. Security upgrades are continually implemented/constructed at all access points. A tier of priority is established should an emergency or disaster happen. Access to the Installation will be limited. Only designated tiers will report.

5.3b(1) Figure 7.4.14 shows a comparison of FY03 Fort Detrick civilian employees' top favorable and unfavorable items with those of MEDCOM and Army. This comparison shows that the workforce issues at Fort Detrick are similar to those experienced throughout the larger parent organizations.

We have determined that a critical area is satisfaction with career and promotions. The strong emphasis on our Human Capital Plan and continued emphasis on training, education and development will support these concerns.

5.3b(2) In addition to Army military and civilian personnel programs, Fort Detrick has many locally enhanced programs. This table shows some of these programs and the diverse workforce for whom they are tailored.

Locally Enhanced Programs				
PROGRAM	**SOLDIER**	**CIVILIAN**	**FAMILY**	**RETIREES**
Fitness Center & Sports Programs	X	X	X	X
Fort Detrick Post Library	X	X	X	X
Reenlistment/Retention	X			
Child Development Services	X	X		
Safety Awareness Month w/fair	X	X	X	X
School Age/Youth Services	X			
Volunteer Program	X	X	X	X
Awards for Military and Civilians	X	X		
Fitness - Firefighters & Police Officers		X		
Better Opportunities for Single Soldiers	X			
Individual Development Plan (IDPs)		X		
Healthy Work Place	X	X		
Alternate Work Schedule/Telecommuting	X	X		

5.3b(3) This table provides an overview of some of the methods we use to determine employee well-being, satisfaction and motivation. See section 7 for additional statistics.

Formal And Informal Methods Used To Determine Employee Well-Being, Satisfaction And Motivation			
PROGRAM	**FORMAL**	**INFORMAL**	**MEASURES**
Accident Rate		X	Measures potential dissatisfaction affecting motivation & safety risks
Safety Audits		X	Measures potential dissatisfaction affecting motivation & safety risks
Army Climate Survey (Civilian)	X		Measures soldier and employee satisfaction
Commander's Comment Cards		X	Measures potential dissatisfaction affecting service & programs
Triennial CFSC Survey	X		Measures potential dissatisfaction affecting motivation & safety risks

5.3b(4) As described in Section 1, Leadership, the principal duty of the BOD is to serve as visionaries and provide guidance in the development and updates of the USAG's vision, goals, objectives, values and expectations as implemented through the Strategic Plan. This is the completion of a plan-do-check-act cycle as illustrated in Section 2, Strategic Planning, and Figure 2.1.

PROCESS MANAGEMENT

SECTION 6.0

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6.1a(1) Fort Detrick continues to seek higher performance levels by improving processes through the PLAN, DO, CHECK, ACT cycle paying special attention to how the processes are designed and managed. All of our organizations share the following attributes in their efforts to overcome differences in culture or in products/services involved:

Similar basic approaches to process improvement	Focus on cross-functional teamwork as a key enabler
Reliance on technology as a key process improvement tool	Ability to manage change effectively

The standard set of 95 base support services provided by USAG fall into 7 Major Service Areas:

Personnel and Community	Information Technology	Operations
Logistics	Engineering	Resource Management
	Command and Staff	

FIGURE 6.1.1
USAG Processes

	Process		Service Members					Workforce			Tenants		
	Value Creation Process	Support Process	Retired	Family Member	National Guard	Reserve	Active Duty	Retired	Contract	Civilian	Other	DoD	Army
1. PERSONNEL AND COMMUNITY													
Civilian Personnel Management		X	X	X				X		X			X
Military Personnel Support		X	X	X	X	X	X						X
Morale, Welfare and Recreation	X		X	X	X	X	X	X	X	X	X	X	X
Education	X		X	X	X	X	X	X	X	X	X	X	X
2. INFORMATION TECHNOLOGY													
Communications	X										X	X	X
Visual Information		X											X
Administrative Services	X										X	X	X
Information Technology Management Services		X											X
3. OPERATIONS													
Installation Intelligence and Security		X											X
Force Protection		X											X
4. LOGISTICS													
Supply Operations		X											X
Supply Management		X											X
Materiel Maintenance	X										X		
Transportation Services	X										X	X	X
Food Services		X											X
Laundry/Dry Cleaning	X										X	X	X
5. ENGINEERING													
Facilities Maintenance Management	X										X	X	X

Housing Management	X	X	X	X	X	X	X		X	X		X	X
Real Property Management	X										X		X
Other Engineering Services	X										X	X	X
Environmental Services	X										X		X
Emergency Service		X											X
6. RESOURCE MANAGEMENT													
Financial Management		X											X
Management Analysis		X											X
7. COMMAND AND STAFF													
Provost Marshal	X										X	X	X
Staff Judge Advocate	X		X	X	X	X	X	X			X	X	X
Chaplain	X	X	X	X	X	X	X	X	X	X			X
Public Affairs		X											X
Inspector General	X		X	X	X	X	X						X
Installation Management		X											X
Safety and Occupational Health		X	X	X	X	X	X	X	X	X	X	X	X

As a previous Army Communities of Excellence (ACOE) installation, Fort Detrick took advantage of its successes in process improvements and continues to develop a comprehensive and achievable plan which quickly and efficiently responds to ever-changing mission requirements as well as addressing general needs of the military and the surrounding community. The USAG Commander deals with the dynamics of a changing Army. He establishes managerial strategies founded on the TAQ concept that complement the Installation Management Action Plan (IMAP) and also accepts nothing less than quality. These strategies address:

- Who should be involved in the Installation planning and goal setting process?
- What basis should be used to make planning decisions?
- How can these decisions be enforced?
- How should funds be allocated for facilities and services within the community?
- What will be the reaction to these decisions, and how can they best be communicated to internal and external audiences?

Our basic methodology to improve or bring new services on line is accomplished through collecting data from various formal and informal sources (such as customer meetings, activity based costing, annual customer agreements, performance metrics, customer satisfaction indicators, and target problem areas). Our managers rapidly and efficiently introduce new process designs or redesign processes to correct performance. Should corrective action go beyond the process owner's control, the requirement is referred to the Corporate Board, the primary link or chartering body in our quality management chain. From there, either a PAT or Task Force is assigned to study and improve process design. Team composition varies by requirement, but has, as a minimum, process subject matter experts and customer representation. As described in Section 6.3, key suppliers, partners and other stakeholders are brought in as required.

FIGURE 6.1.2 Process Iteration and Improvement Procedure

Step # 1	Identify the customer and their requirements:
	• Identify customer needs
	• Customer satisfaction measurement
Step # 2	If there is currently a similar process, map and measure the existing process. If not, develop a map of the proposed process
	• Process mapping (flowchart) – as is or proposed
	• Performance measurement (cycle time, etc.)
	• Activity-Based Costing (ABC) analysis
	• Cross-functional work assessment/analysis

Step # 3	Benchmark with similar organizations for innovative alternatives
Step # 4	Reengineer/Simplify the process
	• Process redesign (new/improved map)
	• Information technology review/applications
Step # 5	Pilot/test/evaluate the process (monitor performance/customer satisfaction)
Step # 6	Roll out the new process
	• Train employees
	• Implement full scale
	• Monitor performance results
Step # 7	Process evaluation and organizational learning

6.1a(2) Our process design starts with determining what the customer needs and expects. Our organizations identify changing customer needs through feedback such as surveys and complaint resolution. Customers are included in process improvement teams or "at the table" when redesigning processes and products. Our directors and managers meet regularly and often with their customers to discuss their needs. While much of the dialog rightfully centers on existing program execution, there are substantial discussions and exchanges about future customer needs.

The application of economic analysis in all core functions (fiscal, personnel, services, logistics, information, and engineering) provides a structure for managers to make sound economic decisions. The goal is to maximize the benefits for a given cost to achieve a performance objective at a minimum cost.

6.1a(3) Fort Detrick, as a MEDCOM installation, receives requirements and missions from DOD, DA, as well as 4 Cabinet-level agencies that support medical research and other missions. Additionally, tenant units and activities receive direction from their respective higher headquarters and must be supported in their efforts to achieve goals. The above missions and supporting systems form 45 service/delivery processes that are modified and redesigned on a constant basis to support changing DA and tenant requirements. The major delivery processes are summarized in Figure 6.1.1. Of these 45 service/delivery processes, 16 are value creation processes, in 5 of the 7 major service areas.

We incorporate advances in technology to support customer service processes. This includes more powerful computer operating systems, multi-featured telephone systems, faster LANs, multiple computer connectivity options, Intranets and additional automation elements. Through web-based technology, our employees and CSRs can read/respond to email messages from any customer, from any Internet browser, anywhere in the world. Employees can retrieve voicemail messages from any telephone, on or off the Installation. Customers can access our automated work order system to review status of service/work orders and billing information from their personal computers.

