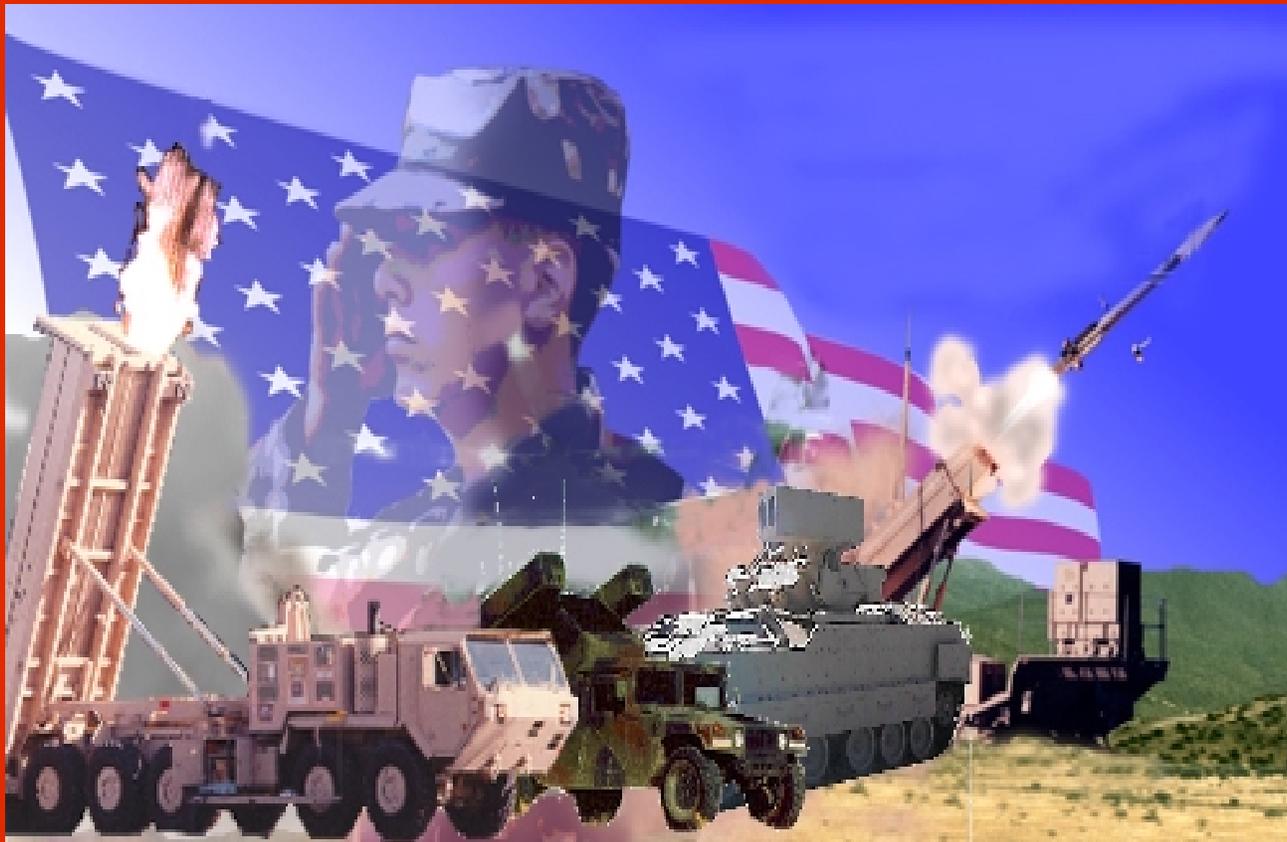


Fort Bliss, Texas



Strategic
Planning



Information
and Analysis



Process
Management



Business
Results

*ADA Versatility ...
The Challenge of Change*

**FY01
ARMY COMMUNITIES OF EXCELLENCE APPLICATION**

**DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY AIR DEFENSE ARTILLERY AND FORT BLISS
FORT BLISS, TEXAS 79916-6816**

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FORT BLISS

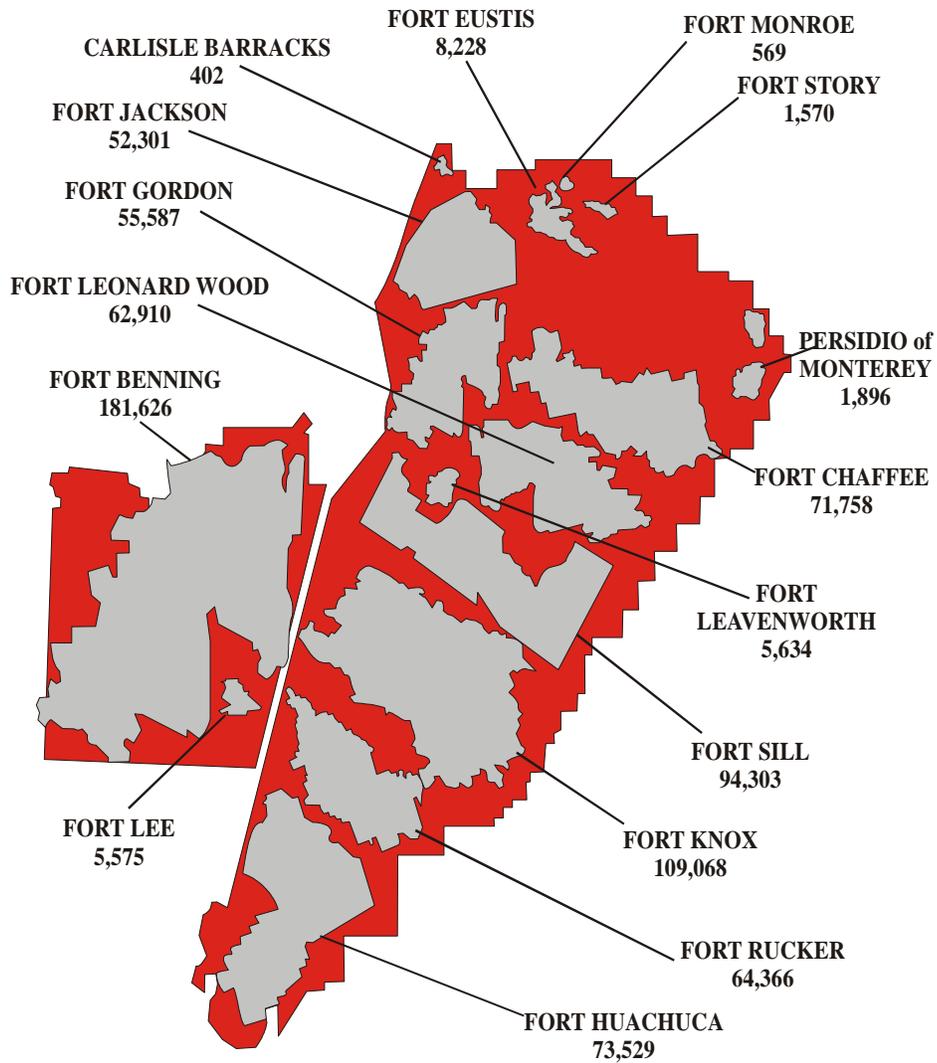
ARMY COMMUNITIES OF EXCELLENCE APPLICATION

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Overview

A Giant Among Installations



TOTAL TRADOC ACRES 1,909,049

■ Fort Bliss **59%** (1,119,722)
Other TRADOC Installations **41%** (789,327)

The guns of the Mexican War were barely stilled when the War Department issued a general order establishing a post in El Paso, Texas. In November 1848, Fort Bliss was a small adobe outpost on the banks of the Rio Grande. Today, we are a giant among military installations in sheer size and in the products and services we provide our customers worldwide.

Our motto is deeply rooted in history, dating to 1941 when Japan launched a surprise attack on the Philippines. The 200th Coast Artillery was the first unit to fire on the enemy, exemplifying our proud heritage as air defenders! *We are the Air Defense Artillery – First to Fire!*

and near the intersection of two interstate highways. We play a major role in the regional economy, injecting more than \$1.1 billion each year. With 1.2 million acres, we represent 57% of all TRADOC real estate.

Products and Services. On a typical day, we train an average of 800 new ADA soldiers, 500 specializing students, and 150 foreign students. We support over 11,800 active duty soldiers, 6,600 civilian employees, and a community of 96,400 family members and retirees.

With such a large customer base, we subdivide our mission into three Key Business Drivers

VISION, MISSION, AND PRINCIPLES		
VISION	MISSION	FORT BLISS PRINCIPLES
To become the premier training installation for the Training and Doctrine Command (TRADOC), the U.S. Army and Department of Defense (DOD); a soldier, civilian employee and family-oriented community; a values-based organization; actively supporting the accession and retention of quality soldiers for the branch and America's Army, maintaining balance among all domains, focused on training to fight and win, while promoting growth and providing high quality service to a diverse population.	<ul style="list-style-type: none"> - Train soldiers and units; - Serve as a power-projection platform; - Serve as Air Defense Artillery proponent; - Serve as a test bed and training installation for joint and combined warfare, employing future technologies; - Become a model installation supporting a variety of missions; - Provide the best possible quality of life for the greater Fort Bliss community; - Develop interservice, intergovernmental, and civic partnerships. - Actively support accessions and retention of quality soldiers for ADA and America's Army. 	<ul style="list-style-type: none"> - Focus on our mission. - Live Army Values. - Promote candid multidirectional communication and involve employees in planning and goal setting. - Develop and empower employees to be self-managed, creative and problem solvers. - Reengineer processes to improve effectiveness, efficiency and quality of service. - Eliminate non-value work. - Institutionalize continuous improvement IAW APIC. - Be good corporate citizens (legally and morally responsible). - Enforce safety and environmental stewardship. - Take care of soldiers, families and customers.

Figure O.1

PRODUCTS AND SERVICES
DTLOMS
<ul style="list-style-type: none"> ★ Provide field manuals, distance learning on the Internet and Air and Missile Defense expertise to Army and Joint operations. ★ Train ADA and Transportation Initial Entry Training soldiers, develop confident, competent, and adaptive officers, warrant officers, and non-commissioned officers. ★ Develop AMD concepts, materiel requirements, force designs and strategic planning for the AMD force. ★ Execute ADA branch proponent responsibilities, life cycle management of all ADA soldiers, & branch promotion to prospective recruits. ★ Manage and integrate TRADOC total system development and fielding for assigned weapons systems.
POWER PROJECTION
<ul style="list-style-type: none"> ★ Deploy highly trained soldiers by air and rail on short notice to anywhere in the world; ready to conduct missions across the full spectrum of military operations.
BASE OPERATIONS
<ul style="list-style-type: none"> ★ Provide life support for soldiers, civilian employees, and families who live and work on the installation. ★ Secure well-being by building a community installation of excellence upon which the physical, mental and spiritual well-being of personnel depend.

Figure O.2

ORGANIZATIONAL DESCRIPTION. The evolution of our vision, mission, and principles has centered on soldiers, Figure O.1.

Size and Location. Fort Bliss is headquartered in El Paso, Texas, a city of over 626,000 located on the north bank of the Rio Grande on the United States-Mexico border. The desert climate provides maximum training opportunities, allowing an average of 340 flying days out of the year. The main cantonment area is just five minutes from the El Paso International Airport

(KBDs): Doctrine, Training, Leader Development, Organizations, Materiel, and Soldiers (DTLOMS); Power Projection (PP); and Base Operations (BASOPS). Our products and services by KBD are at Figure O.2.

Employee Profile. The Fort Bliss workforce is a team of 18,400 people: 11,800 soldiers, 6,600 civilian employees and contractors augmented by a volunteer workforce of 3,400. Our workforce demographics are: 15% Officers, 85% Enlisted, 70% Blue Collar Civilian, 30% White Collar Civilian, 25% Female, and 49% Ethnic Minorities.

ties. Our collective bargaining units that represent our workforce are an integral part of our leadership system.

Major Markets. Our role as the Army’s proponent for Air Defense Artillery defines our primary mission and customer base. We serve the *world’s* air defense community: from our sister services to an increasing number of allied countries across the globe, Figure 7.1.2. We provide rapid and tactical projection of active and reserve units, and provide support to a diversified customer base. *To respond to the needs of those we serve, we segment our customer and market base into the categories identified in Figure O.3.*

Major Equipment, Facilities and Technologies. We are proud of our exceptional facilities, technological capabilities, and equipment, Figure

FACILITIES AND INFRASTRUCTURE	
Buildings	
Number	4,287
Square Footage	17.2 million
Training Assets	
Ranges	4
Classrooms	168
Training Simulators	31
Housing Units	
Family Housing	3,378
Barracks Spaces	9,432
Recreation Facilities	
Swimming Pools	2
Parks	2
Fitness Centers	5
Golf Courses	2
Infrastructure	
Paved Roads	1,600 miles
Railroads	14 miles
Runway	13,558 feet

Figure O.4

O.4. Among our facilities, we boast seven active chapels, the largest bowling center in DOD, and the ADA and Fort Bliss Replica Museums and the U.S. Army Museum of the Noncommissioned Officer. *We have the largest Army runway in the world and the third largest in the U.S.!*

We have four ranges with more than 900,000 acres of maneuver area. Our firing ranges provide an additional 700,000 acres. Their enormous size and assets,

Figure O.5, make our ranges an attractive choice for maneuver training. *Compare our size to the National Training Center’s 585,600 acres!*

CUSTOMER AND MARKET INFORMATION					
Customer	Market	Types	DTLOMS	PP	BASOPS
EXTERNAL CUSTOMERS					
Higher HQs	National and International	Compelled	X	X	X
Joint Services	National and International	Compelled	X	X	X
Reserve Components	Local and Regional	Compelled Voluntary	X	X	X
Government Agencies	Local and Regional	Voluntary			X
Retirees	Local and Regional	Entitled Voluntary			X
Surrounding Community	Local and Regional	Voluntary			X
Foreign Nations	International	Voluntary	X		X
Off-post Commanders	National and International	Entitled Voluntary	X	X	X
Off-post Soldiers	National and International	Entitled Voluntary	X	X	X
Off-post Units	National and International	Entitled Voluntary	X	X	X
INTERNAL CUSTOMERS					
Civilian Workforce	Local	Entitled			X
On-post Commanders	Local	Entitled	X	X	X
On-post Soldiers	Local	Entitled	X	X	X
On-post Units	Local	Entitled	X	X	X
Family Members	Local	Entitled		X	X
POTENTIAL CUSTOMERS					
Other Reserve Component Units; Deployable and Training Units and Soldiers; Civilians and Military Units; Retirees Visiting on Post; and Web Site Users					

Figure O.3

MANEUVER REQUIREMENTS		
Criteria	FORSKOM Standard	Fort Bliss Capabilities
Maneuver Space	3 Company-Level Boxes	12 Company-Level Boxes
Site Capabilities	- Military Operations, Urban Terrain (MOU) - Drop Zone - Tactical Airfield - River Crossings	- Programmed MOU - 7 Drop Zones - 3 Tactical Airfields - Simulated River Crossings
Gunnery Ranges	2 Combined Arms Live-Fire Exercise (CALFX) Boxes	5 CALFX Boxes

Figure O.5

Key Processes and Measures. Our strategic goals listed in Figure O.6 are the guiding force behind our key processes.

Organizational Structure. Fort Bliss is an integrated structure of elements from three major Army commands and a Joint Task Force, Figure O.7. We are a TRADOC installation housing the U.S. Army Air Defense Artillery School, the U.S. Army Sergeants Major Academy, rapid deploying tactical units such as the 32d Army Air and Missile Defense Command (AAMDC) and four Forces Command ADA brigades. *The 32d AAMDC is a unique organization - the Army’s first active/reserve component command!* We are home to William Beaumont Army Medical Center (WBAMC) - Health Services Command. WBAMC is one of only two nationally verified Level II trauma centers in the Army. Fort Bliss is home to Joint Task Force 6 (JTF6). This one-of-a-kind organization synchronizes and integrates DOD

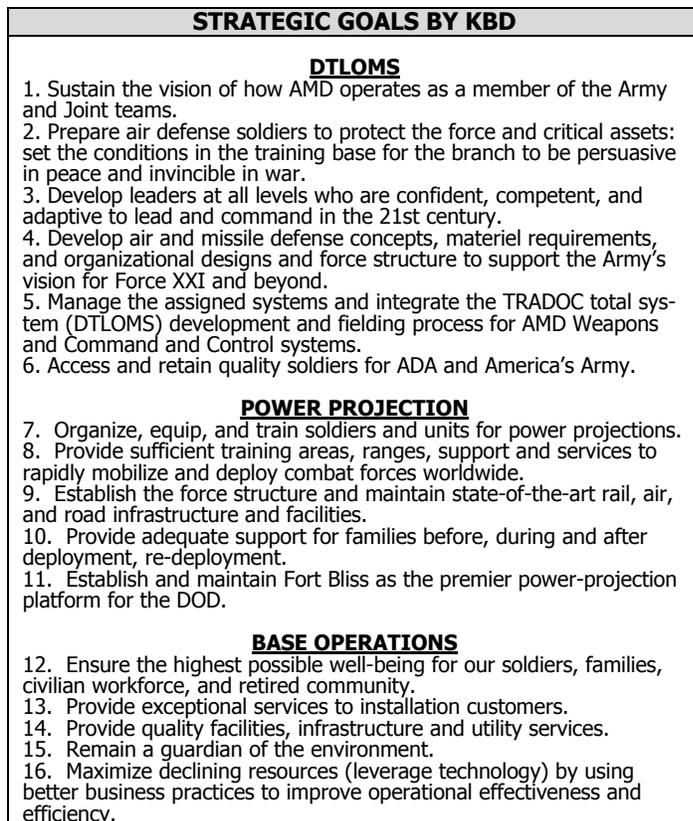


Figure O.6

operational, technological, and intelligence support to domestic law enforcement agencies' counter-drug efforts. In 1963 the Japan Air Self-Defense Force (JASDF) conducted its first annual service practice at McGregor Range. Since then JASDF has trained 40,000 soldiers at Fort Bliss on Hawk, Ajax, and Patriot missile systems. Also attracted by the training opportunities, the German Air Force Air Defense School (GAFADS) moved from Aachen, Germany, to Fort Bliss in 1966. Over the next 34 years, GAFADS and Fort Bliss trained over 45,000 soldiers on the Nike, Hawk, and Patriot weapon systems.