The management of data provided a unique challenge in the timely delivery of information to maintenance personnel while on the job site. Through process redesign, we are prototyping wireless notebook computers and scanning wands. Equipment specifications and technical information stored locally are now available to our mechanics in the field. We have already bar coded numerous equipment items, and plan to bar code supplies, service orders, badges and time cards. Mechanics can scan the length of time it takes to perform jobs and accomplish these and related tasks in “real time” as they proceed from one job to the next.

As a direct result of reimbursable customer feedback, we automated the process for estimating utility consumption and calculating costs. The information is available to customers on our LAN.

6.1a(4) Each of the services being evaluated in ISR 2004 has one or more performance measures. Each performance measure uses one or more data elements, related in some way, to generate the performance measure value. For example, a service may have a performance measure of the percentage of persons trained to do “X.” That performance measure uses two data elements to calculate the performance measure value:

$$\frac{\text{Total number of persons trained}}{\text{Number of persons that should be trained}}$$

The ratio between the two data elements is the performance measure value. For the 2004 ISR Services data collection, there were over 300 Performance Measure Data Elements that must be collected.

Figure 6.1.3 Key Performance Indicator

1. PERSONNEL AND COMMUNITY
Average total time to process recruit/fill actions
Installation DCS Mission Box Score
Off-Duty Post-Secondary/Vocational-Technical Program Participation Rate
2. INFORMATION TECHNOLOGY
Information Transfer (Infrastructure) Capability
3. OPERATIONS
Percentage of assigned Installation personnel receiving annual security training
4. LOGISTICS
Percent of valid issue/turn-in coordinated appointments supported on date requested when established standards for support are followed
Percent of completed work orders from tactical/deployable organizations completed within customer-designated time frames
5. ENGINEERING
Percentage of Maintenance and Repair total demand (Work Requests) completed annually
Utilization rate for government family quarters
Percentage of scheduled maintenance, per the Annual Work Plan executed.
Percentage of contracted scheduled work accomplished in accordance with Installation custodial plan.
Is the Integrated Natural Resource Management Plan complete, current, approved and implemented?
Percentage score on conversion table from F&ES ORI checklist.
6. RESOURCE MANAGEMENT
Overall Mission Satisfaction Performance Rating of the Program Budget Office by the budget officer or rating officer
7. COMMAND AND STAFF
Average response time (in minutes) to incidents
Percentage of effectiveness in realizing the Installation's command messages and positions in targeted media
Percentage of pre-complaints that completed traditional counseling within 30 days
Score on Command Emphasis on the Army's Installation Safety Program in directing an effective accident prevention program

Our goal is to allow process owners and employees involved with day-to-day operations the flexibility to determine how best to maintain optimum process performance and meet key performance requirements. A good illustration of this occurred when our Family Advocacy Program (FAP) manager was not satisfied with local requirements on reducing family and child abuse even though the office performance was within DA Standards. After studying daily delivery of services, she determined that the assignment of internal stretch goals was needed. These changes provided a more accurate picture of the number of client requests, response to initial concerns (within a set number of hours) and tracking the number of repeat FAP incidents.

The design of any new process or service rests on the fundamental question: does the final output meet the requirements of the users? Our customers are involved in process improvement to help ensure that newly designed processes meet expectations. We employ PI2P for designing new or re-engineering existing processes (see Figure 6.1.2) and have instituted more formal stakeholder meetings with large customer groups to continually assess requirements for process reviews.

6.1a(5) The inspections and audits of our supplier and partner processes are established by federal or military regulations, especially in the areas of safety, environment and procurement. We directly influence these review processes for our local service providers and vendors. Performance work statements convey expected levels of performance to suppliers and the inspection/testing or audit procedures used by Fort Detrick ensure that goods and services meet the outlined requirements. Costs are minimized by developing efficient quality assurance plans, not over-specifying review cycles and employing time-saving mechanisms such as random sampling of supplier's products or services. To avoid time-consuming memoranda and secondary meetings, some of our suppliers (Figure 3.3) regularly attend USAG staff and SP meetings for timely 2-way exchanges on process and performance issues.

On major contracts, requirements are specified in a performance section and a quality assurance plan is written as part of the solicitation. Before major contractors are selected, Source Selection Evaluation Boards (SSEB) are established to select the most advantageous vendor in terms of technical and quality capabilities as well as cost.

6.1a(6) Day-to-day process improvements by employees and managers are enhanced by incorporating stretch goals for critical metrics. Targets are based on prior year performance or benchmarks, whichever is more difficult to exceed. At PMR meetings, we use ACSIM's ISR data base to analyze and benchmark quality ratings and determine quality ranges for each of the 16 value creation service/delivery processes referenced under Figure 6.1.1. We evaluate our scores against each range. Process owners analyze and report on variances outside of the Army mean (unfavorable). Results of our efforts with process improvements are listed in Sections 7.2 and 7.5.

We take advantage of every opportunity to assist and educate suppliers and partners on our requirements. Communication with our suppliers builds trust and provides us with a platform from which to evaluate the quality of their services and products. We partnered with Frederick Cancer Research and Development Center (FCRDC) and Allegheny Power Systems to investigate possible energy savings on the Installation. Allegheny investigates energy saving initiatives and associated work designs, constructs facilities or installs equipment, and provides all financing. The energy supplier recovers its investment through subsequent energy savings. A portion of the savings is passed on to FCRDC and the Army, making the undertaking a "winner" for all involved.

6.2a(1) USAG has 20 support processes. Figure 6.1.1 summarizes the major support processes; their associated performance requirements and measurements are at 6.1.3.

6.2a(2) Fort Detrick determines requirements and designs support processes and related products and services using the same methods described for our service/delivery processes. Major sub-process operational requirements are listed in Figure 6.1.3. Customer needs, mission requirements and regulatory guides are evaluated when designing or modifying support processes. Work centers and teams solicit and extensively document input, actively engaging customers in the design, test and implementation phases.

6.2a(3) Every process is designed/redesigned and implemented with the customer in mind. Work teams manage these processes and are accountable for the quality and performance of the products and services.

As an example, the Installation Prevention Team (IPT) process establishes protocols and procedures for any domestic/workplace threat where a coordinated response may be needed. The team includes members from the Provost Marshal, Fire and Emergency Services, Inspector General, Alcohol and Drug Counseling, Family Advocacy, Chaplain, Management/Employee Relations, Staff Judge Advocate, Health Services and Safety Office. Results of IPT efforts are listed in Section 7.4.2 and 7.4.3.

6.2a(4) Driven by the synergy between key and support processes, USAG directs attention to optimum performance of support services. Because we recognize that the failure of a key support area could have a negative impact upon the successful performance of a major service/delivery process, we incorporate these processes into our daily quality management. The BOD regularly reviews requirements and measures of these processes through such vehicles as the R&A, PMR and SP meetings as well as the PBAC, ABC data and PAT findings.

6.2a(5) Our support processes are continually monitored and evaluated through the PI2P (Figure 6.1.2), to ensure they meet performance standards and customer requirements. Support process owners/managers have full autonomy to evaluate and solve day-to-day problems and effect process improvements, using data from various sources (customer meetings, activity based costing, annual customer agreements, cycle times, and customer satisfaction indicators, etc.). Should corrective action go beyond the process owner's control, the requirement is referred to a PAT or Task Force to further study and improve process design and execution. Under our Safety

Office's job hazard analysis process, solutions are evaluated, worked out and tested on paper prior to corrective application on site.

6.2a(6) We continually evaluate and improve our supplier and partner relationships by working, toward mutually established goals and openly communicating concerns as they arise. Either party can propose modifications that occur with regularity as we fine tune our relationships. For instance, Fort Detrick joined a partnership this year with Madigan, Walter Reed and Brooke Army Medical Centers to enhance existing and implement new RCM programs. Through use of power monitoring, vibration/engine oil analysis and other initiatives, RCM will reduce equipment downtime and increase cost avoidance and ability to predict required maintenance. For the past 10 years, our FAP has partnered with Heartly House, a local domestic violence shelter. FAP provided a facility on Post in which the "Men's Batterer's Groups" are held. In turn, any military or family member who needs to attend this group can do so free of charge. We have partnered with the surrounding county's Traffic Task Force to improve child safety and the Post's entrance gates to improve traffic flow for the Installation and the nearby community.

BUSINESS RESULTS

SECTION 7.0

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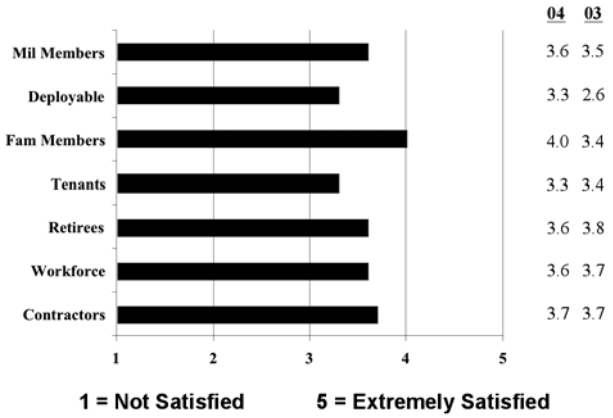
Fort Detrick continues to develop effective and accurate performance metrics. The results have been integrated into our PMR. Our goal is to identify more DOD and industry benchmarks to use in evaluating our performance levels.

7.1 Fort Detrick demonstrates positive trends in its major customer satisfaction measures. The following charts and graphs reflect the direct result of our increased focus on quality, including a sharper customer focus, more awareness of performance measures, and a determination to manage by fact. The results in Figure 7.1.4 were obtained from the annual Installation-wide survey. Figure 7.1.5 shows employee opinions on customer service from a 2003 survey.

Most of the dissatisfaction was related to retail operations. It is no surprise that there were a large number of concerns with the Post Exchange and Commissary due to their small size and limited selections. Completion of a new Post Exchange (November 2004) and Commissary (November 2005) should greatly mitigate dissatisfaction in these two areas. Indicators of low satisfaction in other areas reflect our employees' focus on job retention during a recent out-sourcing study. These indicators should show improvement now that the study and reduction-in-force actions have been completed.

Figure 7.1.1
Satisfaction by Customer Segment



Satisfaction by Service Area / Program Segment
Figure 7.1.2

Figure 7.1.3
Garrison Customer Comment Cards

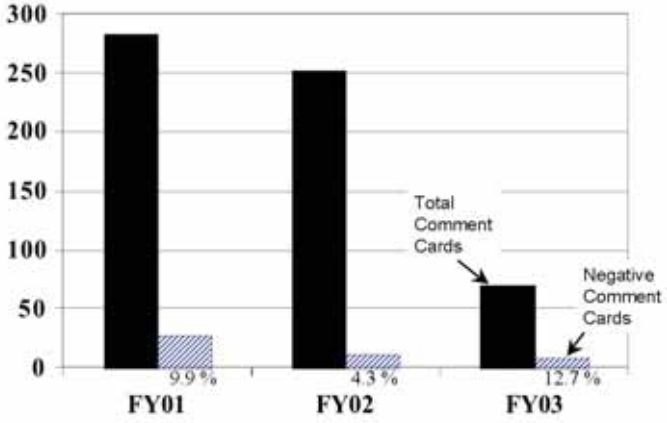
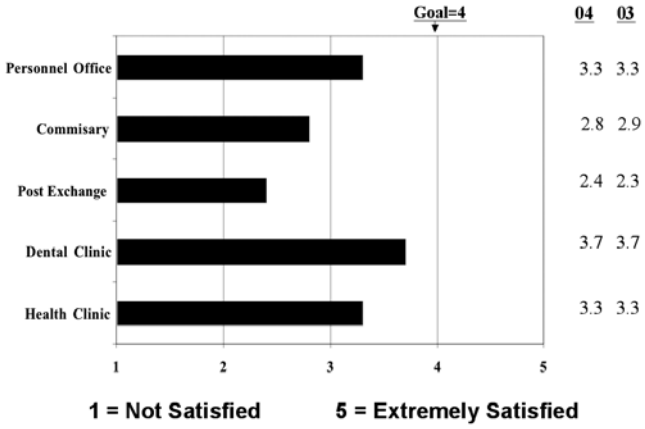


Figure 7.1.4
Customer Satisfaction - Supplier Services



Excerpt – 2003 Employee Climate Survey (Sum of percent of neutral, agree and strongly-agree responses).

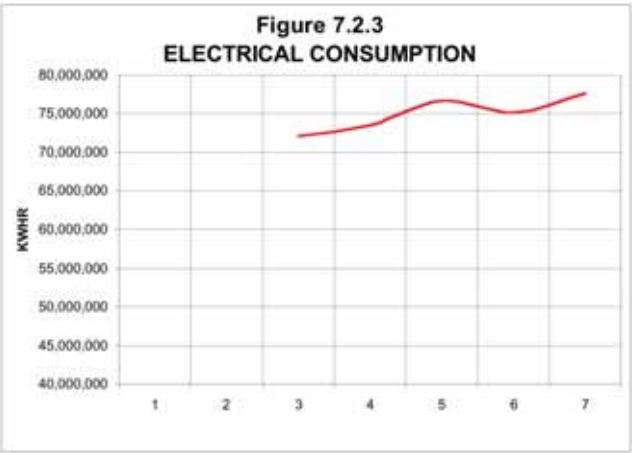
My customers are satisfied with my work.	97.50%
I know who my most important customers are.	95.00%
I keep in touch with my customers.	97.50%
My customers tell me what they need and want.	95.80%
I ask if my customers are satisfied or dissatisfied with my work.	90.80%
I am allowed to make decisions to solve problems for my customers.	89.20%

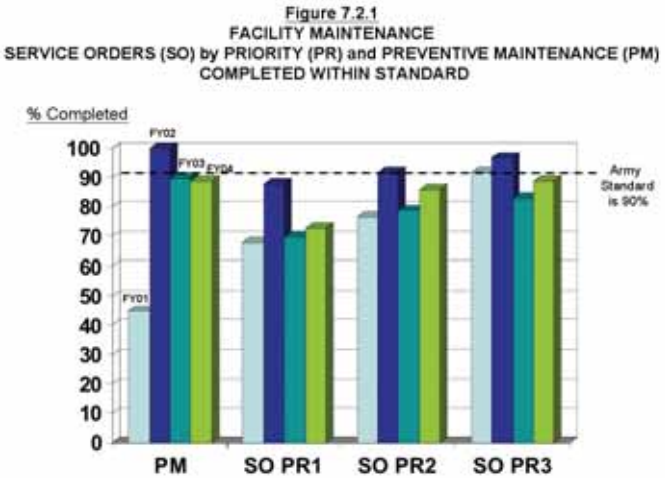
7.2 Critical process results are summarized in the charts at Figures 7.2.1 through 7.2.10. These charts reflect the operational effectiveness and performance results necessary to successfully meet the demands of our customers.

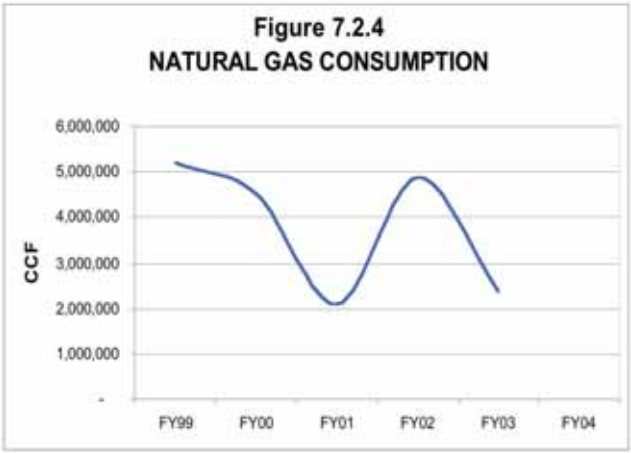
The backlog of service orders has been reduced and cycle time continues to show improvement. The determining factor of response time is in direct relation to the priority of the calls received (Figure 7.2.1).

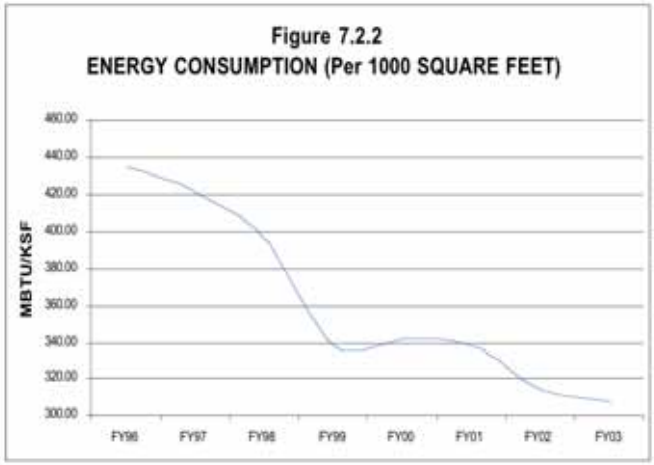
Through energy awareness and high efficiency equipment, the trend is a reduction in utility and energy costs despite increased demand and higher prices (Figures 7.2.2 through 7.2.6).