Regulatory Environment. Our laws, policies, and regulations govern most of what we do. We are aware of our immense obligation to the public for our actions in executing these mandates. Our leadership is personally concerned and professionally committed to our societal responsibilities, the legal and regulatory requirements that must be adhered to in promoting environmental planning, and in being good stewards of the public lands entrusted to our care. Because our mission includes training

on complex and lethal weapon systems, we implement aggressive environmental and safety programs. Our Directorate of Environment has been instrumental in maintaining the balance between preserving and protecting our delicate ecosystem while executing our training missions.

Quality History. Our Total Army Quality (TAQ) journey began in 1991 with the implementation of AR 5-1, The Army Management Philosophy. By 1996, our leadership had committed us to focus on the Baldrige criteria. We trained senior leaders and employees from May through August 1996, and submitted our first self-assessment to TRADOC and the Army Communities of Excellence competition in September. In October, Fort Bliss was selected to compete in the Department of the Army competition. We established an Installation Executive Board in January 1997 to further guide our quality management journey. Our annual senior leader off-site conferences continue to define and focus our values, vision, mission, and strategies on our quality journey. In 1998 we began developing our Continuous Improvement Plan (CIP) to encompass all our performance measures. We automated our plan in 1999. To reinforce our commitment to TAQ, from January to March 2000, we again provided training to over 300 people, from senior leaders to workforce, on the Army Performance Improve-

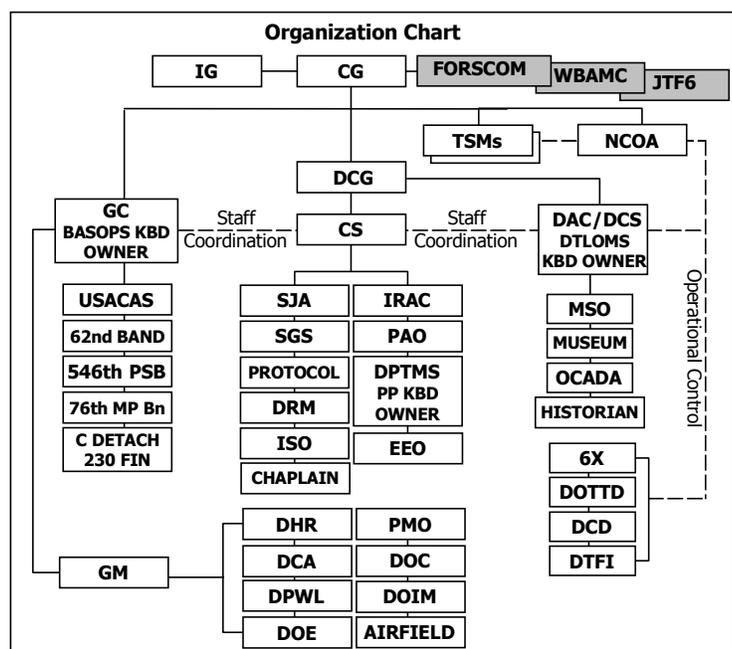


Figure O.7

ment Criteria. This served as initial training for new personnel, and as a refresher course for those already trained. We conduct an annual assessment using the APIC criteria. This year KBDs used the Texas Award for Performance Excellence Manual as a precursor to the devel-

QUALITY JOURNEY HIGHLIGHTS
1997, 1998 ACOE Runner-up Winner
1998 Texas Quality Award for Participation
1996-1999 El Paso School District Partner of the Year
1998 Daily Points of Light Award for Education Program
1998 Texas Board Heroes for the Children Award
1999 Major Command candidate for HQDA PQA

Figure O.8

opment of this year’s PQA application. Some of our accomplishments are shown in Figure O.8.

CUSTOMER REQUIREMENTS. We realize that identifying our products and services and our customers are critical to satisfying our customer requirements. Figure O.3 lists our customer and market information. Although the Department of the Army mandates many of our customers, we recognize the need for attracting other customers within our markets. We identify and segment our principal customers as depicted in Figure O.9.

SUPPLIER AND PARTNERING RELATIONSHIPS. Throughout our history, Fort Bliss has forged strong partnerships. The relationships with our suppliers, and partners remain essential to the successful accomplishment of both our mission and support requirements. Our processes are designed around customers’ needs and involve both internal and external suppliers. Our major suppliers provide us with supplies, construction, laundry, repair parts, training support, and refuse disposal. We negotiate our supplier-partner requirements through contracts and agreements. We monitor, measure, and evaluate the execution of the contract requirements. Our key partners include WBAMC and the U.S. Army DENTAC for medical and dental care, AAFES for consumer items, DeCA for subsistence and food items, and the Noncommissioned Officers and Sergeants Major Academies for instructional support for the Army’s noncommissioned officer corps. These activities are collocated on the installation to best serve our customers. We also partner with JTF6, the FBI, DEA, and INS in mutual support of cross-border counter-drug operations. Our supplier acquisition process is described in Item 6.3.

CUSTOMER SEGMENTS	PRINCIPAL CUSTOMERS	CUSTOMER REQUIREMENTS
DTLOMS	Air Defense Soldiers, Units, and Commanders; Transportation Units; MACOMs; DOD; CINCs; Joint Services; Targeted Universities and Academia; Foreign Nations	<ul style="list-style-type: none"> - High quality, on time, usable and relevant doctrine. - High quality training products. - Sufficient numbers of highly trained soldiers and officers to man the force. - Overmatch of air defense combat systems. - Equipment fielding, training, and follow-up assistance. - Optimum grade structure. - Enlistment, reenlistment, promotion incentives. - Equipment and personnel to support ROTC/USMA. - ADA Publications.
Power Projection	CSA, CINCs, FORSCOM ADA Units	<ul style="list-style-type: none"> - Timely and rapid deployment of personnel and equipment where and when needed. - Efficient Deployments.
Base Operations	Commanders, Soldiers, Families, Employees, Retirees, Local Communities	<ul style="list-style-type: none"> - Quality, timely, convenient, affordable, and accessible products and services.

Figure O.9

PERFORMANCE SUCCESS FACTORS. Our quality management ethic is to continually improve our work processes to work better and cost less. Because declining resources and increasing missions are a constant in our operating environment, we work hard to eliminate inefficiencies in our operations. With the completion of the ADA Branch Functional Area Assessment, we have a comprehensive roadmap for actions and decisions that communicates the vision of the ADA Branch in the context of Army transformation. Four ongoing commercial activities studies will result in creating the most efficient organization for the directorates under study. Two of our performance review tools: our CIP and Service and Activity Based Review and Evaluation (SABRE) have been automated and placed on our intranet web sites for easy access of performance review information by our workforce.

STRATEGIC FACTORS. Competitive Factors. For many services, such as medical and dental care, eligibility and qualification establish our customer base. However, customers seeking lodging, dining, and entertainment can choose where they obtain those products and services: in Fort Bliss or in the local community. We are steadfast in our efforts to capture these customers and to keep our current customers satisfied.

Our primary competitors for resources are other military installations with similar missions, products, and services. Our competitive environment and principle competitive success factors, Figure O.10, will continue to be challenged by reductions in defense spending, privatization initiatives, downsizing, and an increasing demand to deploy our soldiers.

Major New Thrusts and Future Challenges.

The Army is transforming to a balanced and rapidly deployable Objective Force that will strengthen and maintain our ability to fight and win our nation’s wars. The transformation is one of the most dynamic and fast moving initiatives the Army has undertaken in recent history. It is changing the way we do business! Fort Bliss is adapting by capitalizing on partnerships and maximizing utilization of resources and assets.

Capitalizing on our vast ranges and the largest DOD-controlled airspace, Fort Bliss KBDs are changing their focus and realigning resources to ensure transformation success. A major new thrust for Fort Bliss is maximizing Reserve Component (RC) and Active Component (AC) partnerships. We are leading the way by establishing the Army’s first AC/RC Maneuver Training Center (MTC). The MTC will be an intermediate training site for units en route to the National Training Center and Joint Readiness Training Center. It also provides simultaneous maneuver capability for at least three division-size forces.

CUSTOMER SEGMENTS BY KBD	
COMPETITORS	COMPETITIVE SUCCESS FACTORS
	DTLOMS
Foreign Armies and Producers, Other TRADOC Schools, National Guard, Reserves, Specialized Training, Distance Learning, Other Services and Branches	<ul style="list-style-type: none"> - User Satisfaction and Confidence. - Combat Success. - Mission Safety. - Funding. - Number of ROTC/Cadets Requesting or Selecting ADA. - Support to Targeted Universities and Academies. - Number of Programs Funded. - Shorter Response Time - Enlistment Inventory. - Quality and Number of Accessions.
	POWER PROJECTION
Other Power Projection Platforms	Targeting National Guard and Reserves. Southwestern CONUS Replacement Center and Individual Deployment Site.
	BASOPS
Local Communities, Private Industry, Other Army Installations.	Customer Demand and Satisfaction. Availability of Services. Participation. Efficient Operations.

Figure O.10

The shift of limited resources from the Institutional Army to the Operational Army will be our biggest challenge. In anticipating changes, we are conducting an installation-wide Bottoms Up Review (BUR) to reshape the organizational structure of our installation, and to identify and eliminate redundant functions, thereby optimizing resource utilization.

New Technologies.

Our training methodologies and techniques are evolving from the Industrial Age to the Information Age. While the proliferation of technologies and sophisticated weapons throughout threat regions of the world continues to grow, shrinking resources, increased weapon system capabilities, and the growing diversity of threat systems increase exponentially. We have increased our reliance on simulations and synthetic battlefield replication, allowing real world, low-cost, threat-based training to meet these challenges. We have created a virtual learning institution at Fort Bliss complete with multimedia courseware and distance learning capabilities that allow units and soldiers access to training anywhere in the world. Air and missile defense training is linked, real-time, digitized, mobile, and soldier-friendly. Using multiple learning methods is bringing the institution to the unit, and the unit to the combined arms and joint battle-space training arenas.

New Alliances and Partners.

Our success as the nation’s premier maneuver training center depends on our ability to compete for new and expanding missions in a tough environment restricted by diminishing resources. To win, we actively pursue new joint ventures and partnering initiatives. For example, Fort Bliss chairs the Joint Interservice Regional Support Group (JIRSG) for Central Region. This regional, multi-service and governmental organization is chartered to share best business practices, identify joint venture opportunities by capitalizing on our collective strengths, create operating efficiencies and increase regional influence. Members of the JIRSG are Holloman, Cannon, and Kirtland Air Force Bases; White Sands Missile Range; the Fort Worth and Albuquerque Corps of Engineers; the Texas and New Mexico Army National Guards; and the 647th Area Support Group. Fort Bliss has set the pace for the Army’s training transformation!

Leadership



1.0 LEADERSHIP. We have the best leadership systems in our "business," states *Major General Dennis D. Cavin, Commanding General (CG), Fort Bliss, "I'm convinced the continued use of the Army Performance Improvement Criteria will result in Fort Bliss meeting the challenges that future change will bring."* Our integrated leadership system provides a systematic approach, a fact-based improvement process, a clear customer focus, and a total commitment to quality and continuous improvement. We are focused on the future; on maximizing the efficiency and effectiveness of our operations through the continuous improvement of our key processes. This focus provides our customers with products and services of exceptional quality.

1.1 Organizational Leadership. Our CG is the senior executive of our organization. He wears three hats: the Commanding General of Fort Bliss; the Chief of the U.S. Army Air Defense Artillery (ADA) Branch; and the Commandant of the ADA School. Our senior leadership is comprised of our Installation Executive Board (IEB) and our staff directors/operating officials, Figure 1.1.

1.1a Senior Leadership Direction. The IEB is responsible for managing our resources, leading our civilian and military work force,

and for continuous improvement in our performance-based leadership system. They are visible and accessible to employees and customers alike, and have an open door policy to receive suggestions, hear grievances and redress complaints.

1.1a(1) Our mission, vision, and principles, Figure O.1, reflect the objectives of the Department of the Army (DA) and our higher headquarters, the Training and Doctrine Command (TRADOC). Our values and our principles, which are one and the same, are straightforward, and embody the practices by which we live day to day. They emphasize the importance of taking care of people, customers, and employees alike.

With a workforce exceeding 18,000, the complexity of our multifaceted mission demands constant and consistent exchange of information from top to bottom, bottom to top, and laterally at all levels. Our senior leaders communicate our principles through our IEB, the review forums in Figure 1.2, our chain of command, and numerous publications. They are charged with guiding the organization with continuous customer-focused performance excellence.

Semiannually, our senior leaders conduct conferences to review our vision, mission, goals, objectives, and performance measures. During these conferences, we assess our performance by performing analyses of our strengths, weaknesses, opportunities and threats (SWOT). These analyses drive sustained (2000), near-term (2003), and future (2005) strategies and action plans, as we project growth and seek new markets and opportunities.

Quarterly, our senior leaders review our goals and performance measures in our Continuous Improvement Plan (CIP), Figure 1.3, to ensure we are on the right track, improving our performance, and properly distributing resources to achieve our goals and objectives.

We work hard to ensure our workforce and customers share a common understanding of our mission, vision and principles. The members of the IEB set the example by living our values. We have created posters that communicate these and display them in strategic lo-

Installation Executive Board	
CEO	CG, USAADACENFB
Deputy	DCG, USAADACENFB
Members:	CG, 32nd AAMDC
	CG, JTF6
	CDR, WBAMC
	PCSM, USAADACENFB
Operating Officials	
Chief Official Members:	CofS, USAADACENFB
	CofS, JTF6
	CofS, WBAMC
	CofS, 32 nd AAMDC
	DCS, USAADACENFB/ DAC, USAADASCH
	GC, USAADACENFB
	Commandant, USASMA
	CDR, 6th ADA Brigade
	CDR, 11th ADA Brigade
	CDR, 31st ADA Brigade
	CDR, 35th ADA Brigade
	CDR, 108th ADA Brigade
	Pres, NAGE Local R14-89
	Pres, NAGE Local R14-85
	Pres, NAGE Local R14-22
	Pres, AFGE Local 2516
	Pres, NFFE Local 39
Advisor	DRM, USAADACENFB

Figure 1.1

cations throughout the installation. Our vision, mission, and principles are also disseminated through quarterly training briefs, professional development programs, the installation's weekly publication, *The Fort Bliss Monitor*, appearances on our television station, *KBLS*, meetings, and at social and official functions. Additionally, each workday, the post chaplain sends a "Values Quote" to all installation e-mail users. Each quote reflects one or more of the Army's values: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage. The Values Quote is further disseminated throughout the installation as instructors incorporate the quote at all phases of training for Initial Entry, Primary Leadership Development, Noncommissioned Officers, and Warrant Officers, and Officers Basic and Advanced Courses.

1.1a(2) We use several methods to establish and reinforce empowerment and innovation. Our primary method is our decentralized use of Process Actions Teams (PATs). We have found that our frequent use of PATs encourage team members to "think outside the box" to determine methods for process innovations and problem resolutions. PATs also serve to foster creativity in process and work design, and serve as a motivator for our workforce. In 1999, we established a mentoring program modeled on the DA program, tailored to meet our specific needs. The program is an innovative, collaborative endeavor between mentors and mentees who view each other as partners, learn from each other, and establish interactions that are mutually beneficial. Our leaders are concerned for the professional development of the workforce and, in conjunction with our higher headquarters, we participate in several programs, such as Senior Executive Service (SES) training and the DA intern program, Figure 7.3.19. Our appointed career program managers provide our workforce with the framework for career progression in specific career fields. We tailor our training to meet our workforce needs and requirements as shown in Figures 7.3.6 - 7.3.10. We leverage technology to support our organizational and workforce learning. Our web-based CIP allows us to monitor our current and past performance, our competitor's performance and our performance goals. The CIP is accessible by our workforce, our partners, and our customers.

We recognize outstanding performance and reinforce it with personal recognition in the form of awards; performance, cash and honorary, and quality step increases. We recognize our employees at "Town Hall" meetings for their outstanding customer service as related by customer comments, Figure 7.1.6.

1.1a(3) In setting direction, our IEB focuses on major strategies driven by resourcing decisions and our Strategic Command Plan (SCP). In our strategic planning process, discussed in 2.1a, our senior leaders develop action plans that support current, near-term and future goals. In keeping with our principles, we constantly work to reengineer our processes to improve effectiveness, efficiency and quality of service that will keep us viable into the future. Declining resources and increasing missions are a constant in our operating environment. As part of our strategic planning process, we are currently conducting a Bottom's Up Review (BUR) of our organization to posture ourselves for the anticipated changes that initiatives such as the Army transformation and continued resource reductions will bring. The BUR team's mission is to propose functional and organizational realignments and consolidations that will reduce bureaucracy and costs; eliminate non-value-added work; and improve service to soldiers, families and our customers. Senior leaders continually market our products and services and seek additional roles for our installation, see Figure 2.2. For example at our last senior leaders planning conference, we identified ten major areas of emphasis for marketing Fort Bliss and seeking new missions. We emphasize our uniqueness: our vast ranges and air space, desert climate, customer-focused support environment, home of the World's Air Defense Artillery Center of Excellence, and our role as one of the Army's power-projection platforms. Recognizing the shift of our limited resources from the Institutional Army to the Operational Army, one major area of focus is on partnering resources with the U.S. Army National Guard (USARNG) and U.S. Army Reserve (USAR). We have rewritten the Fort Bliss Air and Missile Defense Master Plan to project the significant role our USARNG and USAR customers will have by reflecting their status as an equal player in the air defense arena. This will align resources based on mission, not component. We are

also working to establish Fort Bliss as a maneuver training center. We are marketing our ranges and training areas to the USARNG and USAR for large-scale training exercises. A Joint Task Force, including USARNG members from 14 states and participants from the USAR and DA, has been formed to make recommendations to a General Officers Steering Committee (GOSC). The GOSC provides guidance and prioritizes recommendations. We will use a “crawl – walk – run” methodology to link Reserve Component combat, combat support and combat service support units into large-scale maneuver training exercises.

1.1b Organizational Performance Review.

1.1b(1) Our IEB is our senior level management forum. At these forums our key business driver (KBD) owners present the performance measures indicative of their processes. These measures are documented in our CIP, which gives us a set of measures that cover all our key and support processes, from development of doctrine to order ship time for logistics. Our senior leaders monitor our overall performance continuously through our review and analysis forums, Figure 1.2, which feed directly into the CIP, Figure 1.3. These forums focus on a specific KBD or elements of

REVIEW & ANALYSIS FORUMS		
Forum	Frequency	Analysis & Key Process
Installation Executive Board (IEB)	Monthly	Selected measures from the CIP. (DTLOMS, PP, BASOPS)
Operating Officials Board (OOB)	Monthly	
TRADOC Readiness Report (TRR)	Quarterly	DTLOMS Training status and readiness
Unit Status Report (USR)	Monthly	Unit Readiness (PP)
Quarterly Training Brief (QTB)	Quarterly	Brigade level training status (DTLOMS, PP & BASOPS)
Semi-annual Training Brief (SATB)	Semi-annually	
Installation Status Report (ISR)	Quarterly	Infrastructure status (BASOPS)
Service and Activity Based Review and Evaluation (SABRE)	Quarterly	Support services status (BASOPS)
Program Resources Advisory Council (PRAC)	Tri-annually	Resources (DTLOMS, PP, BASOPS)
Environmental Quarterly Control Council (EQCC)	Quarterly	Environmental compliance and impact. (BASOPS)
Town Hall Meetings	Quarterly	Community well being (BASOPS)

Figure 1.2

CONTINUOUS IMPROVEMENT PLAN

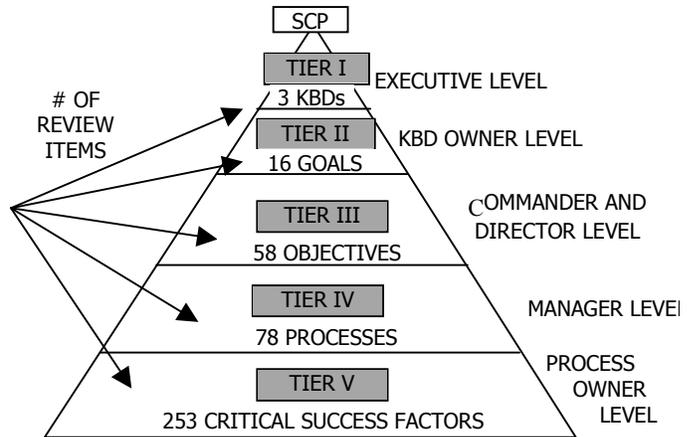


Figure 1.3

our KBDs. They provide our senior leaders customer, operational, and quality data. Results from each of these reviews influence process design and development. We tie results to the financial health of the installation through our PRAC. The centerpiece of our management reviews is our CIP. The CIP is a web-based, tiered review and analysis tool that provides a snapshot of our progress in achieving our key performance measures in our key processes and the goals and objectives of our SCP, Figures 4.2 and 4.3. We placed the CIP on our Intranet, which allows continuous reviews from all levels of our workforce, our customers, and our partners. Although viewers can look at any level, the tiered method makes maximum use of our senior leaders time, enabling them to focus more rapidly on problematic areas. Each tier is assigned a performance rating of red, amber or green, based on the ratings of the supporting tier; a bottoms-up type of rating determination. Once a user is logged on to our CIP site, they start at Tier I where each KBD has a corresponding red, amber or green rating. This tier provides a macro snapshot of our overall performance. When the user clicks on a KBD rating he is taken to Tier II, KBD goals and their corresponding ratings, Figure O.6. These two levels are useful to our senior leaders. They can quickly assess our performance status or “drill down” to review data at lower tiers. From Tier II, the viewer can proceed to Tiers III, IV, and V. These tiers list, in succession, each KBD’s objectives, processes, and critical success factors with their corresponding ratings. At the lowest level, Tier V, charts depict our past and current performance, our competitor’s

performance and our performance goals. These charts also include a hot button that enables the viewer to send comments and feedback directly to the process owners via e-mail.

1.1b(2) Our senior leaders personally review the installation's overall performance at our review and analysis forums, Figure 1.2, conducted monthly, quarterly and semi-annually. At these forums, the CG selects his top 10-20 areas for intense review. Performance measures that exceed goals are examined and discussed, sharing success stories and best practices, with accolades given to the process owner. Performance measures that fall short of goals are analyzed and discussed for problem resolutions and implementation of control strategies. Actions that process owners have taken to correct performance are presented to the IEB for approval. These changes are further deployed to all affected organizations via our CIP, in process reviews (IPRs), after-action reports (AARs), memorandums of instructions (MOIs) and policy letters. Our CIP provides our leaders with the crucial data they need for effective decision making and facilitates efficient communication between the process owner and the decision-maker. This translates into reduced bureaucracy. By ensuring our entire workforce has access to our CIP, we are able to articulate our goals, objectives and performance review findings to all levels. Being able to access all levels of our CIP enables our workforce to view the lowest level which depicts specific performance tied to our goals. At this level, Tier V, includes our current and past performance and our competitors' performance. Tier V drives performance excellence through competition, continuous improvement, and by having the right information for making the right decisions at the right time. This competitive spirit and drive for excellence provides a catalyst for innovation and reinvention.

1.1b(3) We use our review and analysis forums to improve our approaches, processes, and programs. At a recent performance review, two areas that were not meeting established goals were targeted for improvement:

- Reducing the interest penalties we pay caused by delays in processing at our Defense Finance Operating Location (OPLOC) was a high priority. As a result of our in-

tense scrutiny and partnership approach, the OPLOC changed some of their processes and implemented improvements in their workforce. These changes are leading to significant reductions of penalties, Figure 7.2.13.

- To assist us in our logistics order ship time (OST), we have worked extensively with our Defense Logistics Agency depots and are benchmarking ourselves against an industry leader, Caterpillar, Incorporated. As a result, our major depot supplier has dedicated a delivery truck to us, three days a week. This partnership has contributed to reducing our OST, Figure 7.5.33.

1.1b(4) At our organizational performance reviews our senior leaders have an opportunity to assess the effectiveness of their leadership. Our senior leaders provide direction at our performance reviews, as discussed in 1.1b(2). Their subsequent reviews of performance based on their directives serve, in part, as a measurement of their leadership effectiveness. Our work climate survey also provides senior leaders with crucial information to assess our leadership system, Figure 7.3.15. Our leaders improve their decision-making and leadership styles in direct response to what our employees and soldiers convey in these surveys. Our annual Baldrige-based installation assessment is one of our most valuable tools to assess our leadership system, and the performance of the entire installation. Through this tool, all employees and leaders have a foundation to assess performance, share information, and learn cross-functionally.

1.2 Public Responsibility and Citizenship. *As El Paso's single largest employer, and TRADOCs largest land manager, our senior leaders are proactive, engaged in a "hands-on" approach and promote community ties and public responsibility at every level.* The strategic foundation of Fort Bliss' societal responsibilities, communities support and leadership role in public citizenship is based on our mission, vision, and principles.

1.2a Responsibilities to the Public.

1.2a(1) Our senior leadership is committed to our key societal responsibilities and the legal and regulatory requirements to which we must adhere. To ensure we manage and mitigate

risk in operations, we perform safety and environmental impact assessments for our products and services. Every unit participating in any exercise must conduct a safety and environmental risk assessment (Form 88), Figures 7.3.11, 7.3.13 and 7.5.25. The performance results of our Directorate of Environment (DOE) reflects the decisiveness of our leaders to be proactive in protecting and preserving our natural resources while limiting our effect on the environment. We are very proud of our accomplishments in achieving and surpassing our environmental goals, Figures 7.5.23-7.5.32. Our concern for preserving our natural resources is also evident in the alignment of our conservation efforts with that of our local community. Fort Bliss strictly enforces the same watering restrictions as the City of El Paso. The result has been a continuous reduction of our water use, Figure 7.5.34.

1.2a(2) Our senior leaders take a proactive approach in addressing issues that have a potential impact on our community. We share concerns for regional air quality and pollution. Although not required by federal standards for access to our installation, we require that all vehicles with installation registration stickers undergo and pass an emission control check. We partner with the Texas and New Mexico Pollution Prevention Councils. *Our DOE is a recent recipient of the Vice President's Hammer Award for Excellence for our efforts.*

We partner with regional, state and national agencies to develop contingency plans that allow us to be proactive and rapidly respond to public threats. This support to the community includes explosive ordnance disposal, disaster relief, search and rescue, medical air-evacuation, wildfire fighting, and counter-drug efforts. William Beaumont Army Medical Center (WBAMC) is one of two nationally verified Level II Trauma Centers in El Paso and handles one-third of all traumas in the area.

1.2a(3) Our Office of the Staff Judge Advocate is responsible for our ethics program. They received the *Department of the Army's Outstanding Ethics Program Award for 1998*. Individuals in positions that may affect contractual obligations are required to file financial disclosure statements to ensure they have no financial conflicts of interest. Our

Internal Review and Audit Compliance Office ensures we have a bottoms-up internal control program that feeds through the command channel to the CG who signs an assurance statement that we are in compliance with legal and ethical requirements.

1.2b Support of Key Communities Involvement. Our senior leaders articulate their public responsibility by encouraging our employees and providing them the time to give back to the community. Examples of the excellence we have achieved are shown in Figure 7.5.39. We support local and community charitable causes on an installation-wide basis. Examples include the annual Combined Federal Campaign, Figure 7.2.10 and blood drives. Our soldiers give 235,000 hours annually to El Paso schools through our Partners in Education Program, and annually sponsor Operation Santa Claus, giving more than 6,000 toys in December 1999. Our hospital hosts the largest, single-activity Red Cross volunteer program in the nation with over 200 people donating over 65,000 hours annually. To recognize the contributions of our volunteers we conducted a "Celebrate Volunteer Week," Figure 7.2.11. Our 3,359 installation volunteers donated 292,300 hours to our youth programs, private organizations, service agencies and military units. Our support to the El Paso school districts furthers the development of our youth and creates centers of influence for our military. Our Director of Contracting (DOC) has received Special Congressional Recognition for service to the community. She partners with the Small Business Administration, the Black, Hispanic and Greater Chambers of Commerce to conduct workshops that foster small-business development on our installation and downtown, Figures 7.2.8 and 7.2.9. Our military police (MPs) partner with the city by having a MP officer on duty at the local El Paso Command Center during the evening hours.

Strategic Planning



2.0 STRATEGIC PLANNING. Our strategic planning has enabled our continuous growth and seamless transformation from a small Infantry outpost to one of the Army’s largest installations and the World’s Air Defense Artillery Center of Excellence.

2.1 Strategy Development.

2.1a Strategy Development Process. Our continuous strategy development process is led by our Installation Executive Board (IEB). Our planning process, illustrated in Figure 2.1, allows us to rapidly respond to changing customer and mission requirements, enables us to meet future challenges, and maximizes opportunities. It focuses on our future to ensure we meet all mission requirements while providing continuous support for the soldiers and civilian employees of Fort Bliss, their families, and our large retiree population. Our Strategic Command Plan (SCP) states our commander’s intent, vision, mission, and principles. It establishes installation priorities, goals, objectives, strategies, and standards. It serves as the basis for risk assessment, customer and supplier focus, and resource allocation. Additionally, the SCP provides the framework for our Continuous Improvement Plan (CIP) and action plans for our Key Business Drivers (KBDs): Doctrine, Training, Leadership Development, Organization, Materiel, and Soldiers (DTLOMS); Power Projection (PP); and Base Operations (BASOPS).



Figure 2.1

plans and monitor progress. The SCP is reviewed annually at the Mid-Year Planning Conference with changes immediately provided to action plan proponents. We review action plan execution through our intranet-based Continuous Improvement Plan (CIP), in the review forums in Figure 1.2, and in meetings and discussions with employees in the workplace. We resource the goals in our SCP at our Program Resources Advisory Council (PRAC). The PRAC meets regularly, three times a year, at the call of the chair or as needed to evaluate the execution of financial and manpower programs against program objectives to advise the commander on how best to allocate resources to achieve the installation’s objectives.

2.1a(2) Key business and risk factors that are considered in our strategic planning process are depicted in Figure 2.2.

2.1a(2a) Our customer and market needs are important focus areas in our strategic development process. Our competitive environment and customer requirements are found in customer, supplier, and student surveys and critiques; after-action reviews; budget, manpower and force-structure projections; and emerging technology. Our Air and Missile Defense Master Plan and ADA Functional Area Assessment also impart competitive environment and customer requirements. These two documents chart the course of the future for the air and missile defense force in terms of modernization, manning, and Army transformation.

We fully employ all of our listening and learning techniques depicted in Figure 3.2 to ensure our customers’ needs are reflected in the development of the goals and objectives in our SCP. Also reflected are our customers’ future requirements and expectations, which are depicted in Figure 3.3. This enables us to fully define our near-term and future goals, objectives, and performance measures, design our work systems, and manage our processes.

2.1a(2b) We consider our competitors (Figure O.10) and include their risk factors (Figure 2.2) in our strategic development process and in preparing our SWOT analysis. Competitor comparisons provide a gauge for our performance and serve to drive change. In our planning process, we seek to capitalize on our assets. Our tremendous size, location, good weather, restricted Army-controlled air space, and expansive range and maneuver complexes make us ideally suited to serve the world’s air defense training requirements. Our wide, open expanses and buildable acres make us an attractive choice for stationing additional units. We have the largest airfield in the Army, which serves as a premier power-projection platform for stationed forces, as well, as mobilizing Reserve Component forces. We have demonstrated success by recently being chosen as the new home of the

1st Battalion, 7th ADA (Patriot), and the addition of the 88M (transportation) Advanced Individual Training (AIT) course.

2.1a(2c) Financial and societal risks are inherent factors considered in our strategic planning, Figure 2.2. We look at these and blend in trend analysis depicted in Figure 2.3 when performing our SWOT analysis. This enables us to align our efforts to improve performance of our goals and objectives as listed in Figure 4.2 and 4.3. Several risks that may have a significant impact on us range from changing roles and mission to base closure, declining fiscal resources and reduced manpower spaces, technological advances, regulatory changes, and a variable customer base. Our performance measures allow us to monitor trends and performance, analyze critical data such as customer preferences and competitive comparisons, and reduce impacts of any unexpected changes. Our PRAC analyzes the risks associated with allocating scarce resources against competing requirements. It recommends to our senior leaders those courses of action with the least risk and highest payback.

2.1a(2d) *Our people are the key to our success!* As we develop strategic goals and action plans we incorporate our human resource

BUSINESS AND RISK FACTORS CONSIDERED IN THE STRATEGIC DEVELOPMENT PROCESS					
Customer and Market Needs and Expectations 2.1a(2a)	Competitive Environment 2.1a(2b)	Financial and Societal Risks 2.1a(2c)	HR Capabilities and Needs 2.1a(2d)	Organizational Capabilities 2.1a(2e)	Supplier and Partner Data 2.1a(2f)
Mission Customers <ul style="list-style-type: none"> • OPLANS • Contingencies • Readiness rqmts • Infrastructure requirements Support Customers <ul style="list-style-type: none"> • Customer base • Needs assessment • Service rqmts Expectations: <ul style="list-style-type: none"> • Process efficiencies • Competitiveness • Value-added Opportunities: <ul style="list-style-type: none"> • Technology • Partnering • Privatization • Commercial Activities • Comparative data • New unit acquisition 	Quality Performance USR Readiness Rating: <ul style="list-style-type: none"> • Overall • Training • Personnel • Equipment • Serviceability • Supply Customer Satisfaction <ul style="list-style-type: none"> • Command climate • Needs survey • Employee satisfaction TRADOC fiscal allocation Manpower end strengths Reengineering initiatives Infrastructure	Roles, Missions, and Restructuring <ul style="list-style-type: none"> • New BRAC Financial Market Societal Regulatory Infrastructure Capacity Customer Base Manpower Technology	Employee KSA Work and Job Design <ul style="list-style-type: none"> • Knowledge sharing • Flexibility • Innovation • Rapid response Development, Education and Training Compensation and Recognition Well Being and Satisfaction Recruitment <ul style="list-style-type: none"> • Changes in demographics • Critical skills 	Leadership System <ul style="list-style-type: none"> • Responsiveness • Key process alignment • Customer focus Continuous Improvement Process <ul style="list-style-type: none"> • Process management • Reengineering • Efficiencies Force readiness and capabilities Infrastructure <ul style="list-style-type: none"> • Power projection • Training • Quality of life • Automation and telecommunications Partner and supplier network Environmental programs	Supplier and Partner <ul style="list-style-type: none"> • Feedback and concerns • Performance results and potential impacts • Opportunities • Capabilities

Figure 2.2

capabilities and needs (Figure 2.2), which serves as the basis for the development of our Human Resource Development and Management Plan (HRDMP). In the development of our HRDMP, we translate our workforce needs into goals that target work design, training and development, compensation and recognition, and recruitment. We further develop long-range objectives tied to those goals and strategies.