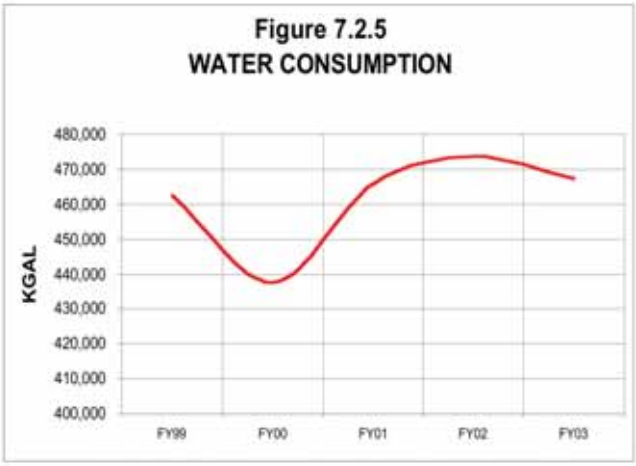
All services under our DOIM continue to exceed DA goals (Figures 7.2.8 and 7.2.9).

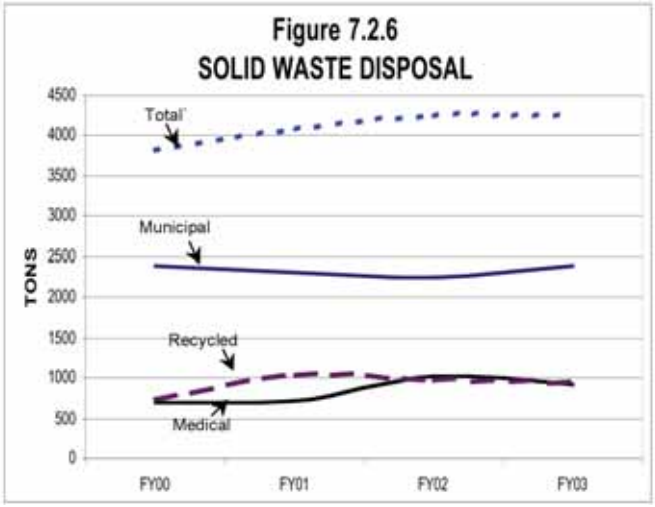


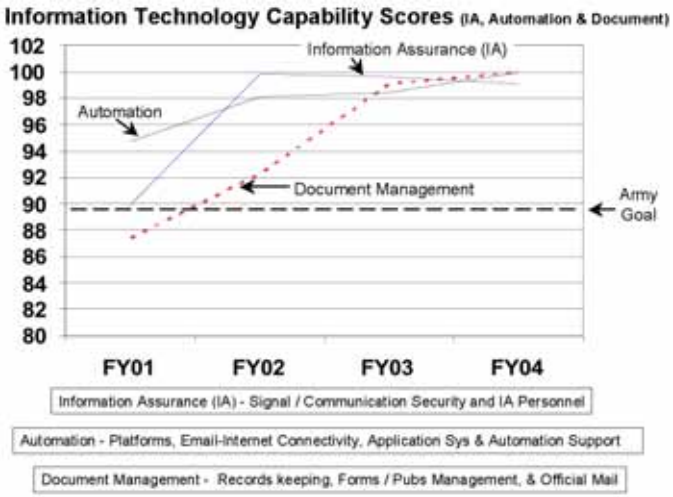


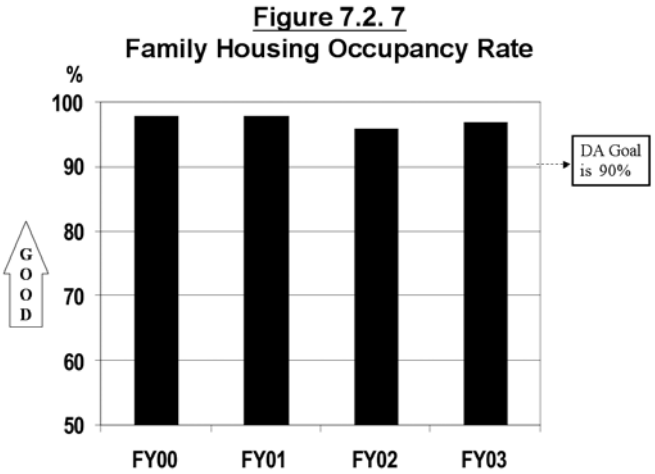










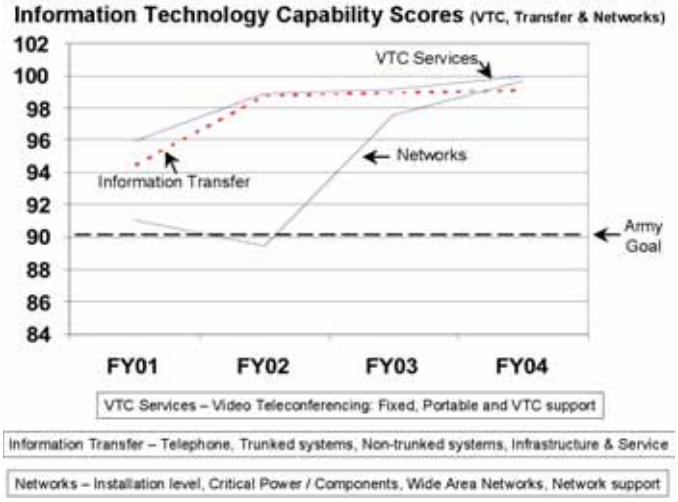


7.3 Some vendors refused to do business with us because of late payments. Beginning in FY00, this situation was reversed and our disbursements for interest penalties on late payments have continually dropped. This success is directly attributed to the teamwork of several key organizations. (DFAS, USAMRAA, DIS and RM) (See Figure 7.3.1).

By expanding our reimbursable customer base and maintaining existing customers, we are able to rely less on direct funding from Army appropriations (see Figure 7.3.2).

With the improvement of Fort Detrick's NAF management, more funds became available to support our local soldier programs as well as help to fund Army-wide MWR improvement projects. Our MWR Division continues to monitor costs and expenses to maintain strong cash flow and income levels (Figures 7.3.3 through 7.3.5).

We have a vigorous recycling program with a goal to surpass $70,000 in annual revenue (Figure 7.3.7). The program will reduce environmental impact by limiting the waste stream into, and thus expanding the life of, our landfill.



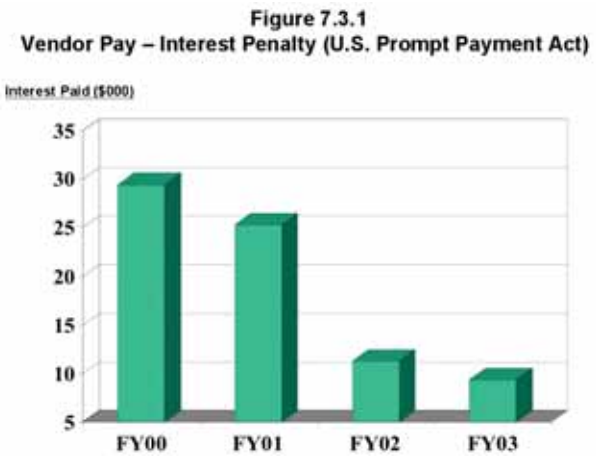


Figure 7.3.2
Percent - Garrison Reimbursable Funding

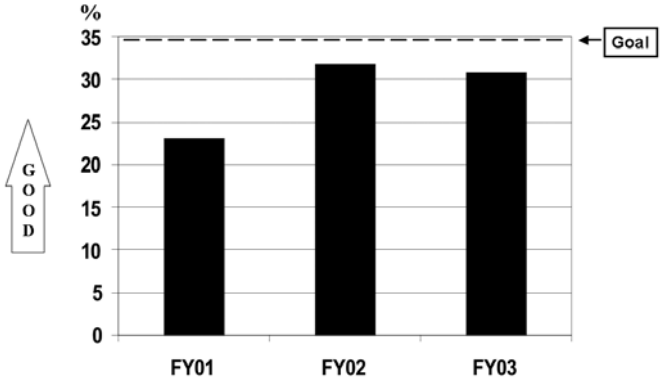


Figure 7.3.5
Morale Welfare and Recreation
Net Income Before Depreciation

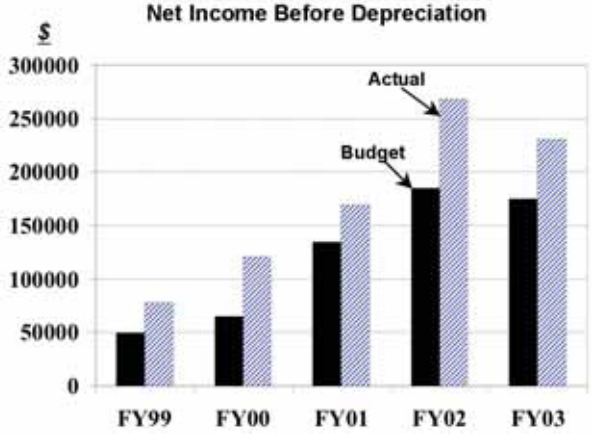


Figure 7.3.3
Morale Welfare and Recreation- Auto Service Center
Mechanic Labor Rate Versus Local Competition