2.1a(2e) We continuously assess our organizational capability (Figure 2.2) in our strategic planning process by reviewing data and formulating, implementing, and monitoring action plans. Through our PRAC we prioritize, monitor, and reprogram resources.

Our core competencies are Air Defense Artillery (ADA) soldier and unit training, power projection, and base operations. We provide air defense training and assistance to 48 allied countries. Our ranges accommodate the firing of all current conventional weapons systems in the U.S. Army inventory, including the Army Tactical Missile System. We routinely provide support to maneuver units, Multiple Launch Rocket System units, attack helicopter units, and special operations units that cannot complete their training requirements at their home stations due to lack of maneuver area or airspace. *Through continual focus on these competencies, and using the strategies outlined in Figure 3.2, we constantly include in our planning the solicitation of new units, missions, and opportunities.*

2.1a(2f) Many of our suppliers and partners are so crucial that their performance measures are translated into goals and objectives and are part of our SCP. We evaluate supplier and partner data contained in our CIP. When performance is not up to standards, we meet with suppliers and partners to assist them in improving their processes. We even participate on their PAT teams.

We have developed partnerships with academia to provide tuition assistance that benefits our workforce, Figure 7.4.3. We also have developed enduring relationships and partnerships with other local, state, and federal governmental agencies, private enterprises, and international governments. One example of an enduring partnership is our 34-year partner-

ship with the German Air Defense Artillery School, which calls Fort Bliss its home. While we are able to provide air defense training and life support for their soldiers, their presence here provides us a unique opportunity to learn from and train with one of our major allies everyday. *As a result of closely managed cooperative interaction and timely decision making, this type of business strategy has been successful and has allowed us to compete effectively in a very competitive market.*

2.1b Our vision and KBDs are identified in Figures O.1 and O.2. Our key strategic goals, objectives, and their specific timeframes, aligned by our KBDs, are shown in Figures 4.2 and 4.3. Our performance measures for our goals and objectives, along with our continuous monitoring of them in our review forums, Figure 1.2, and CIP, enable us to constantly assess where we are in achieving our goals.

2.2 Strategy Deployment. Our strategic deployment process is designed to clearly communicate goals and objectives to our stakeholders, workforce, partners, suppliers, and customers. We formally publish our Strategic Command Plan in our installation newspaper, *The Monitor*, and in booklets distributed to all installation organizations. Our web-based CIP also serves as a tool for communication of our goals and objectives, key processes, and critical success factors by which we measure our performance. We review our performance regularly in review forums.

2.2a(1) In developing our SCP, we identified goals and objectives in each KBD that took into consideration our risk factors, Figure 2.2 and trend analysis data, Figure 2.3. These along with our SWOT analyses lay the groundwork for development of our sustained (2000), near-term (2003) and future (2005) strategies and action plans. Our automated CIP is the tool we use to continuously track our performance relative to our goals and competitors. In this phase of planning, our leaders use the SCP, KBDs, and business and risk factors to convert the SCP into our continuous improvement plan and action plans. These action plans are used to develop budgets, and specific performance goals and meas-

ASSUMPTIONS AND TRENDS ANALYSIS			
ASSUMPTIONS	TRENDS	KEY PROCESSES BY KBDs	IMPROVEMENT STRATEGIES
<ul style="list-style-type: none"> Fort Bliss will continue as the Air Defense Artillery School and Center for the Army. We will continue to produce doctrine, train leaders and soldiers, equip them and deploy them in support of national defense policy. Fort Bliss will remain a power projection platform for OCONUS. Base Operations demands will continue to increase. 	<ul style="list-style-type: none"> Resources, dollars, and manpower numbers will decline. Certain military skills will continue to be scarce. Automation and technology use will increase. OPTEMPO will continue to increase. Changes in mission and force structure will result in training changes. Environmental issues will continue to cause concern and focus. Privatization, outsourcing, and A-76 studies will continue. Infrastructure will continue to age. Effective planning and funding must be targeted. Air Defense Artillery will continue to face resourcing, transformation, and manning challenges. Tenant units will increase as other bases close. Demands for fiscal efficiency will increase. 	<p>DTLOMS</p> <ul style="list-style-type: none"> Doctrine Training Leadership Development Organizations Materiel Soldiers <p>Power Projection</p> <ul style="list-style-type: none"> Unit Readiness Rapid Deployment <p>Base Operations</p> <ul style="list-style-type: none"> Health and Wellness Human Services, Leisure and Recreation Purchasing and Logistics Automation Services Public Works Environmental Services Workforce Community Well Being Resource Management 	<ul style="list-style-type: none"> KBD Owners and PATs CIP metrics and action plans. Sustained, near-term, and future goals with performance measures and plans. Competitive comparisons and benchmarking opportunities.

Figure 2.3

urements for our directors, divisions, branches, and individual managers. Supervisors then establish individual performance standards for their employees.

2.2a(2) The foundation for the development of our HRDMP is the identification of our human resources capabilities and needs (Figure 2.2). Our key human resource requirements, Figure 2.4, are contained in our HRDMP. Performance is monitored in our review forums and is part of our CIP.

2.2a(3) As explained in paragraph 2.1a(1), fiscal data is considered in our strategic planning process and is a key element in developing our plans. The PRAC resources goals in our SCP. In each activity, program directors distribute their budget to the work level where the individual who prioritizes work assignments apportions the budget. In this way we correlate dollar estimates with various levels of service that can be prioritized according to short term strategies and aligned with installation goals. The principal resources committed, prioritized, and programmed are dollars, manpower, materiel, and facilities.

2.2a(4) Our key performance measures are depicted in Figures 4.2 and 4.3 and in our CIP, Figure 1.3.

2.2a(5) We formally publish our Strategic Command Plan in our installation newspaper, *The Monitor*, and in booklets distributed to all installation organizations. Our directors and commanders then cascade our goals, objectives, and performance measures to all levels of our workforce through action plans. Supervisors and managers translate these action plans into tasks that are used to develop individual employee performance objectives for our Officers’ Evaluation System, Noncommissioned Officers Evaluation System, and the Total Army Performance Evaluation System for our civilian workforce. The strategic plan is reviewed and discussed within each KBD and among suppliers, partners, and customers to ensure organizational alignment. Key process owners then review their action plans to determine necessary changes to fulfill the requirements of the SCP.

2.2b Performance Projections.

2.2b(1) and (2). Our near-term and future projections for our key performance measures

are depicted in Figures 4.2 and 4.3. They are monitored and reviewed via our CIP as discussed in 1.1b(1) and in our review forums, Figure 1.2. Through these reviews, we monitor how our projections keep pace with our competition, and benchmark with the best-in-class. Our organizational Bottom’s Up Review (BUR) will identify and eliminate duplicative functions and efforts, thus increasing efficiency and effectiveness. The organizational recommendations from the BUR are scheduled to be adopted in FY00; transitioned in FY01; and fully implemented in FY02.

We expect our customer base to grow and project a leaner and smaller workforce that

eliminates middle management layers and streamlines our work processes and organizational structure. Automation will improve communication flow and provide easier access to improve review processes. Our organizations will be optimally structured to support the Objective Force. Our units will be equipped with “fightable doctrine” that will enable the force to achieve decisive victory. Fort Bliss will continue to grow. The demands for quality products and services will increase concurrently. We will continue to become more efficient while simultaneously improving our performance. We are the Air Defense Artillery – First to Fire!

HUMAN RESOURCE REQUIREMENTS			
HR GOALS	LONG-RANGE OBJECTIVES	STRATEGIES	RESULTS
Maximize economy, efficiency, and effectiveness of installation organization and positions.	<ul style="list-style-type: none"> • Provide quality, timely position management/classification services. • Provide effective work design. 	<ul style="list-style-type: none"> • Reduce layers of management • Bottoms Up Review • Exploit technology • Delegate classification authority and tools 	7.3.18 7.3.6
Ensure employees and leaders are well trained, confident, and competent.	<ul style="list-style-type: none"> • Identify training needs • Provide employee training • Provide leadership training 	<ul style="list-style-type: none"> • Train and develop employees • Train and develop leaders • Train and develop customer service providers • Integrate emerging technologies into training • Train Safety, Safety, Safety! 	7.3.6 - 7.3.9 7.3.7 7.3.6, 7.3.8 7.3.6 7.3.11 - 7.3.13
Recruit and maintain a high-quality work force.	<ul style="list-style-type: none"> • Staff the installation • Execute downsizing • Provide career and promotion opportunities • Promote safe, caring working environment • Recognize work force 	<ul style="list-style-type: none"> • Achieve and maintain high retention levels • Make job opportunities available to work force • Make work force safety a priority • Recognize and reward civilian employees • Recognize and reward military personnel 	7.3.1 7.3.4 7.3.14 7.3.2 7.3.3

Figure 2.4

Customer and Market Focus



3.0 CUSTOMER AND MARKET FOCUS.

Our role as the Army’s proponent for Air Defense Artillery defines our primary mission and customer base. Additionally, we project our deployable units and provide a wide range of support services to a diverse customer base. Because some of our customers have the choice of whether or not to use the services we offer, we strive to ensure that every customer has the best possible experience! *As a customer focused organization, we understand that for customer satisfaction to occur, we must be responsive to our customers’ needs and expectations.*

3.1 Customers and Market Knowledge.

3.1a Customer and Market Knowledge.

3.1a(1) Because we serve such a diverse customer base, and customer requirements are as

varied as the customers themselves, we align each market segment with one or more Key Business Drivers (KBDs), Figure 3.1. Customer alignment allows us to focus on each customer segment, rather than cloning all customer needs as identical. This further allows us to efficiently establish priorities, better allocate and align resources with customer segments, respond to customer needs, and better explore new customer and market opportunities. We incorporate our customers’ changing requirements into our process and product designs, and constantly evaluate our products and services to ensure we meet our customers’ needs.

To meet our customer requirements, we employ the following process. We segment our customer base according to our KBDs. This establishes what we do, identifies who uses our services, and ascertains their needs. We strongly rely on our listening and learning strategies, Figure 3.2, to keep current with the customer’s requirements. Finally, we analyze

Future Requirements and Expectations, Figure 3.3, to anticipate and respond to changing requirements. A great example of how well this process works occurred under our Power-Projection KBD. Each spring U.S. Army Reserve chemical units use our ranges to conduct annual training exercises. At the same time, our tenant Forces Command (FORSCOM) units were frustrated by limited nuclear-biological-chemical (NBC) training opportunities. Because our Power-Projection KBD uses listening and learning strategies to align our products and services with our customers’ needs, these two customers were teamed up to conduct NBC exercises that encompassed the full spectrum of training objectives for both organizations. Plans are in the works for future collaboration. This synchronized effort benefits all three players; the Chemical companies

and ADA units are able to take their training to a higher level by executing a more realistic training exercise, and we maximize utilization of our ranges and training assets, Figure 7.1.3.

The next step in understanding our customers’ needs is determining who else provides the same services, thus identifying our competitors. Determining who supports us in

providing services identifies our suppliers. Monitoring and evaluating feedback from our customers helps us determine ways to improve our products and services.

3.1a(2) Traditionally, eligibility and qualifications have determined our customer base, i.e. those who use our Post Exchange, Commissary, and medical and dental services. Although much of this is still valid, customers today have become more sophisticated “buyers” in identifying diverse and creative ways to meet their needs. Within this context, we aggressively compete to keep our current customers and for new customers. To accomplish this, we employ multiple listening and learning strategies

CUSTOMER AND MARKET INFORMATION					
Customer	Market	Types	DTLOMS	PP	BASOPS
Higher HQs	National and International	Compelled	X	X	X
Joint Services	National and International	Compelled	X	X	X
Reserve Components	Local and Regional	Compelled Voluntary	X	X	X
Government Agencies	Local and Regional	Voluntary			X
Retirees	Local and Regional	Entitled Voluntary			X
Surrounding Community	Local and Regional	Voluntary			X
Foreign Nations	International	Voluntary	X		X
Off-post Commanders	National and International	Entitled Volunteer	X	X	X
Off-post Soldiers	National and International	Entitled Volunteer	X	X	X
Off-post Units	National and International	Entitled Volunteer	X	X	X

Figure 3.1

LISTENING AND LEARNING STRATEGIES BY CUSTOMER SEGMENTS			
Customer Segment by KBD	Method of Collection	Frequency	Objectivity and Validity
DTLOMS			
Doctrine	CTC Review Programs	Annually	Joint Readiness Training Center (JRTC)/National Training Center (NTC) observers and controllers
	Surveys, Critiques, Questionnaires; Feedback from the field; Interviews with Commanders, After-action Reviews; Seminar Participation	End of course or event; As requested; Correspondence	Customer comments on manuals Customer perception
	Continuous Improvement Plan (CIP)	Quarterly	Performance feedback relative to goals & objectives
Training and Leader Development	CTC Review Programs	Annually	JRTC and NTC observers and controllers
	Surveys, Critiques, and Questionnaires; Feedback from the field; Interviews with commanders; After-action reports; Student referrals	End of course/training; As requested	Graduation and course requirements; Customer perspective; Customer satisfaction; Increased enrollment
Organizations and Materiel	CIP	Quarterly	Performance feedback relative to goals and objectives
	IPT participation; Site visits; Customer interviews; Coordination; Correspondence	Daily; As requested; As submitted	Customer perspective; Concept evaluation system; Oversight Advisory Panel
Soldiers	CIP	Quarterly	Performance feedback relative to goals and objectives
	Surveys, Feedback from the field, ADA Website	End of event; As requested; Monthly	Customer perspective; Customer feedback on marketing items
	CIP	Quarterly	Performance feedback relative to goals and objectives
POWER PROJECTION			
	After-action reports; Feedback from the field	End of event	Customer perspective
	Unit Status Report (USR)	Monthly	Validated data/comments
	Quarterly Training Brief (QTB) and Semi-Annual Training Brief (SATB)	Quarterly and Semi-Annually	Customer feedback, performance, and goals for upcoming training period
	CIP	Quarterly	Performance feedback relative to goals and objectives
BASOPS			
	Quest for Quality; Mystery shoppers; Sensing sessions; Customer forums; Customer surveys; Mystery Shoppers; Courtesy inspections, Web sites	Daily, Ongoing, Randomly	Customer satisfaction; Improve services and facilities; Identify customer requirements; Identify service/quality deficiencies Standards review; Timeliness; Identify problems; Review progress; Identify customer requirements; Customer perspective; Performance feedback relative to goals and objectives
	Town Hall meetings; Mayoral meetings; SABRE briefs; Newcomers Orientation; CIP	Quarterly	

Figure 3.2

to identify potential customers, markets, and competitors and to anticipate customers and future requirements. The feedback received from these strategies are examined and employed in union with our strategic planning process and through monitoring and evaluating at our review forums, Figure 1.2.

3.1a(3) and (4) We improve our ability to respond to customers’ needs by using our listening and learning strategies to their fullest. Key process owners take the input gathered from these systems and evaluate the elements of our products and services that are most relevant to our customers. Simple changes are made on-

the-spot. For more complex issues, cross-functional process action teams analyze the information and determine the product and service improvements necessary to meet current and future requirements. We also listen and learn from former customers. Customer interviews reveal why a customer no longer uses our products and services. Whether the reason is the customer’s declining training dollars or the reduced availability of our products and services, this information allows us to plan and adjust what we do to regain that customer. Through this exchange of information, we make modifications to our products and service delivery methods, or recommend alter-

FUTURE REQUIREMENTS AND EXPECTATIONS BY KBD				
Customer Segment	Factors	Trends	Requirements/ Expectations	Strategies
DTLOMS	Changing threat, new technology; increased operational tempo; stability and support operations; resources	Wider audience, fewer instructors, reduced acquisition time, increased use of simulators and distance learning	Sufficient number of properly trained soldiers and leaders; Usable and relevant doctrine; high quality training products; efficient development of and timely delivery of training devices; inputs to planning and programming actions; participation in experiments, incentives for accession and retention; ADA publications	Increased use of distance learning Quicker, easier access to classrooms Increased use of interactive multimedia instruction, Cadre/Instructor/Support personnel development Increased Internet use
Power Projection	Resources; unknown, changing threats assumptions; National Security Strategy.	Increased peacekeeping operations; decreased resources	Frequency and constancy of deployments; infrastructure upgrades	Organize, equip, and train to readiness levels Increased visibility to infrastructure needs
Base Operations	Family Housing; Soldier Housing; Schools; Child Care; Medical and Dental Care; Physical Fitness	Privatization; Increased in demands of facilities maintenance and costs; medical and dental cost sharing; increased demand for childcare services	Product/Service availability, convenience and accessibility; Speed of Service; High Quality; Value; competitive prices; courtesy; complain resolution	Disney customer service training; increased occupancy of quarters; Tricare eligibility awareness; AAFES facilities expansion; cost comparisons with local community; new marketing mediums (i.e. electronic marquees, Internet)

Figure 3.3

natives that meet their needs; much like the NBC training example mentioned earlier. These adjustments benefit current customers and can even attract new customers!

Our numerous methods of collecting customer feedback, such as our Quest for Quality comment cards, Figures 7.1.6 and 7.1.7, and installation-wide surveys, Figures 7.1.3, 7.1.4, and 7.1.6-7.1.10, contribute crucial information for new products and services, and serve as a catalyst for improvements. Through our installation review forums, we constantly monitor and evaluate our listening and learning strategies to keep them current and in line with new market trends. For instance, based on feedback from customers, we established web sites and home pages to create immediate and direct links between service providers and customers.

3.2 Customer Satisfaction and Relationships.
3.2a Customer Relationships.

3.2a(1) We use a systematic but largely decentralized system within our directorates and activities to follow up with customers. Per our strategic planning process, Figure 2.1, analyzing our strengths, weaknesses, opportunities, and threats facilitates our ability to anticipate customers' future requirements, recognize potential risks, and establish and implement corresponding action plans. We again use our

many listening and learning strategies to gain insight about our customers' requirements, concerns, and satisfaction. One of the most widely utilized tools at Fort Bliss is the Quest for Quality (Q4Q) comment card. Each command and directorate has these cards prominently displayed throughout their facilities for customer use. Customer-contact personnel encourage customers to fill out Q4Q cards at the conclusion of each visit. Customers need only take a few minutes to fill out the card and drop the postage-paid, self-addressed card into the nearest mailbox. Prefer automation to convention? The Q4Q comment card is available on the Fort Bliss web site for customers to complete on-line! This reduces the amount of time between the customer's submission of the input and the reply from the service provider. It is just another way to ensure that the customer's voice is quickly heard!

3.2a(2) Service providers determine their specific method of feedback collection based on mission and customer segment, Figure 3.4, Column C and D. The information obtained from feedback mechanisms, such as the Q4Q cards, indicate how well the customer is served and how responsive and effective we are to the customer's needs. For instance, the Civilian Personnel Advisory Center (CPAC), Morale, Welfare and Recreation Division (MWR), and the Office, Chief of Air Defense Artillery

(OCADA), Figure 7.1.5, use Internet web sites to effectively reach their customers. At the Defense Commissary Agency (DeCA) shoppers can make requests, comment on service, and make suggestions on products and services by completing the Patron Communication Form, which is available in all commissaries, Figure 7.1.9.

We track the number of complaints and praises, and monitor the data for trend indications. Customer satisfaction is important to us because satisfied customers become recurring customers. They recommend our products and services to others who in turn become potential customers. In fact, many of our surveys and questionnaires specifically ask customers if they would use our services again and if they would recommend Fort Bliss to others. For example, our Noncommissioned Officers Academy has built an outstanding reputation as an organization where no less than the highest standards are expected from its students, staff, and faculty. The pride instilled by those standards is disseminated throughout the Army as graduates proudly tell others about their training experience. This “word of mouth” endorsement entices students to attend our academy!

3.2a(3) and (4) As effective as surveys and the Internet are, they might sometimes be considered “static” or “mechanical.” Therefore, we encourage customers to talk to front-line service providers “one on one” or to participate in our numerous councils and at our Town Hall meetings. Not only does this personal interaction quickly address complaints and resolve problems, *it builds long-lasting customer relationships!*

Our complaint management process is also a systematic, but decentralized system. Service providers establish their own mechanisms and standards to ensure complaints are handled promptly. Our Q4Q cards are widely used across the installation. The comment cards are mailed directly to the commanding general and the comments, whether praise or complaint has the CG’s attention firsthand. Feedback from the comment cards are tabulated, analyzed, and maintained within the Directorate of Resource Management, Figures 7.1.6 and 7.1.7. The data is compiled and reviewed at our quarterly

Service and Activity Based Review and Evaluation (SABRE) review.

Once the CG receives and reviews a Q4Q card, complaints are sent to the respective commander or director for corrective action. Directors are required to respond to the complainant within seven working days to relay the corrective action they have taken in response to the complaint. Likewise, praises are sent to commanders and directors through each level within the organization’s chain of command with a congratulatory note. This positive feedback reinforces and promotes continued quality service by the service providers. *In addition, we honor our exceptional customer service providers with certificates of recognition at our Town Hall meetings!*

3.2a (5) We constantly strive to improve our customer listening and learning strategies. Through dialogue with customers, and feedback from surveys, questionnaires, and other mechanisms, we evaluate and improve our customer relationships in response to their ever-changing needs. To keep pace with our technology-savvy society, many of our listening and learning strategies are available on the Internet and Intranet. Web site users can quickly e-mail their comments directly to service, support, and process owners. In turn, process owners can provide on-the-spot responses to the customer!

3.2b Customer Satisfaction Determination.

3.2b(1) Our decentralized follow-up system allows customers to share their concerns or complaints via a number of methods across the installation from anonymous surveys to face-to-face interactions to large open forums. We are able to ascertain our customers’ satisfaction through the use of these collection methods.

3.2b(2) Figure 3.4, Column D, shows the variety of mechanisms we use to follow-up with customers. These methods are frequent and immediate, often conducted soon after the conclusion of the customer experience. They are specific to customer segments and furnish providers with “real-time” feedback on their products and services.

3.2b(3) Customer satisfaction and market comparison, to include competitor and trend data, are discussed at the various review forums as

part of our performance review processes. Figure 4.1. Figure 3.4, Column G summarizes some of our performance comparison data sources. We rely upon reports from our respective headquarters to provide objective and reliable information for our use in analysis and

quickly obtain the information we need to address customers’ current and future needs. Conversely, it is equally as effective in providing feedback to the customer. POCs can immediately respond back to the customer with an answer or solution to their concern.

CUSTOMER SATISFACTION DETERMINATION BY CUSTOMER SEGMENT						
A. Customer Segment	B. Principal Customers	C. Satisfaction Measures	D. Follow-up Mechanism	E. Measurement Scale	F. Actionable Information Obtained	G. Competitor Performance Comparison Data Sources
DTLOMS	ADA Commanders	CCC survey, student feedback and Quest for Excellence	IPR, User Surveys and personal interaction; Web sites	Qualitative and Likert scale	Customer perception and command climate	AARs, field reports, Headquarters
	ADA/Army/Joint/Unified Commanders	Surveys, critiques and evaluation forms	IPR; personal interaction; Web sites	Qualitative	Customer perception	AARs, field reports, Headquarters
	USAADASCH and USASMA	Field feedback quest for excellence surveys	ADA General Officers and Commanders; Web sites	Qualitative	Command climate	AARs, field reports, Headquarters
	USAADASCH and ADA Field Commanders	DA Form 2028	Field Reports, Personal Interaction; Web sites	Customer perception	Readiness level	AARs, field reports, Headquarters
Power Projection	Active and Reserve Component commanders worldwide	AAR's, Questionnaires	Written reports Personal interaction; Web sites	Narrative customer perception	Readiness levels Unit proficiencies	Telephone follow-up, Headquarters
BASOPS	Soldiers, families employees, retirees	On-site surveys, mystery shopper, market surveys, town hall meetings	Review process, personal interaction, follow-up calls and published results; Web sites	Likert scale; Customer perception; Narrative	ALL: Employee training needs; Referrals; Quality of service; Values	DA, FORSCOM, TRADOC, HSC, DeCA, Local market comparison for price, service

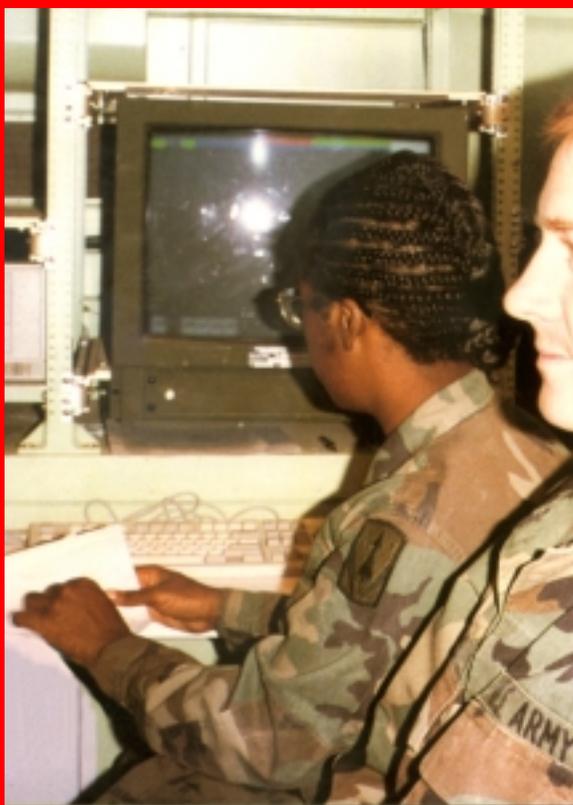
Figure 3.4

comparison. For example, Training and Doctrine Command (TRADOC) provides performance execution reports, relaying information in areas such as service order response time and equal opportunity complaint processing. Likewise, Health Services Command provides information such as appointment waiting times for our hospital’s use, Figures 7.1.10-7.1.12. The Army and Air Force Exchange Services and the Defense Commissary Agency, Figures 7.1.8 and 7.1.9, provides customer satisfaction data. These reports impart our performance execution as well as those of other installations or agencies. They allow us to identify and benchmark against the best in the command.

For customers who do not have access to the Internet or prefer the conventional methods, we still engage our listening and learning strategies to obtain and share information with our customers. We gather and evaluate information, formulate action plans, and incorporate them into our Continuous Improvement Plan - *always bearing in mind that customer satisfaction is priority!*

3.2b(4) In keeping with today’s technology trends and our customers’ needs for “real time” information, capitalizing on the expediency of the Internet and Intranet greatly influences the way we respond to our customers requirements. Our web sites and homepages have direct e-mail links to the primary points of contact (POCs) for a specific service or product. Customers can send comments directly to these POCs. This remarkable tool allows us to

Information and Analysis



4.0 INFORMATION AND ANALYSIS. Performance improvement is greatly dependent upon gathering information, analyzing it, and taking action based upon the analysis. Ensuring that we collect the right data, perform a comprehensive analysis, disseminate our findings so that actions can occur, and follow-up on the results of these actions is directly linked to our continued growth and viability.

4.1 Measurement of Organizational Performance. As our Strategic Command Plan (SCP) is developed and deployed, goals and objectives based on our mission, vision, risks, Figure 2.2; strengths, weaknesses, opportunities and threat (SWOT) analyses; trend analyses, Figure 2.3 and our processes are created. Performance measures for our goals and objectives are articulated to our workforce by publishing our SCP and by development of our Continuous Improvement Plan (CIP). The CIP encompasses our performance measures and control standards and is continuously reviewed by our Installation Executive Board (IEB). It provides us a systematic way of defining, integrating, and analyzing data to assess our key and support processes. The CIP

is a web-based, tiered information system that ties our reviews to our Key Business Drivers (KBDs). The CIP provides our entire workforce, our senior leaders, and many of our customers access to our installation's key and support processes and performance results.

4.1a Measurement of Organizational Performance. Our organizational performance measurement review and analysis structure is depicted in Figure 4.1. At the top of our structure are our performance measures, Figures 4.2 and 4.3, which are aligned to our key and support processes, goals and objectives.

These measures are the result of customer feedback and mission requirements that we have considered in our product and service design process, Figure 6.1. At Tier V of the CIP these measures are depicted in charts with an assigned red, amber or green rating and contain trend, goal and comparative data. As discussed in 1.1b(1), each tier of our CIP is assigned an objective performance rating of red, amber, or green based on the ratings of the next lower tier; a bottoms-up type of rating determination. Tier V is the beginning of that rating scheme. Next, our process owners present these charts for analysis at our review forums that target specific areas of our key and support processes for review and analysis as depicted in Figure 1.2. Results from these analyses serve as the basis for the ratings of

our processes and objectives found on Tiers IV and III. Next, our KBD owners evaluate Tier III, assign ratings to our goals at Tier II, and develop improvement strategies and guidance to provide to process owners. The Operating Officials Board (OOB) then performs a review and analysis of Tier II, assigns a rating for each

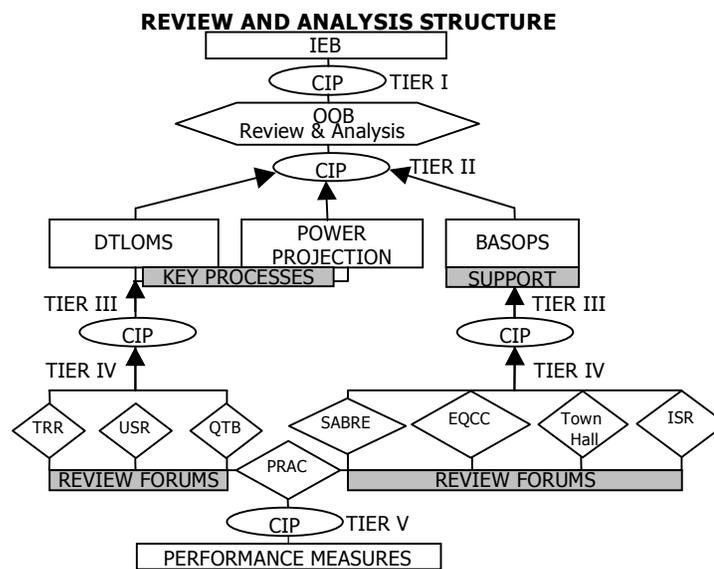


Figure 4.1

KBD at Tier I, and provides improvement guidance to the KBDs. Tier I provides a macro snapshot of our overall organizational performance and is tailored to the executive level review and analysis of the IEB. Our IEB, in turn, sets direction. This linkage is critical in how we design and manage processes, maintain alignment with our strategic goals, and assess organizational performance.

4.1a(1a) Our web-based CIP allows access at any time to any tier and is a convenient desktop tool for all levels of our work force, from our CG to employee. The senior leader review may only cover the top tier of the CIP, but

MEASUREMENT OF ORGANIZATIONAL PERFORMANCE – SUPPORT PROCESSES						
Support Processes	Goal	Requirements/Objectives S-Sustained (2000), N-Near Term (2003), F-Future (2005)	Performance Measures	Control Standards	Review Forums	Results
BASOPS						
Health & Wellness Services		S - Maintain exceptional health and dental services for soldiers and families	% of respondents satisfied with quality. % of patients seen by provider <30 minutes. JCAHO score Pharmacy wait times	Great Plains Medical Command Joint Commission's Accreditation of Healthcare Organizations DOD survey	IEB OOB SABRE Town hall	7.1.10 - 7.1.12 7.4.1 7.4.2
Human Services Leisure & Recreation		S - Improve single soldier housing and family housing. S - Develop and sustain world class MWR, education and religious programs.	Service order response time by priority. AAFES customer satisfaction. Customer satisfaction IMWRF Net income before depreciation AAFES dividends \$ amount. Quest for quality statistics. % CFC and AER campaign goal. Customer satisfaction commissary # on waiting list for child care.	AAFES surveys Higher headquarters		7.1.8 7.1.13 7.2.12 7.2.14 7.1.6 7.1.7 7.2.10 7.1.9 7.1.14
Purchasing Logistics		S - Improve process for purchasing and contracting. N, S - Increase efficiency of logistics and personnel support functions.	\$ of contract awards to SB & 8A # days OST # & type military awards # & type civilian awards	Defense Finance & Accounting policies Higher headquarters	IEB OOB SABRE	7.2.8 7.5.33 7.3.2 7.3.3
Facilities Automation Services Public Works	14.	S - Upgrade training, maintenance and administrative space. N, S - Establish and maintain information mgmt and communications infrastructure and system. S - Develop and implement an effective water supply and sewer plan and associated projects that adequately address consumers' demands at comparable regional/national costs.	\$ amount of construction dollars AFH occupancy rate # system administrators trained # water consumption \$ utility costs	MCA construction dollars available	IEB OOB SABRE	7.2.3 7.5.38 7.5.35 7.5.34 7.2.4 7.2.5
Environmental Services	15.	N, S - Ensure compliance with applicable federal, state and local regulations. N, S, F - Maintain and create strategic programs to enhance environmental stewardship. N, S - Create viable programs for solid/regulated waste, hazardous material/waste, pesticide utilization and education and energy and water conservation. S - Remediate past contamination and utilize risk-based approach to protect human health and the environment.	# ECAS findings # of sites needing NRHP evals # Forms 88s processed w/in 24 hrs # threaten and endangered species mgmt plans (plants) (animals) % of natural resources planning level surveys # NEPA reviews # tons of solid waste generated # 1K lbs. hazardous waste generated # contaminated POL sites closed # of DERA sites closed	DOD, federal, state and local environmental policies	IEB OOB SABRE EQCC ISR	7.5.23 7.5.24 7.5.25 7.5.26 7.5.27 7.5.29 7.5.30 7.5.28 7.5.32 7.5.31
Workforce Community Well-Being Resource Management	16.	N - Maximize training and education opportunities for the workforce. N, S - Provide efficient and effective contracting support. - Monitor, sustain and strengthen equal employment opportunity and equal opportunity programs. N, S - Develop and deploy sound fiscal management. N, S - Ensure a safe and secure working and living environment. N, S - Maintain and create strategic programs to enhance environmental stewardship.	# of leadership & safety training # interns # of students participating in higher education workforce risk assessment # of tuition assistance higher education partnerships % of credit card use for micro-purchases. # of EEO complaints % of EO complaint resolutions Ratio supervisor/employee \$ saved for tax preparation \$ of FECA cost \$ value of recovered money \$ interest penalties # of AMVs # of MDIs # of FECA claims # of crimes against persons per 1K \$ value environmental cost avoidance \$ value BOLD grants and ROI	Office of Safety and Health Standards (OSHS) Tuition assistance available HQDA credit card Standards Labor Department Higher headquarters standards OSHA DOD Goals	IEB OOB SABRE	7.3.6 - 7.3.9 7.3.19 7.3.10 7.3.5 7.4.3 7.2.9 7.3.16 7.3.17 7.3.18 7.2.15 7.2.7 7.2.18 7.2.13 7.3.11 7.3.13 7.3.12 7.3.14 7.2.6 7.2.16

Figure 4.3

through a simple “point and click,” they can “drill down” to see another level of performance indicators. Since it runs in near real time, we maximize use of this easily accessed information tool as an integrated part of our daily operations and daily management of our key processes.