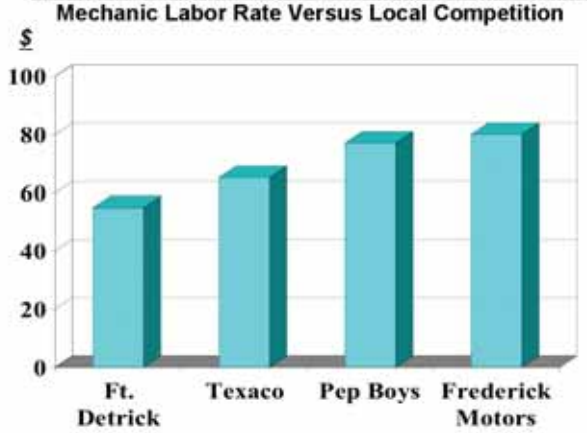


Figure 7.3.6
Environmental Funding

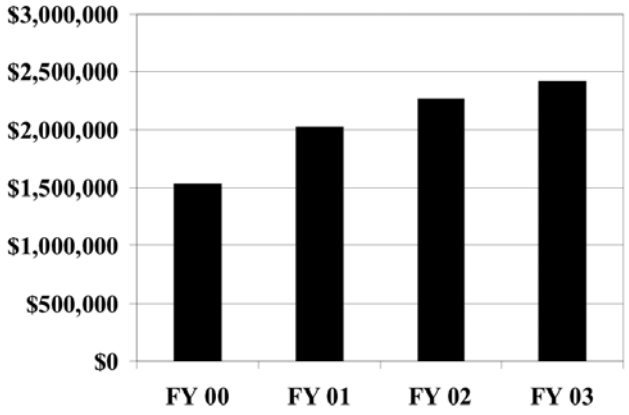


Figure 7.3.4
Morale Welfare and Recreation
Cash To Debt Ratio

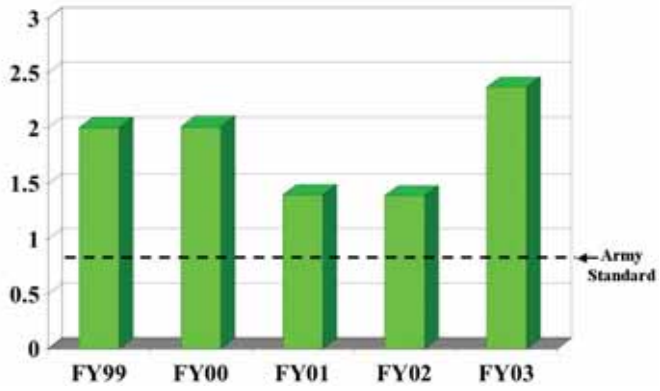


Figure 7.3.7
Revenues Generated from Sale of Recyclables

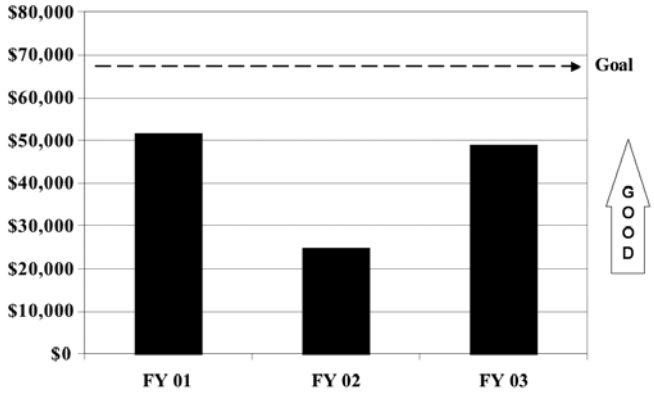


Figure 7.3.8
FOOD SERVICES – ANNUAL COST PER MEAL

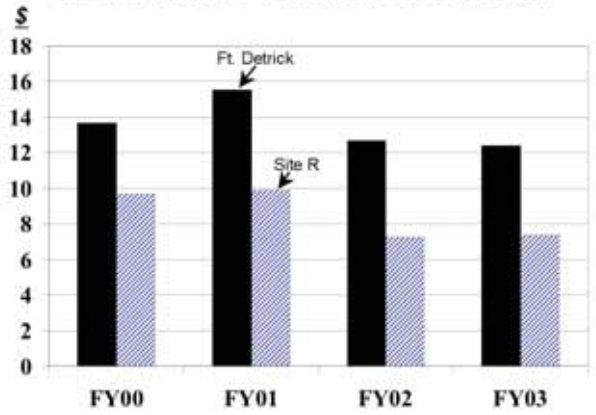


Figure 7.4.1

Savings – Efficiency Studies / Positions reviewed:

	FY00 Baseline	FY03 Total	Savings	Savings %
# of Positions	266	194	72	27%

7.4 Indicators of employee satisfaction show continued improvement, despite some negative responses related to a recent out-sourcing study. Specific results are described below:

Leadership reviews savings from management studies (Figure 7.4.1) to track work system performance as well as our progression towards more efficient organization.

Our Health Clinic, Substance Abuse Program, Family Advocacy Program, Provost Marshal and related support processes employ proactive approaches to prevent, control and mitigate abuse and crimes (Figures 7.4.2, 7.4.3, 7.4.13).

As required by regulation, random urinalysis and substance abuse testing is conducted on military and civilian personnel. The percent of negative results remains high (Figures 7.4.4 and 7.4.5).

We continue to focus on military and civilian training needs and career development (Figures 7.4.6 through 7.4.10). On the negative trends on Figures 7.4.9 and 7.4.10, from FY 2002-2003 the DCTEE experienced 100 percent turnover as all 3 permanent hire employees who managed civilian training accepted new positions outside of the organization. Secondary to the personnel loss in the civilian training arena, other DCTEE functions experienced almost a 100 percent turnover.

We influence morale and well-being by formally recognizing employee contributions. Because of personnel constraints, the trend reflects a transition to performance and on-the-spot cash awards (Figure 7.4.12).

When benchmarked against Army survey results, USAG employee satisfaction levels were equal to or higher than the overall Army-wide employee satisfaction rate (Figure 7.4.14).