4.1a(1b) Within our KBDs, our customer’s requirements determine the type of data selected as performance measurements. We determine organizational performance measures to identify opportunities for improvement. We have aligned our performance measures to fully support our KBDs. Leaders, managers, suppliers, partners, and many customers from across the post attend our reviews, conducted monthly or quarterly as determined by requirements. Our results are accessible and conveyed to our workforce through our web sites, our chain of command, e-mail, closed circuit television, post newspaper articles, and employee discussion.

4.1a(1c) In addition to taking actions based on results of trend data, we also strive to include comparative data from our competitors. This information is vital to maintaining our competitive edge. The data enables us to set goals, determine the acceptable level of performance, and adopt the best practices of the most successful organizations in our line of work. Figures 7.1.8-7.1.12 and 7.2.12 depict examples of the comparative data we collect. We focus our continuous improvement plans on achieving our goals and objectives. We accomplish this by evaluating our performance against best-in-class competitors, both institutional and private industry, and objective data provided by higher headquarters. Figure 7.5.33 is a good example that depicts this type of comparative data. We review, analyze, and evaluate our comparative data as we set our own performance goals. At the strategic and operational level, our directors and councils continuously evaluate the validity of comparative data collected, and explore new methods for expanding the scope of collecting and using data from the competition. Our customer satisfaction goals provide us with the best reality check for evaluating, improving and keeping our information up-to-date and relative to the goals.

4.1a(1d) Our KBD owners constantly review the information and data in our management information systems. We evaluate our metrics and data collection systems by reviewing our business results and customers’ feedback against our measurement indices. As we identify and update our information needs based on customer and mission requirements, we also analyze the information and data for validity and reliability by our KBD owners. We continually refine requirements and establish targets of excellence into all our review processes and forums.

4.1a(1e) We weigh all our installation performance indicators when determining funding options. As an example, KBD owners prioritize their construction projects based on their goals and objectives. In turn, we prioritize installation construction projects by each KBD and compete for funding at headquarters level. One of the highest priority projects for power projection in our installation Master Plan for construction projects is the upgrading of our Army Strategic Mobility Program (ASMP), Figure 7.5.18. The significance of completing this project means strengthening our ability to deploy troops thus, maintaining Fort Bliss as a vital power projection platform for the Army. We have re-paved our runways, added runway lights, and improved our deployment facilities. We are also building a tactical vehicle overpass that will heighten the safety of tactical vehicles crossing civilian roadways.

We integrate, analyze, and use performance measures, both financial and non-financial, from all areas of our organization to improve our decision-making process. At our review forums we analyze and review overall organizational financial and market-related performance. Each process owner is responsible for specific plans, goals, and objectives, such as financial, infrastructure, employment, and environmental. They generate recommendations, decisions, and action plans for submission to our command group for review and approval by the Program Resources Advisory Council (PRAC).

4.1a(1f) Included in our review and analysis structure, Figure 4.1, are projections of performance based on our near-term and future planning when developing our goals and ob-

jectives. These projections are continually presented to assist leaders in determining future funding needs, critical changes in funding, and trend indications based on current data. These projections also provide valuable data that describe our expected achievements that assist in our daily planning for all our KBDs.

4.1a(2) We use our review and analysis structure, Figure 4.1, to evaluate and improve our performance measurement system throughout the installation. The centerpiece of this process is our CIP and our quarterly and monthly reviews of data relating to key process performance. These review forums provide key process owners, functional proponents, and customers an opportunity to evaluate all data and information collected in support of our key processes. Our indices for data are: customer satisfaction, relative market performance, shareholder input, and regulatory and standards compliance. The model we use to evaluate, improve, and keep our data current with changing needs is briefly outlined as follows:

- Define mission and key result areas.
- Develop performance measures.
- Validate and verify measures.
- Implement measures and collect data.
- Monitor results and take action on data.
- Check for continued relevance.

4.2a Analysis of Organizational Performance. We use a systematic approach to develop, analyze, and review our organizational performance. Our organizational data includes customer, market, financial, human resources, supplier, partner, and organization effectiveness data.

4.2a(1) Our CIP is tiered to provide different levels of management indicators. At the highest tier, an executive review may encompass all levels and target those areas that are most in need of executive level attention. It also provides a snapshot of the overall health of the installation aligned by KBD and our SCP. The ease of accessibility to this vital information facilitates timely, accurate, and reliable decision making at all levels. Additionally, in our review forums, Figure 1.2, we closely analyze those performance measurements that have been assigned a red or amber rating. Our

analyses require process owners to “flow-chart” their processes and describe them in-depth. This provides the details of the process to our workforce and IEB, and enables problem areas in the process to be pinpointed for intensive management. Intensive management may include the appointment of a process action team (PAT) that is directed to provide in-depth feedback of the findings at the same review forum at a later date. At the conclusion of these forums, after action reports (AARs) or minutes are prepared and deployed throughout the organization. They clearly delineate the detailed analysis and the resulting directed actions.

4.2a(2) These AARs and minutes provide process owners and their employees the information and direction that enables them to improve the design of work processes to insure they are meeting the performance goals developed in our strategic planning process. These improvements are then transferred to our CIP. This reinforces and ensures effective understanding and support for cross-functional decision making.

4.2a(3) Our data analysis provides valuable information at all levels and impacts daily operations throughout the installation. Our CIP depicts real-time or near real-time data that is readily available for daily decision making for all levels of our workforce. The projections for our near term and future performance are also included in our CIP and provides viewers with a set of instructions by which they can gauge their current daily performance, make corrections, and target future performance levels. The deployment of AARs or minutes from our review forums, Figure 1.2, provides details that are incorporated into our daily operations and drive performance improvement. An excellent example of how analysis has driven improvements is most notable in our attempts to reduce our utility consumption, especially water. Based on analysis of our increasing use and in partnership with the City of El Paso, water restrictions and conservation education plans were put in place. These efforts have not only resulted in significant reductions in water use, Figure 7.5.34, we have also incurred financial savings to the installation in our utility consumption, Figure 7.2.4. These conservation efforts are now part of our normal daily operations.

Human Resources Focus



5.0 HUMAN RESOURCE FOCUS.

5.1 Work Systems. *At Fort Bliss, “Taking care of our soldiers and civilians” is not just a slogan; it’s the way we do business!* We believe that our people are the key to achieving our vision. To better manage and develop this vital resource, we link our leadership’s vision, direction, principles, values, customer focus, and strategic planning to our Human Resource Development and Management Plan (HRDMP) to generate a proactive approach to the achievement of our mission requirements. Our HRDMP harnesses our individual competencies and skills to successfully execute functional and cross-functional action plans, accomplish objectives, and reach our human resource goals. Our organizational structure shown in the overview results from the melding of our past experiences and our vision of the future.

5.1a. Work Systems

5.1a(1) Our work systems are planned and designed to provide mission focus, meet changing requirements, and apply organizational efforts and resources to our Key Business Drivers (KBDs). Although federal laws, policies, Department of Defense and Army requirements govern many aspects of our work, we have designed our work systems to support our key human resource goals and objectives, Figure 2.4. Our installation approach to work and job design has evolved since we began our quality journey of excellence in 1996. Our quality concepts emphasize employee involvement, teamwork, empowerment, and flexibility. The key to our success has been in giving managers at all levels the authority and responsibility to design, organize, and manage their work systems. Each directorate receives manpower space allocations and civilian pay funding. Each is responsible for managing their employees within these resource constraints. Within the allotted funding, directorates establish civilian cash award targets and other incentives to encourage employees to contribute to the improvement of their directorate. Directors manage their employees within their resource targets and are empowered to organize the work and job design processes to support our missions, key business drivers, core competencies and goals and objectives. This has provided us with the strength and flexibility we need to survive resource reductions, while continuing to suc-

cessfully respond to our customers’ needs. We conduct periodic reviews of our work design to review business priorities, operational, mission, and resource changes. Our Directorate of Resource Management and Civilian Personnel Advisory Center assists leaders on workflow improvement, career progression, and work force composition. We are currently conducting a bottoms-up-review (BUR) to posture our installation for the anticipated changes the Army Transformation will bring. The BUR team’s mission is to propose functional and organizational realignments and consolidations to reduce bureaucracy, eliminate non-value-added work, and improve service to our internal and external customers.

Our employees at all levels are empowered to use their initiative, flexibility, and innovation to accomplish their work processes. They provide input on how best to adapt to changes in customer requirements and how to improve their current processes. They assist their supervisor in developing their performance objectives, provide input to generic job descriptions, and perform additional duties to widen their work experience.

5.1a(2) Our senior leaders, directors, and middle managers are encouraged to practice “management by walking around” in their daily activities to encourage and motivate employees. This senior leader visibility provides our employees with positive attention, treats them as customers, and affords our managers the opportunities to recognize high performing employees with praise and on-the-spot recognition. Our newly assigned senior leaders attend the Senior Leaders Orientation Course to acquaint themselves with our organization policies and gain insights into our work force. Our directors and middle managers attend mandatory Leadership, Education and Development Training, Figure 7.3.7. Thereafter, they are provided additional training to improve and strengthen their interpersonal skills to assist them in motivating and encouraging their employees. Our Mentoring Program is a collaborative endeavor between mentors and mentees. Mentors and mentees are viewed as partners who learn from each other and establish interactions that are mutually beneficial. Our Mentoring Program Committee reviews applications, conducts interviews and matches compatible mentors and mentees. Once

matched up, the two tailor a professional development strategy. They regularly meet, on and off duty, to exchange ideas, to monitor the mentee's progress, and to adjust their strategy as needed. In addition, our employees are encouraged to participate in the numerous professional organizations and associations available on and off post. Supervisors set the environment to motivate employees through open communication, and by being responsive to their employees' safety, social, recognition, and development needs. Figure 5.4 depicts many of the programs and services we sponsor to create such an environment.

5.1a(3) By focusing on our goals and objectives, cross-functional training, and the integration of our customer, supplier, partner, and stakeholder requirements with the continuous improvement of our work processes, we have broken down barriers to productivity, flexibility, and cooperation. Our performance planning and appraisal processes ensure each employee has clear objectives that are linked to organization goals. This has led to more standardized, generic and generalist job descriptions; increased management flexibility; greater responsiveness to changing requirements; and greater career opportunities.

5.1a(4) We operate within a fixed compensation system prescribed by the Office of Personnel Management. Because we work within a fixed system, we realize the importance of having an employee excellence award and recognition program. Our leaders at all levels frequently acknowledge and reinforce individual and team excellence at ceremonial and honorary presentations. We identify specific job performance goals for each civilian employee using the Total Army Performance Evaluation System (TAPES). TAPES goals reflect each employee's mission-related objectives as cascaded to the workforce in Figure 2.1. We reward employees based on their ability to meet or exceed these performance goals. Figures 7.3.2 and 7.3.3 depict our military and civilian awards program. Several types of awards for a job well done are presented based on the quality and degree of the individual's or the team's contribution. We give monetary awards in conjunction with annual performance appraisals or for performing special acts or services. Supervisors also give time-off awards (up to 80 hours) during the

calendar year. At the unit level, soldiers earn peacetime medals and ribbons as well as certificates of achievement. Fort Bliss soldiers compete for the title of Soldier of the Year and Noncommissioned Officer of the Year. Our schools, such as the Noncommissioned Officers Academy and Sergeants Major Academy, also recognize our soldiers with awards for performance excellence.

5.1a(5) We communicate missions, goals and objectives through the Strategic Command Plan (SCP), the Installation Executive Board (IEB), the chain of command, and through various publications. Our directorates provide work and employee related information via newsletters and bulletins, both in published correspondence and by e-mail. Other communication forums include quarterly training briefs, professional development programs, the installation's weekly newspaper, *The Monitor*, annual training programs, and meetings. Our employees work both functionally and cross-functionally as team members to achieve goals and objectives. Performance results are deployed to all affected organizations through our Continuous Improvement Plan (CIP), in-process reviews (IPRs), after-action reports (AARs), memorandums of instructions (MOIs) and policy letters.

5.1a(6) Our leadership defines our missions, strategies, goals and objectives through our SCP, and develops recruiting goals within our HRDMP. We intentionally recruit individuals with competencies and skills to successfully execute functional and cross-functional action plans, accomplish objectives, and reach our goals. As missions change, recruiting criteria and job descriptions, are changed to fit current and future requirements. Candidates for job positions must meet the standards of these associated job descriptions and are hired based on their individual qualifications. Our Civilian Personnel Advisor Center (CPAC) refers applicants who have the skills and knowledge that meet the job standards. We track ethnic data to ensure we continue to hire a diverse mix of new employees. We are an equal opportunity employer and practice it in everything we do. On the military side, the U.S. Army Recruiting Command and Personnel Command (PERSCOM), handle the recruiting of new personnel, based on their qualifications for their chosen military occupational spe-

cialty (MOS). As the ADA proponent, Fort Bliss aggressively markets the branch to increase the number of soldiers choosing air defense artillery. Figures 7.5.8 and 7.5.9 reflect our success.

5.2 Employee Education, Training, and Development.

5.2a(1) Our people, jobs, organizations, and missions change over time. We use our strategic and human resource planning to construct a framework to establish a culture that assigns personnel to the right job to ensure their highest productivity and develop their full potential. Our HRDMP strives to achieve a balance between our employees’ needs, and mission requirements, our customers’ needs and process management. This is our systematic process of placing the right employee with the required skill and associated support in the right place at the right time. Figures 7.3.6 through 7.3.9 show our progress in civilian training and in higher education participation. Figure 5.1 shows some of our training development needs.

5.2a(2) Our leadership links our training design to our strategic objectives via our HRDMP, our work systems, our process design and development processes, and our customer relation processes. This ties our training requirements to work processes and job descriptions in order to meet mission requirements, goals and objectives. Our CPAC, in

coordination with our directorates, identifies courses and curriculum to meet our mission requirements. Our CPAC personnel plan, monitor, and guide our training and development to keep it consistent with our changing needs, and to meet our goals and objectives. Our leaders translate our goals into action plans. They deploy these plans to all members of the organization. At the individual employee level these action plans are intertwined with employee performance goals and individual development plans (IDPs). These employee performance goals are further refined and adjusted as a result of regular individual and organizational level reviews. This assures an alignment of our critical customer requirements and key processes throughout the installation. We determine soldier training needs through the Functional Academic Skills Training (FAST) program. This program provides job-related instruction to improve basic educational competencies necessary for job proficiency, skill qualification, advanced schooling, and career progression. Figure 5.2 shows the various types of training we conduct and our method of delivering the training. Classroom XXI and our Digital Training Access Center support the concept of distance learning. “Classrooms without walls” deliver interactive multimedia training and education to soldiers and students at remote classroom sites around the world. Military units conduct Sergeants Time one day per week to train personnel on job-related matters and basic soldiering skills. We also assess our employees’ expertise and experience. Where possible they instruct courses in-house, thus reducing training costs.

5.2a(3) We rely on the Army’s Civilian Training, Education and Development System (ACTEDS) for the systemic training and development of our civilians. Supervisors annually assess an employee’s training needs through individual development plans (IDPs). ACTEDS is used to capture training available to develop employees in their functional specialty, leadership, supervision, and managerial skills. Based on the feedback from the IDP assessment, on-site classes are scheduled and allocations are assigned to each director. Our CPAC then assists supervisors and employees to develop training strategies

Organizational Needs Vs Employee Development Needs	
Organizational Needs	Employee Development Needs
High Readiness	- Customer focus /contract requirements - Logistics/inventory management - Maintenance management
Responsiveness	- Process management/analysis - Performance-based contracting - Reengineering
Cost Effectiveness	- Cost benefit analysis - Budgeting - Activity-based costing
Customer Satisfaction	- Customer contact - Customer survey techniques
Employee Well-Being	- Stress management - Teamwork - Conflict resolution - Basic work skills - Effective communication

Figure 5.1

Education and Training	
Type of Training	Delivery Method
Leadership, Education, and Development; Team Building; Team Communications; Technical Writing; Quality Productivity; Hazardous Material Handling; Equal Opportunity /Sexual Harassment; Customer Satisfaction; Supervisory Development; Office Management Skills; Various Training for Soldier and Family Care	Formal Classroom Setting
Conferencing/Instruction between Headquarters and Installation	Video Tele-training
Computer and Software Instruction; Communications (e-mail); Network Instruction; Interactive Instruction on the Army's Standard Battle Focused Training Simulations	Computer-based Training
Visual Aircraft Recognition	Interactive Multimedia
Various Self-Development Courses; Soldier On-line	Correspondence Courses
War Gaming and Combat modeling and Simulation; Virtual Simulation	Simulators
Training and Doctrine Information in the Form of Field Manuals; Training Circulars; Mission Training Plans; Soldier Training Publications; Drills and Officer Foundation Standards; On-line Multimedia Training Courses	Army Training Digital Library (Electronic Library without Walls)
Safety, EO/Sexual Harassment	Video

Figure 5.2

for meeting all their training needs. Strategies include using employee and volunteer instructors, purchasing classes, utilizing vendors in our communities, self-paced computer based training, and video training.