Figure 7.4.2
Number of Violent Incidents

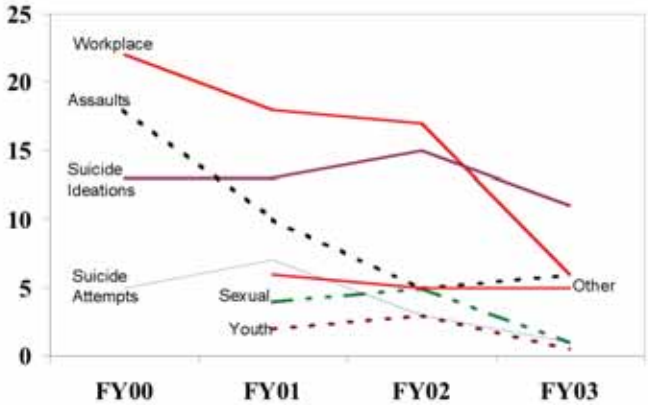


Figure 7.4.3
Family Advocacy – Reports of Family Violence

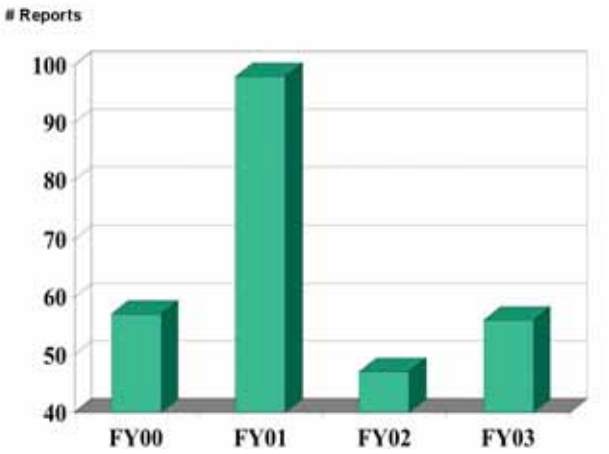


Figure 7.4.4
Alcohol: Urinalysis – Percent Passed

Figure 7.4.5
Substance Abuse – Percent Passed

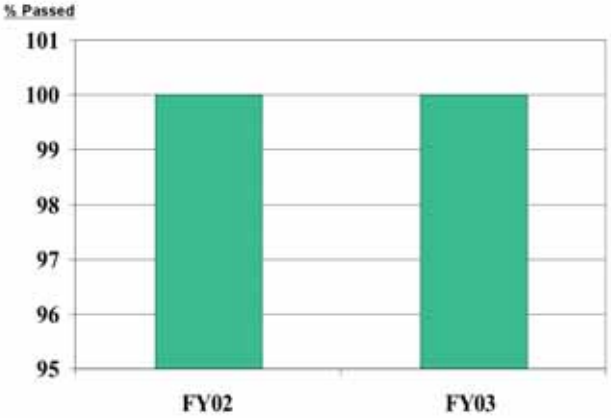


Figure 7.4.6
Military On-Duty Basic Skills Program Participation Rate

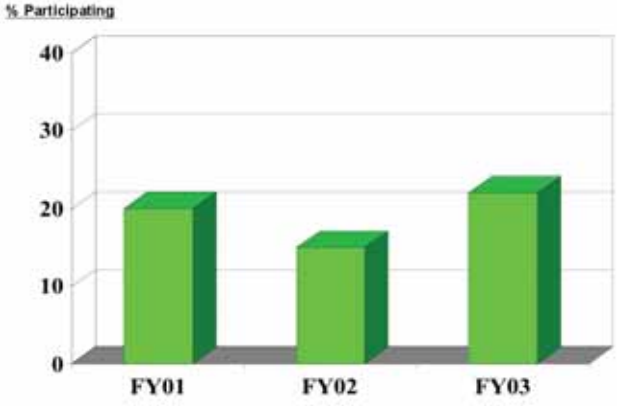


Figure 7.4.7
Military Percentage Increase in Education Level

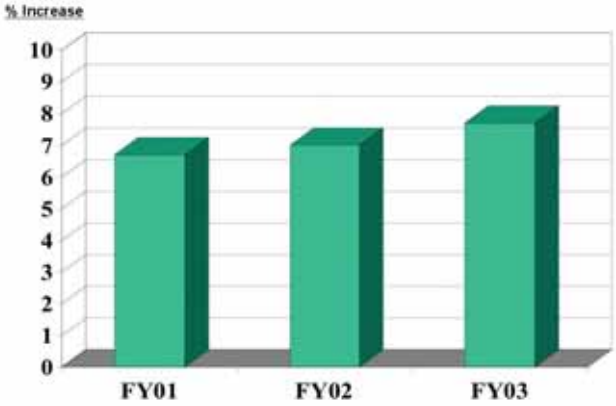
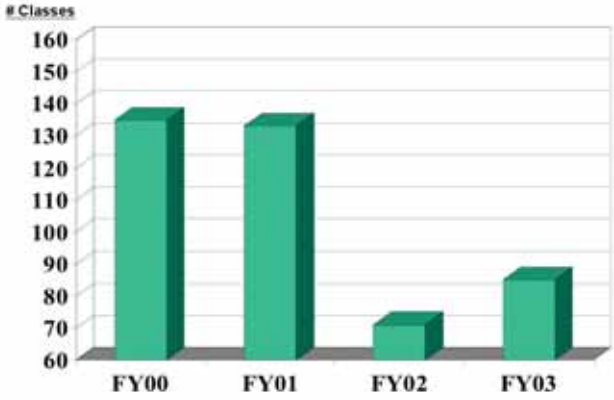
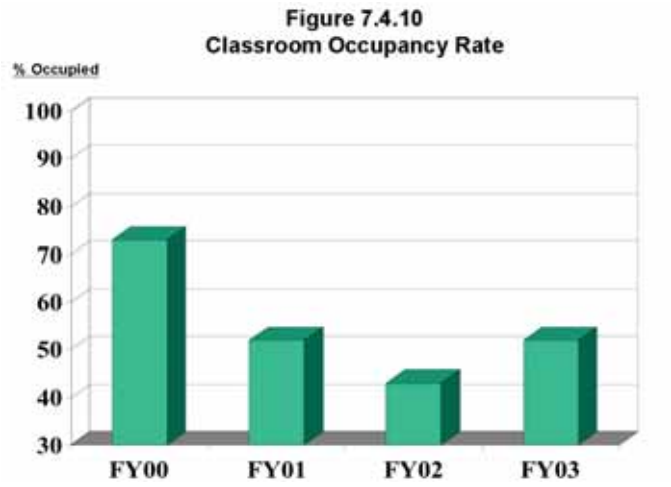


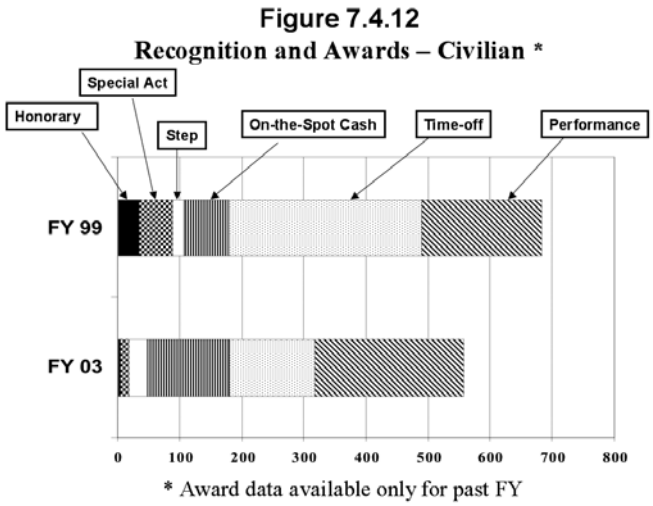
Figure 7.4.8
Defense Activity for Non-traditional Educational Support (DANTES) Academic Testing Participation Rate

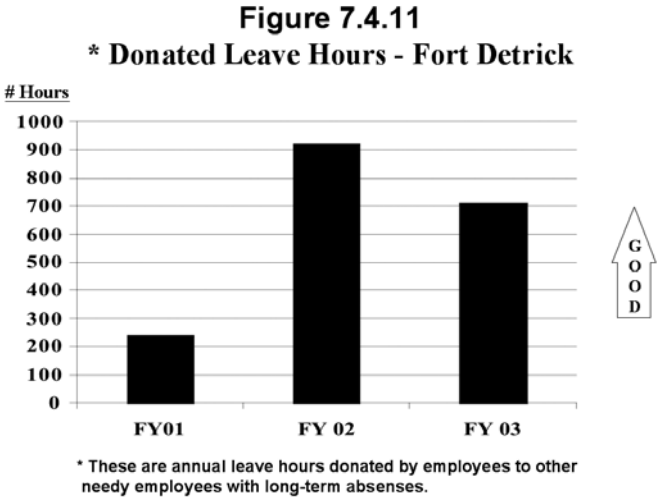
Figure 7.4.9
Number of On-Site Training Classes



(On-site classes help reduce travel and per diem costs)







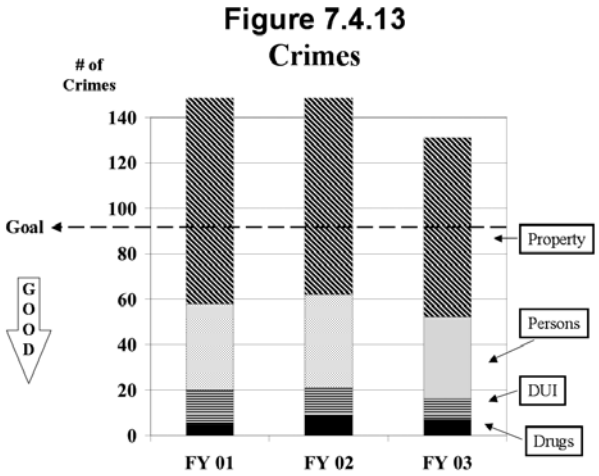


FIGURE 7.4.14
2003 Employee Climate Survey

Employee - 3 Most Favorable Items		
FORT DETRICK	**MEDCOM**	**ARMY**
# 28 – I feel free to go to my supervisor with questions or problems about my work	#14 – My job makes use of my abilities	# 28 – I feel free to go to my supervisor with questions or problems about my work
# 27 – My supervisor is competent in handling the technical parts of job of his/her job	# 28 – I feel free to go to my supervisor with questions or problems about my work	# 27 – My supervisor is competent in handling the technical parts of job of his/her job
# 14 – My job makes good use of my abilities	# 27 – My supervisor is competent in handling the technical parts of job of his/her job	# 14 – My job makes good use of my abilities

Employee - 3 Most Unfavorable Items		
FORT DETRICK	**MEDCOM**	**ARMY**
# 36 – When promotions are made at this installation the best qualified are selected	# 38 – I am satisfied with the processes used to fill vacancies at this installation	# 38 – I am satisfied with the processes used to fill vacancies at this installation
# 38 – I am satisfied with the processes used to fill vacancies at this installation	# 36 – When promotions are made at this installation the best qualified are selected	# 36 – When promotions are made at this installation the best qualified are selected
# 37 – Employees at this installation are treated fairly with regard to job placement and promotions	# 37 – Employees at this installation are treated fairly with regard to job placement and promotions	# 37 – Employees at this installation are treated fairly with regard to job placement and promotions

7.5 Our organizational goals are summarized in the following charts at Figures 7.5.1 through 7.5.8. These charts reflect key measures and performance results required to successfully meet the demands of our mission.

Employee-to-Supervisor Ratio (Figure 7.5.1). We review this metric to track supervisory layering as well as our progression towards a more efficient organization.

Our IM/IT customer help desk and technical support staff are best in class (Army-wide) and continually exceed all standards (Figures 7.5.3 and 7.5.5).

We have exceeded the DA goal for processing large claims. Our small claim cycle time is often affected by incomplete documentation provided by clients. The time required to re-contact the claimant and obtain additional information adds to the total processing time (Figure 7.5.4).

To effectively accomplish our mission, we need human resources available in a timely manner. CPAC as a supplier is a critical partner in keeping our hire lag at minimum levels (Figure 7.5.7).

7.5.1
Employee - to - Supervisor Ratio

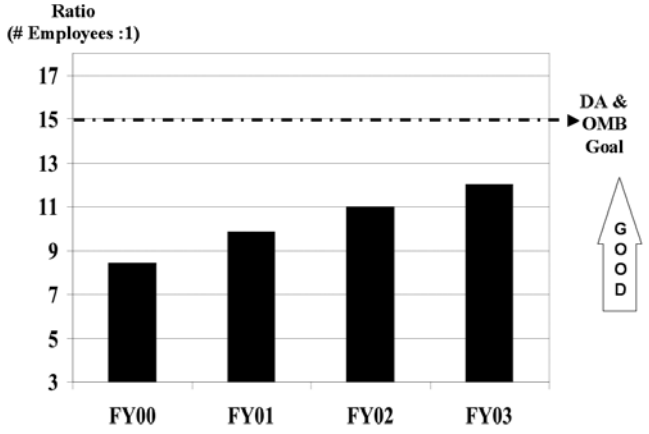


Figure 7.5.2
Customer Wait Time (CWT) – Initial Contact on IM / IT Problem

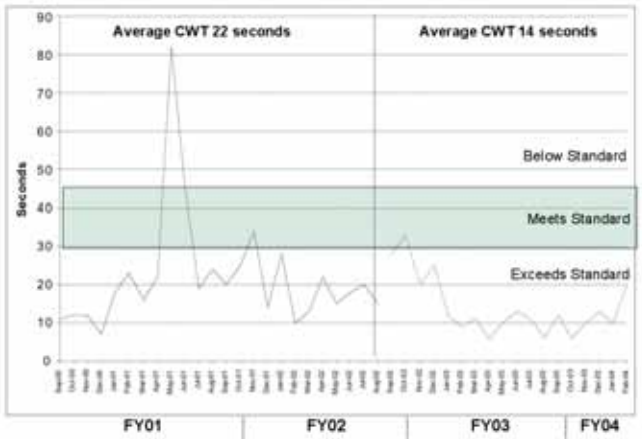


Figure 7.5.3
IM / IT Help Desk Compared to Other Help Desks

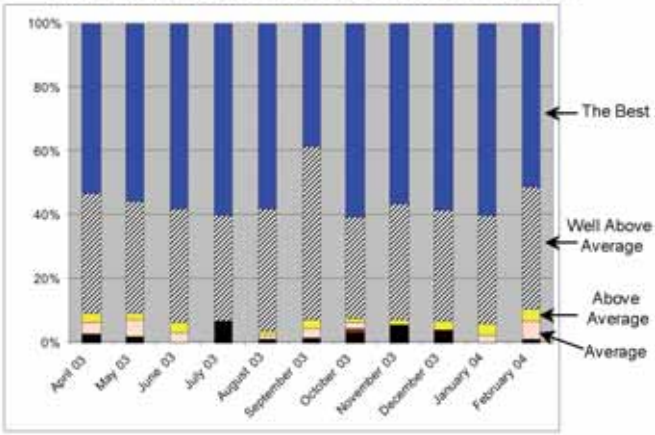


Figure 7.5.4 Claims Processing Post Judge Advocate

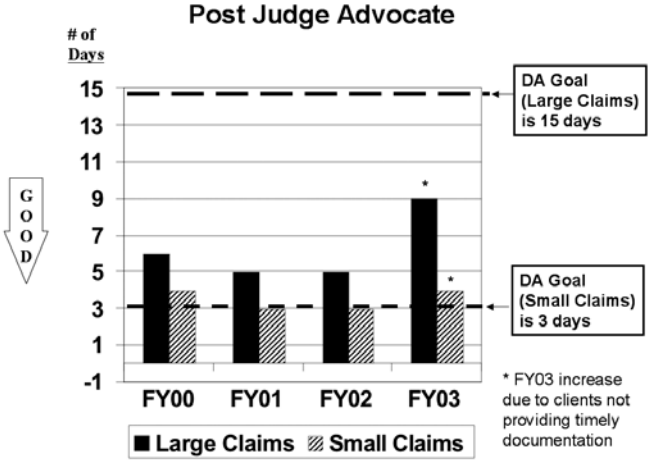


Figure 7.5.5 - Percent of Customer Problems Corrected During Initial Contact With IM / IT Rep (Tier 1 Level)

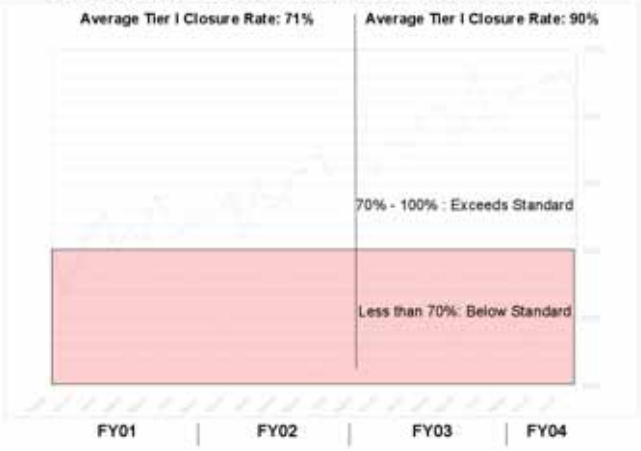


Figure 7.5.6
Military Off-Duty Post Secondary/Vocational-Technical Program Participation Rate

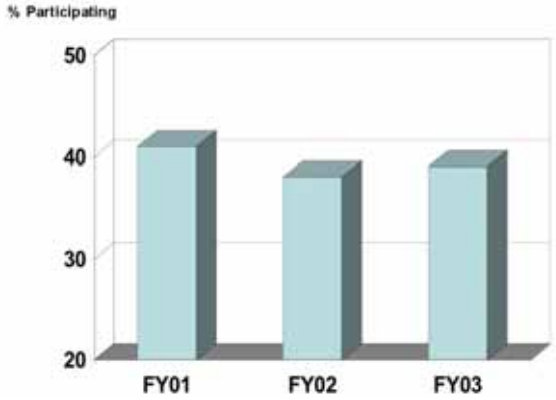


Figure 7.5.7
Vacancy Fill Time

7.6 This section summarizes our governance and social responsibility results, which contribute to our overall performance and organizational citizenship. These results reflect our current findings and trends.

FIGURE 7.6.1

	FY00	FY01	FY02	FY03
USAG Ethics Violations	0	0	0	0

FIGURE 7.6.2

	FY00	FY01	FY02	FY03
IG Case Load	73	31	52	72

FIGURE 7.6.3

	FY00	FY01	FY02	FY03
EPA NOVs	0	0	* 1	0

* Resolved and closed on 26 June 2002

FIGURE 7.6.4

	FY00	FY01	FY02	FY03
OSHA Violations	0	0	0	0

FIGURE 7.6.5

Excerpt FY03 Employee Climate Survey – Sum of percent of neutral, agree and strongly-agree responses.