5.2a(4) Incorporated into our training design strategies discussed in 5.2a(3) is a feedback system to solicit employee and supervisor input as to whether training programs are meeting short-term and long-term training needs. We evaluate training during the course of instruction to assess student knowledge, reactions or problems with the curriculum. End-of-the-course critiques are solicited to evaluate the instructor's ability, course content, and student satisfaction. Our supervisors are also required to provide a training evaluation within ninety days of training to evaluate the affect the training had on job performance, and to obtain suggestions for improvements. In these evaluations, supervisors assess learning, behavioral change and performance results supported by the training courses. The collected data is used to modify courses to ensure that they are designed properly and support the needs of the organization's work systems as well as employee development objectives. Many of our courses gauge how students are learning by using case studies, simulations, and role-playing techniques, in which students participate and begin to display their newly learned skills.

5.2a(5) An employee's key development and training needs are assessed through IDPs. Employees and supervisors annually develop IDPs to identify and tailor the employee's training development needs for his or her particular career field and individual growth and development. These IDPs are reviewed semi-

annually, or more frequently if needed, in supervisor-employee counseling sessions. They serve as a road map for long-term employee development objectives linked directly to key organizational needs. We guide our employees toward capitalizing on the tuition assistance programs available to them. The success of these programs is depicted in Figures 7.3.10 and 7.4.3. Because we continuously review our employee development requirements and consider both current and future customer requirements, our approach allows us to rapidly respond to changing mission requirements, technology advances and customer needs.

Annually, we conduct mandatory consideration of others classes. We also provide safety, new employee orientation classes and expose all new employees to Army culture, values, our mission, and the role they will play in that mission. First-line supervisors' orient new employees at their job site on aspects of their duties. Figure 5.3 depicts some of the training requirements. Figure 7.3.7 reflects the emphasis on leadership and safety training. Our Special Emphasis Program and Equal Employment Opportunity Program conduct numerous programs throughout the year highlighting different races and ethnic backgrounds. These programs are full-scale productions, including bands, dancers, singers, skits, and presenters.

Type of Training	Frequency
Consideration of Others CO2	8 hrs annually
Prevention of Sexual Harassment	4 hrs annually
EEO Training	4 hrs annually
Leadership Courses	Upon appointment as required
New Employee Orientation	Upon assignment
Safety Training	Monthly

Figure 5.3

5.2a(6) We address performance excellence in all our training. Total Army Quality is a regularly scheduled part of the curriculum in the program of instructions in the New Company Commander's Orientation Course, Battalion Commander's Course, and all leader conferences. Employees interfacing directly with customers receive customer service training in customer identification, customer requirements and dealing with customer complaints, Figures 7.3.6 and 7.3.8. They are taught how to deal with angry customers and effective telephone communication skills. Our facilitators, dispersed throughout the installation, provide training in team building, improvement methods, problem-solving methods, analytical techniques, and tools to identify and measure process improvement. This year we conducted reinforcement performance excellence training for all our senior leaders, selected middle managers, key representatives from the workforce, and trained 70 new facilitators.

5.2a(7) Once training is complete, our supervisors follow up with employees to ensure they use their newly acquired skills. They reinforce knowledge and skills on the job by ongoing evaluation and on the job training. Within 30 to 90 days our automated training system queries the supervisor and the employee to critique the curriculum and course content against specific knowledge, skills and abilities required by the employees work processes, and to provide feedback to the training institution. Individual performance is measured through our performance appraisal and evaluation systems, TAPES, officer evaluation reports (OERs) and noncommissioned officer evaluation reports (NCOERs). Since the IDP identifies most training, it is generally job-specific and has immediate application. *Supervisors and employees alike are eager to make use of it.*

5.3 Employee Well-Being and Satisfaction. *Our strategic planning process encompasses our goals to ensure a safe, high quality of life for our soldiers, families, and civilian workforce.*

5.3a Work Environment. Our HRDMP focuses on people and establishes our commitment to the well-being of our workforce. Extensive resources are dedicated to our safety,

health, and wellness programs. Feedback for these programs comes from our Safety Office, Directorate of Environment (DOE), collateral safety personnel in our directorates, units and activities, Quest for Quality cards from employees, wellness program participants, and Town Hall meeting. This feedback has resulted in many service improvements such as a modern fitness center, improved outdoor recreation areas, a youth center, and customer service desks in support areas. We have created centralized risk management through our Safety Office and DOE. We have an integrated approach to emergency response, fire prevention and protection, industrial and workplace safety, and environmental compliance and restoration. Our collateral safety personnel augment and monitor safety in our organizations. We strive for zero defects in all our safety, environment compliance, and training performance measures. Our Safety Office provides monthly updates to the command group. Examples of key performance measures are at Figures 7.3.11 through 7.3.13. Our quarterly Environmental Control Council (EQCC) provides the IEB with environmental and compliance feedback, Figures 7.5.23 - 7.5.32. These safety and environmental efforts result in a safer environment for our installation work force and the surrounding communities. Our leaders emphasize health and fitness. *We have a comprehensive risk management system for all military operations and training. The Adjutant General operates a dynamic risk reduction and assessment program, one of 10 Army-wide, to assess human high-risk behavior, Figure 7.3.5. The chaplains also provide proactive, intentional, moral leadership training that focuses on redemption and addresses such topics as ethics, Army core values and suicide prevention.*

5.3b Employee Support Climate.

5.3b(1) We dedicate extensive resources to many programs that provide a support system to our workforce, Figure 5.4. We have fitness centers and programs, preventive health screening and training programs, child-care facilities and child-care programs, flexible work hours, professional counseling services, and morale, recreation and welfare programs (MWR). We offer classes in nutrition, weight control, stress management, smoking cessation, wellness, and management of high blood

pressure. We conduct several special events such as organization fun runs, 5K and 10K walk/runs, wellness clinics, and health fairs. MWR facilities provide gymnasium, indoor and outdoor swimming pools, ball fields, tennis courts, racquetball courts, and two golf courses. We tailor our services to the needs of our employees by listening to the data from the feedback mechanisms discussed in 5.3a and making the requested adjustments to the services. Our occupational health systems are designed so staff members can perform physicals and conduct vision screening, pulmonary function tests, and audio programs. Our Civilian Wellness Program is designed and available for all civilian employees. Upon receiving medical clearance from their physicians the participants receive an orientation at the fitness center and individualized instructions on equipment use. Our child-care systems are available for infants, toddlers, and school age children. All have been expanded to minimize the need for waiting lists. Our equal opportunity systems are designed to resolve complaints as quickly as possible. Swift resolution allows all parties involved to return to their daily operations as quickly as possible. Our success is evidenced by Figure 7.3.17.

5.3b(2) Our work system design affords maximum flexibility in choosing work hours. We offer work schedules such as flextime, a compressed workweek, and alternative work schedules. Our leave policy enables employees to take sick leave to care for family members health issues. Other methods to encourage and motivate employees is through our training and education systems, on the job tutoring, and reinforcement training to refine what they have learned in training.

Employee Support Services	
Smoking cessation program	Army Emergency Relief Program
Health and life insurance programs	Army family team building services
Health maintenance programs	Career counseling, transition services & Mentoring
Funded college tuition programs	Better Opportunities for Single Soldiers
Family advocacy programs	Career development
Youth activity programs	Special leave programs
Flexible work hour schedules	Excellent retirement benefits
Child & day care services	Excellent worship programs

Figure 5.4

Our TAPES, with its timely appraisal and IDP performance counseling systems, provide a

means to motivate and evaluate the employees' full potential and development. Our employee assistance systems provide free professional counseling to our employees and their families who have problems such as alcohol and drug abuse, divorce, elder-care, parenting, teen issues and AIDS awareness.

5.3c Employee Satisfaction.

5.3c(1) Our leadership receives key employee satisfaction feedback through climate surveys; open door policies; review forums, Figure 1.3, various council meetings, such as the Safety and EEO Councils; process owners; and one-on-one contract with our employees. The feedback is reviewed, analyzed, and compared against Army-wide data to determine the key factors affecting the health and welfare of our workforce.

5.3c(2) We conduct periodic work climate surveys and measure employee satisfaction at the installation unit levels through annual command climate surveys. These surveys gauge employee satisfaction, consideration for others, well being, motivation, communication, and employee involvement in process improvement. Leaders also use individual and group interviewing techniques when feedback indicates a need to do so. They respond to group feedback and have learned that employees want to be regularly informed and updated about outsourcing, privatization, reorganization studies and downsizing. They communicate to employees using the mechanisms discussed in 1.1a(1) and share this information openly with the workforce. Figures 7.3.1, 7.3.4, 7.3.15, and 7.3.16 provide indication of employee satisfaction.

5.3c(3) Our leaders assess employee feedback, identify root causes for problems, recommend solutions to the IEB, then apply control strategies or guidance received from senior leaders to improve employee work environment. We seek constant improvement of our assessments by revising our methods through automation enhancements, e-mail and Intranet. We feel that a happy employee delivers a quality product, thus producing a satisfied customer.

Process Management



6.0 PROCESS MANAGEMENT.

6.1 Product and Service Processes. Our process management system allows us to design, implement, evaluate, and improve our processes to adapt to our ever-changing customer and market requirements.

6.1a Design Process.

6.1a(1) Our Strategic Command Plan provides the focus for setting and achieving our goals and objectives, accomplishing our mission, and serving our customers. Our customers' requirements and needs coupled with our regulatory requirements dictate the products and services we provide. Figure 6.1 provides us with a systematic approach for developing, designing, producing, and deploying new or improved processes. During our development and design process our process owners determine customer and stakeholder needs and mission requirements. Their teams design our products or services, set priorities, and determine process improvement goals based on these requirements. Changing customer requirements, trends, and new technologies are considered at this time, Figure 3.3. Our sequential development process requires that stakeholders, to include suppliers, are involved throughout the design, production, and delivery phase. Performance standards are developed and validated prior to delivery to ensure trouble-free production and timely delivery. Customer feedback systems, Figure 3.2, allow customers to respond early in the use or delivery phase. Internal and external customers participate in developing the feedback system and, when possible, evaluate the final product or service prior to actual delivery. Performance is tracked by collecting and analyzing feedback. Our evaluation system verifies that our products or services meet mission requirements, exceed customer requirements, and establishes achievable supplier performance standards. Our continuous process review includes validation, internal and external reviews, customer samples, rehearsals, and dry runs. Our test and evaluation system ensures our products and services meet customer and mission requirements. Our IEB provides strategic-level oversight, review, and evaluation of process design and development. Our review forums, Figure 1.2, and Continuous Improvement Plan (CIP), Figure 1.3, ensure improvements to our processes are

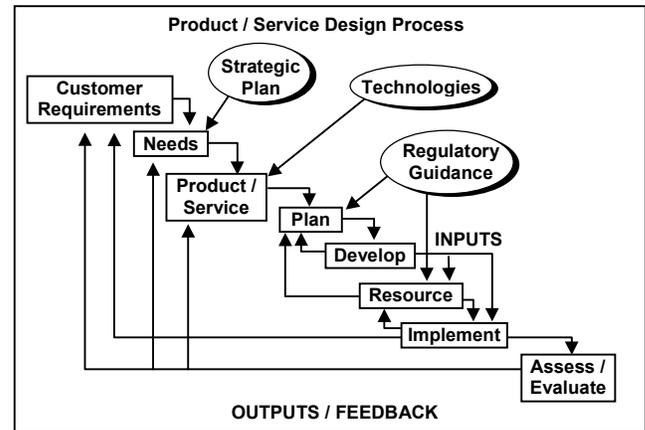


Figure 6.1

transferred throughout our organization. Fort Bliss' products and services are at Figure O.2.

6.1a(2) We incorporate changes in Army doctrine, introduction of new military equipment and modifications to old equipment, changing soldier requirements, new Army organizations, and war-fighting concepts into our doctrine, training, organizations, and weapon systems. To assist in the design, production, and delivery processes for doctrine, training, organizations and materiel, we established a Warfighting Center that routinely conducts experiments, exercises, and computerized modeling and simulations to gain insight, refine requirements, assess new technologies and verify solutions to our mission-related products and services. We interact with our customers in our review forums and through feedback about training courseware, war-fighting experiments, and analysis-based initiatives. This feedback provides relevant information, not only for us, but also for our many external customers. We conduct marketing research through written and personal interviews, surveys, focus groups, observation, direct response cards such as Quest for Quality, and suggestion forms to stay abreast of customer needs and requirements. This research information is used to refine our processes. Our development of the CIP and loading it on our Intranet capitalizes on information technology, while serving as a valuable tool for sharing information and reviewing our performance. We constantly strive to ensure we are systematically addressing customer requirements and incorporating them into our products and services.

6.1a(3) New and emerging technologies provide opportunities for both product and service improvements as well as cost savings. This has allowed us to leap ahead with more efficient and cost-effective training methods. We are developing interactive multimedia instruction for all our weapon systems. A new visual aircraft recognition training module is available on CD-ROM, and all multimedia courseware will be available on the Internet through our modern Digital Training Access Center. Our key service providers gain knowledge of the latest technologies from a multitude of sources such as the Internet, local and national media, and interaction with their counterparts at other government and non-government agencies. The information gathered is then researched and analyzed for viability in adopting the new technology. Our recent advances in real-time distance learning have enabled both the U.S. Army Air Defense Artillery School and the Sergeants Major Academy to conduct distance learning via video teleconferencing. Soldiers can remain at their permanent duty station to receive training rather than travelling to Fort Bliss. Also, the Internet and multimedia CD-ROM-based instruction allows us to deliver our training expeditiously to individual students at their duty stations.

6.1a(4) Our existing processes are in Figures 4.2 and 4.3. Our primary mechanism for assessing whether our processes meet performance requirements, quality, cost, timeliness, efficiency and effectiveness is customer input, both during the design phase and during the introduction of new or improved products and services. Our processes are formally reviewed using our review and analysis structure, Figure 4.1, to ensure process integrity, to identify areas requiring process improvement, and as a tool for sharing information and continuous learning. At the conclusion of these forums, after action reports (AARs) or minutes are prepared and deployed throughout the organization that clearly delineate the detailed analysis and the resulting directed actions. Key Business Driver (KBD) owners along with key installation personnel meet each week to discuss issues, initiatives, and projects that are ongoing within their organization. They share lessons learned on past projects and best practices, and discuss subsequent action plans. This ensures an exchange of information

across all organizations. Another method we use to determine if a process is performing to standard and meeting performance requirements is through customer, process owner and KBD owner interaction. When it is determined that the process is inadequate, the process owner initiates corrective actions such as forming a process action team (PAT) to review and analyze the process and make recommendations for process improvement. The new or modified process is then implemented, evaluated, and reviewed in subsequent meetings or through the CIP. As new processes are developed and existing processes revised, they are incorporated into this measurement system. This ensures that performance requirements are not only designed into new processes, but are also regularly assessed to determine their effectiveness.

6.1a(5) As depicted in Figure 6.1, we use customer feedback in each step of our design process. Their requirements and feedback coupled with our control standards, Figure 4.2, serve as the primary mechanism for assessing whether our production and delivery process design is meeting performance requirements. Many of our production and delivery process designs are determined and established by our higher headquarters. We tailor them after detailed analyses of our goals, objectives, measures, and control strategies that support our KBDs. Each one of our objectives has one or more measures to compare results against a historical performance level, a higher headquarters standard, or a numerical or percentage improvement from previous assessments and evaluations. Our key process successes are depicted in Figures 7.5.1-7.5.22.

6.1a(6) Our review and analysis structure, Figure 4.1, assures a coordinated effort in the evaluation of our products and services during the transition from the design stage to the deployment stage. This structure assures coordination because both the process owners and many of our customers are members of the IEB and have equal access to the CIP. Our customers have an opportunity to discuss design flaws, implementation challenges, and substandard performance directly with the process owner, which significantly contributes to the successful transition of a new process from design to deployment. We are then able to modify the process as it is being deployed.

Our customers report their degree of satisfaction with the product from inception to completion.

6.1b Production and Delivery Processes.

6.1b(1) Figure 4.2 depicts requirements for our key processes of doctrine, training, leadership development, organization, materiel, soldiers and power projection.

6.1b(2) Our review and analysis structure, Figure 4.1, coupled with our continuous customer feedback in our product and service design process provides a means to assess process performance on a regular basis. Our CIP depicts real or near-real time data that is readily available for daily decision making by all levels of our workforce and at each stage in our process design. In addition, our use of current performance data linked to projected performance serves as a gauge to measure their current daily operations. PATs may also be assigned to monitor performance and initiate or implement process improvement. Customer-driven measures such as timeliness and quality are included and monitored.

6.1b(3) Our mission related key processes performance measures, standards, and control strategies are at Figure 4.2. This figure illustrates our process performance measures supported by control standards. Our review and analysis structure, Figure 4.1, provides an extensive system to review, identify performance gaps, validate them, and initiate corrective action. We continually seek real-time customer input through our listening and learning strategies, Figure 3.2.

6.1b(4) When one of our products does not meet the expected performance level, we use two methods to improve the process and its related activities. We first empower the employee at the point of contact with the customer, to apply a “fix.” If that does not work the next step is more comprehensive. The process owner appoints a PAT. An analysis is performed of the process to uncover possible flaws. The PAT designs methods to improve the product or service and presents recommendations to the process owner for approval. Techniques our process owners use to improve our products and services include obtaining direct customer input and comparative information, modeling, performing technical

research, and seeking alternative technology. Our CIP is a cross-functional evaluation and information tool that allows the transfer of learning to the process owners via e-mail or during our review forums. Thus learning flows through the organization, both quickly and naturally.