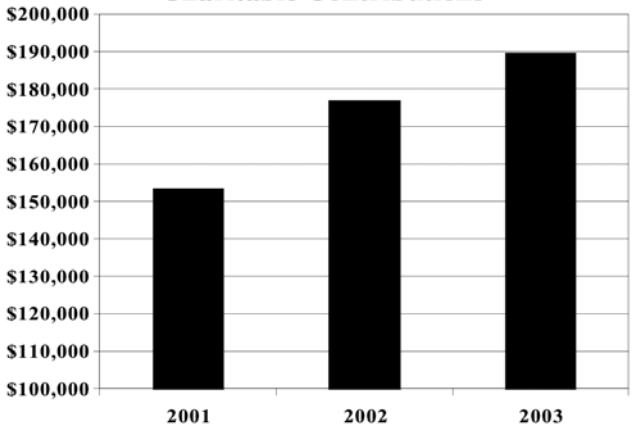
My organization obeys laws and regulations.	85.80%
My organization has high standards and ethics.	79.20%
My organization helps me help my community.	74.90%

FIGURE 7.6.6
Diversity – Percent USAG Compared to National Data

	Prof	Admin	Technical	Clerical	Blue Collar	Other
WM-USAG	54.5	51.8	14.5	33.3	88.7	69.9
WM-Nat'l	54.7	42.1	36.1	14.0	77.1	67.6
WF-USAG	36.4	36.6	54.5	47.9	2.8	6.8
WF-Nat'l	30.3	40.4	42.9	63.4	0.6	11.2
BM-USAG	0.0	4.5	7.3	2.1	8.5	13.7
BM-Nat'l	2.4	3.6	3.6	2.8	17.5	9.7
BF-USAG	4.5	4.5	12.7	8.3	0.0	5.5
BF-Nat'l	3.2	5.3	6.6	9.6	1.1	3.2
HM-USAG	0.0	0.9	0.0	0.0	0.0	2.7
HM-Nat'l	2.1	2.6	3.2	1.6	2.2	4.8
HF-USAG	0.0	0.9	5.5	4.2	0.0	0.0
HF-Nat'l	1.4	2.6	3.4	5.2	0.0	1.0
AM-USAG	4.5	0.0	0.0	0.0	0.0	1.4
AM-Nat'l	3.5	1.4	1.9	0.8	0.6	1.2
AF-USAG	0.0	0.9	5.5	2.1	0.0	0.0
AF-Nat'l	1.9	1.4	1.6	1.9	0.0	0.3
AIM-USAG	0.0	0.0	0.0	0.0	0.0	0.0
AIM-Nat'l	0.2	0.3	0.4	0.1	1.1	0.9
AIF-USAG	0.0	0.0	0.0	2.1	0.0	0.0
AIF-Nat'l	0.2	0.3	0.4	0.5	0.0	0.2

Prof = Professional
Nat'l = National Average
WM=White Males
WF=White Females
BM=Black Males
BF=Black Females
HM=Hispanic Males
HF=Hispanic Females
AM=Asian Males
AF=Asian Females
AIM=American Indian Males
AIF=American Indian Females

Figure 7.6.7
Charitable Contributions



GLOSSARY

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ACRONYM/TERM	EXPLANATION/DEFINITION
91W	Military Health Care Specialist (the redefined Combat Medic)
AAFES	Army/Air Force Exchange Service
ABC	Activity Based Costing
ABM	Activity Based Management
ACERT	Army Computer Emergency Response Team
ACES	Army Continuing Education System
ACOE	Army Communities of Excellence
ACSIM	Assistant Chief of Staff for Installation Management
ACTEDS	"Army Civilian Training, Education and Development System"
AFAP	Army Family Action Plan
AKO	Army Knowledge Online
AMSC	Army Management Staff College
APIC	Army Performance Improvement Criteria
ATRRS	Army Training Requirements and Resources System
BAT	Baldridge Assistance Team
BB(s)	Bulletin Board(s)
BOD	Board of Directors
BOSS	Better Opportunities for Single Soldiers
BRAC	Base Realignment and Closure
BSC	Balanced Score Card
CA	Commercial Activities
CAM	Customer Account Managers
CARE	Commercial Activities Review and Evaluation
CBT	Computer Based Training
CDC	Child Development Center
CDR	Commander
CFSC	Community and Family Support Center
Charrette	"A final, intensive effort to finish a project, especially an architectural design project, before a deadline."
CHPPM	US Army Center for Health Promotion and Preventive Medicine
CMB	Configuration Monitoring Board
CPAC	Civilian Personnel Advisory Center
CPR	Cardio-Pulmonary Resuscitation
CSC	Customer Support Center
CSR	Customer Service Representative

ACRONYM/TERM	EXPLANATION/DEFINITION
CYS	Child and Youth Services
DA	Department of the Army
DCS	Directorate of Community Services
DCTEE	Detrick Center for Training and Educational Excellence
DFAS	Defense Finance and Accounting Service
DHR	Directorate of Human Resources
DHS	Department of Homeland Security
DIS	Directorate of Installation Services
DLAB	Defense Language Aptitude Battery
DOD	Department of Defense
DOIM	Directorate of Information Management
EEO	Equal Employment Opportunity (civilian)
EMT-B	Emergency Medical Technician - B
EO	Equal Opportunity (military)
EPA	Environmental Protection Agency
EPS	Engineering Performance Standards
F&ES ORI	Fire and Emergency Services Operational Readiness Inspection
FAP	Family Advocacy Program
FCRDC	Frederick Cancer Research and Development Center
FDA	Food and Drug Administration
FDICCRB	Fort Detrick Installation Configuration Control Review Board
FDMR	Fort Detrick Metric Repository
FY	Fiscal Year
GETN	Government Education Training Network
GIS	Graphic Information System
HIPAA	Health Insurance Portability and Accountability Act of 1996
HRD	Human Resource Development
I3MP	Installation Information Infrastructure Modernization Program
IDP	Individual Development Plans
IFS	Integrated Facilities System
IG	Inspector General
IM/IT	Information Management/Information Technology
IMA	Installation Management Agency
IMAP	Installation Management Action Plan
IPT	Installation Prevention Team

ACRONYM/TERM	EXPLANATION/DEFINITION
SA	Interservice Support Agreement
SO 14001	"International Organization for Standards (Geneva, Switzerland) Environmental Management System"
SR	Installation Status Report
T/VI	Information Technology/Visual Information
LAN	Local Area Network
LRC	Learning Resource Center
LRTF	Long-Range Task Force
MDE	Maryland Department of the Environment
MEDCOM	US Army Medical Command
MEO	Most Efficient Organization
MRMC	US Army Medical Research and Materiel Command
MWR	"Morale, Welfare and Recreation"
NAF	Non-appropriated Fund
NCI	National Cancer Institute
NCO	Non-Commissioned Officer
NCOES	Non-Commissioned Officer Education System
NEPA	National Environmental Policy Act
NERO	North East Regional Office of the Installation Management Agency
NETCOM	US Army Network Enterprise Technology Command
NG	National Guard
NIAID	National Institutes for Allergy and Infectious Diseases
NIBC	National Interagency Biodefense Campus
NIBCC	National Interagency Biodefense Coordinating Committee
NIST	National Institute of Standards and Technology
NOV	Notices of Violation
NRC	Nuclear Regulatory Commission
OSHA	Occupational Safety and Health Administration
PAO	Public Affairs Office
PAT(s)	Process Action Team(s)
PBAC	Program Budget Advisory Committee
PC	Personal Computer
PI2P	Process Iteration and Improvement Procedure
PIR	Productivity Improvement Reviews

ACRONYM/TERM	EXPLANATION/DEFINITION
PM	Preventive Maintenance
PMO	Provost Marshal's Office
PMR	Performance Management Review
POM	Program Objective Memorandum
PWS	Performance Work Statement
R&A	Review and Analysis
RAB	Restoration Advisory Board
RCM	Reliability Centered Maintenance
RECTRAC	Recreation Tracking Software
RM	Resource Management
RPPB	Real Property Planning Board
RPPBWG	Real Property Planning Board Working Group
RS Means	A business unit of Reed Construction Data. Industry-leading facility specific database of unit cost and infrastructure assemblies
SBC	Service Based Costing
SEIPO	"Safety, Environment and Integrated Planning Office"
SJA	Staff Judge Advocate (Legal Office)
SMS	Microsoft System Management Server
SP	Strategic Plan/Strategic Planning
SRT	Special Response Team
SSEB	Source Selection Evaluation Board
SWOT	"Strengths, Weaknesses, Opportunities, and Threats"
TA	Tuition Assistance
TAPES	Total Army Personnel Evaluation System
TAQ	Total Army Quality
TDY	Temporary Duty
UOF	Use of Force
US	United States
USAG	US Army Garrison
USAMRAA	US Army Medical Research Acquisition Activity
USAMRIID	US Army Medical Research Institute of Infectious Diseases
VIAMS	Visual Information Automated Management System
VPP	Voluntary Protection Program
VTC	Video Teleconference
WAN	Wide Area Network
WG	Working Groups

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