6.2 Support Processes.

6.2a(1) Our support processes are designed, managed, and improved in the same manner as our key processes. Support processes include a wide array of functional activities that may play a critical role in the daily operations of the installation. Figure 4.3 depicts requirements for our key support processes.

6.2a(2) Each of our support products or services is different. However, they share a common focus: the customer, what the customer wants or needs, and how we can best provide that support. We determine these requirements and incorporate customer input from our listening and learning strategies, Figure 3.2. By using our design model, depicted in Figure 6.1, actively planning with internal and external customer groups, and analyzing resource availability, our support process owners and employees strive to sustain their products and services at the highest level possible. Our key operational requirements are prescribed in various directives, policies, regulations, command guidance, our customer requirements, our strategic planning and our measurement processes. They provide us with requirements and processes that are coordinated, responsive to needs, and well deployed throughout the installation. We validate performance requirements through customer feedback and formal assessments. The processes are constantly reviewed internally and externally to determine their effectiveness.

6.2a(3) We design our support processes by determining our customer requirements and incorporating their needs to design or modify each support process. This approach includes process evaluation and data gathering, both functionally and cross-functionally, of customer needs and process measurements. Figure 6.2 depicts some of our support processes.

6.2a(4) Ensuring our daily production and delivery processes meet key support performance requirements is simple. Employees who

work at any level of the process or have contact with the customer monitor the production of the product and level of the service. If the product or service does not meet the prescribed standard or the customer’s satisfaction, the employee is empowered to apply a fix to the problem at his or her level or at the point of delivery to the customer. For this to succeed, we ensure our employees are knowledgeable and well trained by implementing our human resource plan.

Through our CIP, our front line employees can also evaluate process effectiveness by regularly reviewing performance data to assess how their products and services meet operational and customer requirements. If the fix is beyond their capability, they recommend corrective action to the process owner.

6.2a(5) As with our key processes, we continually monitor and evaluate our support processes to ensure they are meeting performance standards and customer requirements. Our BASOPS KBD applies the SCP, benchmarks, competitive comparison data, work process analysis, statistical control, and other measurement instruments to provide the best possible services to our customers. Our IEB conducts a quarterly service-and activity-based review and evaluation to monitor performance and strategic or operational goal achievement. This support evaluation is mature and extensive. Our Directorates of Contracting, Community Activities, and Environment, and Offices of the Staff Judge Advocate, Chaplain, Installation Safety, and Equal Employment Opportunity have all been recognized as Best in Class by the Department of the Army and the Training and Doctrine Command, Figure 7.5.39

6.3 Supplier and Partnering Processes.

6.3a(1) Our major suppliers and partners provide us with resources, supplies, medical and dental care, construction, food, laundry, phone maintenance services, repair parts, training support, and refuse disposal. A few of our key suppliers are so vital to our operation that we partner with them in the overall success of the post. For instance, the services provided by AAFES, DeCA, WBAMC, and DENTAC are invaluable to the well being of our installation.

6.3a(2) We incorporate supplier and partner data into our strategic analysis, Figure 2.2. Most of our supplier and partner relationships are established by federal or military policies, especially in the area of logistics and procurement. We incorporate performance requirements, quality, timeliness, and price into our supplier and partner management processes through contracts, product listings, regulatory requirements, interservice and intraservice support agreements, memorandums of agreements and understanding, and design specifications. Key performance requirements are at Figure 6.2.

Partners/Suppliers	Requirements	Performance Indicators	Results
AAFES	PX Services	-Product Selection -Quality -Low Prices	7.1.8 7.2.14
DeCA	Commissary Services	-Product Selection -Quality -Low Prices	7.1.9
WBAMC	Health Services	-Quality Care & Facilities -Speed of Service	7.1.10 7.4.1 7.4.2
Kings Aire	HVAC Services/Maintenance	-Timeliness -Quality -Response cycle time	7.4.5
ACE Janitorial Services	Housekeeping Services	-Timeliness -Quality	7.4.6
DOSS Aviation	Aircraft Maintenance	-Quality -Response cycle time -On-time delivery	7.4.6
UNICOR	Laundry and dry cleaning	-On-time delivery -Quality	7.4.4
HAGO, Inc	Subsistence for dining facilities	-Timeliness -Quality of prepared food & customer service -Facility cleanliness	7.4.5

Figure 6.2

6.3a (3) Contracting Officers (KOs), Contracting Officer Representatives (CORs), and Quality Assurance Evaluators (QAEs) are trained to interface with suppliers and monitor if suppliers are meeting contract performance requirements. In addition, we perform quality assurance inspections during performance of services and upon supplier delivery.

Performance feedback is provided to suppliers by our process owners based on contact and interaction, QAEs, and onsite inspectors of services and construction. The user inspects supplies and equipment and signs a receiving report, which reflects acceptance or non-acceptance of the product or service. Discrepancies are reported to the COR or KO for ap-

appropriate action under the terms of the contract.

Other supplier performance requirements, measures, and indicators are identified in inter and intraservice support agreements, and memorandums of agreements and understanding to identify support provided to or from another government component, private company or agency. They define the services and products provided and use guidelines established by federal regulations. Performance feedback may be verbal, but is usually through formal correspondence.

6.3a(4) We minimize costs by ensuring our suppliers and partners are directly involved with our key process owners and with our workforce. This facilitates and encourages interaction between our customers, suppliers, and partners. For example, we integrate external suppliers, industry, higher headquarters, ADA units, internal suppliers, organization, materiel, doctrine and training developers into each phase of DTLOMS design and development process. At each phase, we inspect and test the products to validate requirements and quality. This active participation ensures performance requirements are understood, coordinated and met. Our BASOPS directors are key suppliers to our internal customers. They use feedback from installation customers, external customers, and suppliers to evaluate customer satisfaction, and product and service performance. We assess our contractors' performance through our CORs, QAEs, and the customers themselves through feedback obtained in our listening and learning strategies, Figure 3.2.

6.3a(5) We maintain supplier performance records and consider past performance when evaluating a supplier. We reward those suppliers and contractors who demonstrate exemplary performance with special recognition or special incentive measures. This includes submitting the contractors or suppliers for awards through the Small Business Administration. We have also implemented a three-year plan that incorporates outreach and training as an integral part of our supplier and partnership process. Our Director of Contracting (DOC) hosts numerous open forums for our area vendors small businesses and our workforce. During these forums the DOC

provides procedures and policy updates, and recognizes supplier performance. Our customers can interact with actual and potential suppliers or vendors.

6.3a(6) We improve our supplier and partner processes through our evaluation process. We ensure that supplier and partner standards and requirements are consistently measured, monitored, and improved. Our suppliers and partners are an integral part of our quality focus. Our key partners are part of the IEB. We communicate supplier requirements in contracts, product listings, regulatory requirements, memorandums of agreement, design specifications and automated systems. Customer feedback reports, evaluations, work process analysis, and discrepancy reports identify supplier performance. Feedback to our suppliers and partners is timely and specific, allowing them to take appropriate corrective action when indicated. Evaluations of supplier and partner feedback are specifically tailored to the type of services or products received. We primarily focus on customer satisfaction when evaluating our suppliers and partners performance. The primary mechanism for evaluating and improving supplier and partner performance is through feedback provided by our process owners based on contact and interaction.

Business Results



7.0 BUSINESS RESULTS. In this section we provide performance results that link our customer requirements, Figure O.9, key and support processes, Figures 4.2 and 4.3, and our strategic planning.

7.1a Customer Focused Results Our in-depth and strategically-linked information and analysis system, Figure 4.1, provides us an integrated method for assessing our performance, improving our competitive advantage and ensuring we meet and better serve the needs of our customers. This system provides numerous reviews at all levels and oversight from the Installation Executive Board (IEB). We attribute our customer satisfaction successes directly to our awareness of our customers and markets, Figure O.3; our effective use of our listening and learning strategies, Figure 3.2; and our customer satisfaction determination performance measures, Figure 3.4.

7.1a(1) While most of our customers are compelled, many are voluntary. One excellent example of customer satisfaction is our repeat customers, as depicted in Figure 7.1.1.

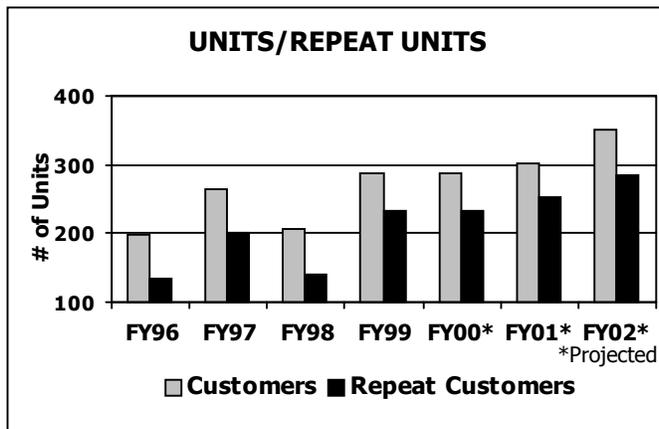


Figure 7.1.1

Some of those customers who have returned, over and over again, to use our maneuver areas, ranges, training facilities, and service and support activities are so satisfied with Fort Bliss that they have moved entire functions here and made Fort Bliss their home. Such is the case with the German Air Force Air Defense School (GAFADS). The original location of this school was at Aachen, Germany. As the school grew, so did its requirements. Soon Aachen was unable to support them. After intense cost analyses and negotiations,

the school moved here in June 1966. They are still here, 34 years later!

Many countries receive and participate in training here. Figure 7.1.2 underscores the international market that we attract as the ADA training center to the Army, Department of Defense, and the world!

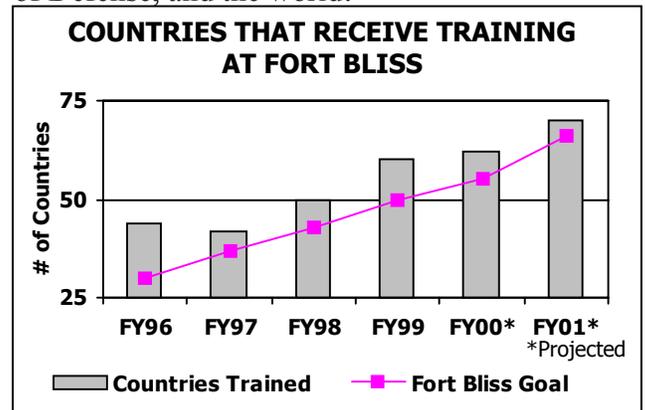


Figure 7.1.2

As our customers' satisfaction with our vast ranges and expansive air space has improved, use of these assets has increased. Exercise Roving Sands, hosted by Fort Bliss attests to this. Over the 10 years since its inception, it has evolved into the largest joint and multinational air and missile defense exercise in the world! In addition to growth, longevity is also an indicator of satisfaction. For 35 years the Japanese Air Self-Defense Force has sent its units to Fort Bliss to use our ranges to live-fire surface-to-air missiles. We give all users of our ranges a customer survey to rate their satisfaction in several different areas on a scale of 1-10 (1 being worst and 10 being best). Figure 7.1.3 depicts their satisfaction ratings.

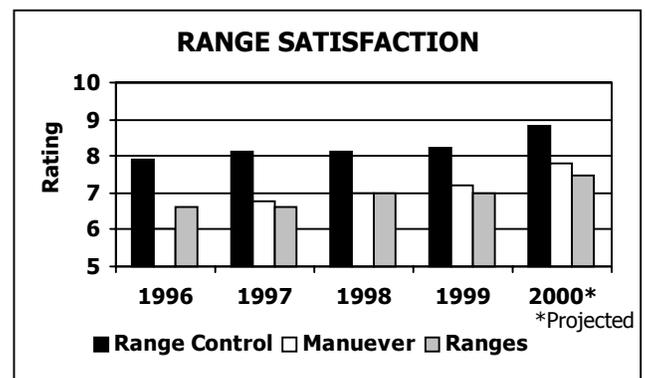


Figure 7.1.3

In addition to our international customers, we train Air Defense Artillery personnel and units from the U.S. Navy, U.S. Marine Corps, U.S. Army National Guard, and all Reserve Components at our Air Defense School and in training exercises. As units depart they are provided a customer survey to rate their overall satisfaction with the service and support they were provided during their training period on a scale of 5 to 1 (5 being unsatisfied and 1 being extremely satisfied). Figure 7.1.4 depicts their increased customer satisfaction levels by the percent of respondents that rate their satisfaction level at a 2 or a 1.

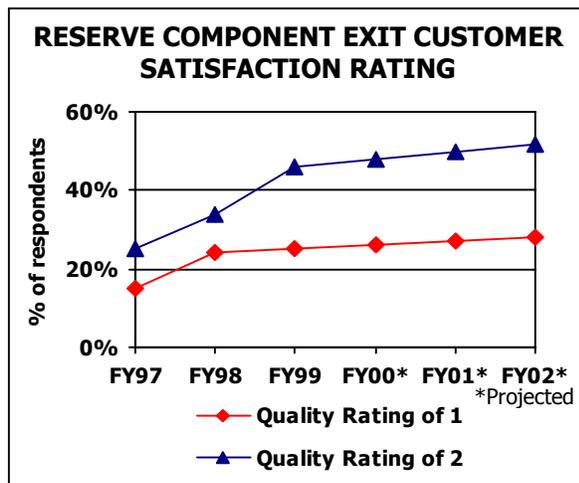


Figure 7.1.4

Figure 7.1.5 depicts soldier satisfaction with ADA as a military occupation specialty (MOS) which has a direct correlation to our retention efforts depicted in Figures 7.3.1 and 7.3.4. As satisfaction levels have improved, our retention levels have increased in direct proportion.

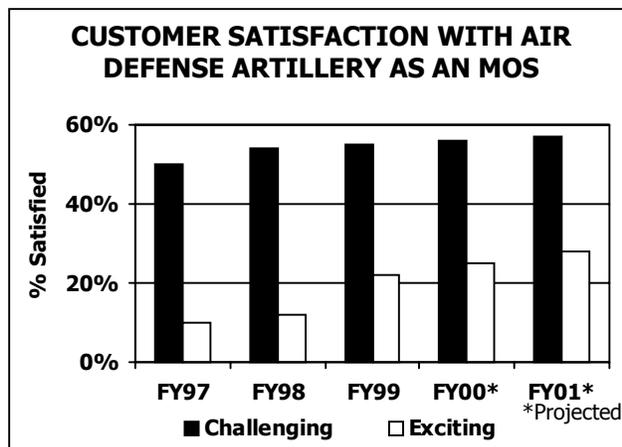


Figure 7.1.5

As discussed in 3.2a(1), our installation-wide customer satisfaction comment cards, Quest for Quality, provide us excellent customer satisfaction data. These cards are prominently displayed throughout the installation. We maintain a detailed analysis of responses and are able to make a correlation to increased customer praises and reduced complaints directly back to our increased customer service training for our workforce, Figures 7.3.6 and 7.3.8. This linkage is directly related to the IEB's consideration of our workforce development, education, and training factors in our strategic planning process, Figure 2.2 and the development of our Human Resources Development and Management Plan (HRDMP) as described in 2.2a(2).

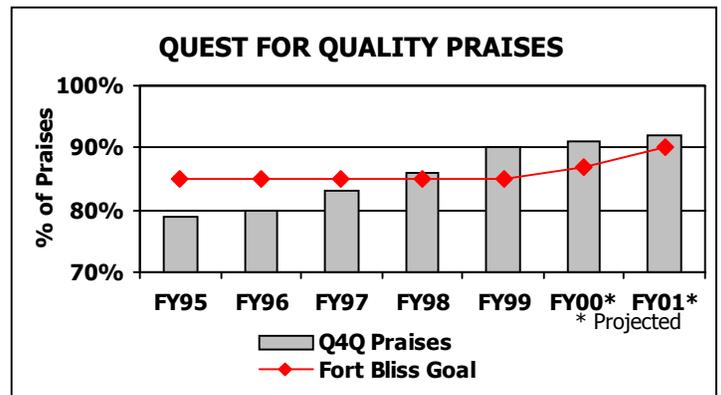


Figure 7.1.6

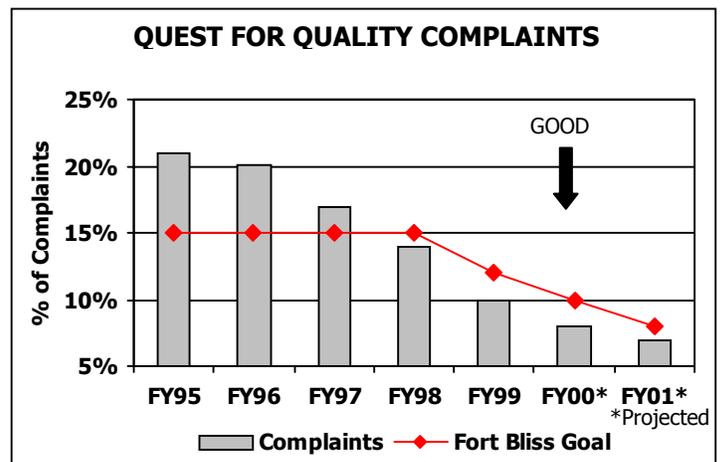


Figure 7.1.7

Customer satisfaction is a crucial element of the service and support that our partners and suppliers provide. The performance measures for our support processes, Figure 4.3, include our partners and suppliers. Through effective use of our listening and learning strategies,

Figure 3.2, and through our detailed review and analysis structure, Figure 4.1, we closely monitor customer satisfaction levels and are able to take quick action on negative trends. Additionally, our use of comparative information gives us the ability to gauge our customer satisfaction levels with those of our competitors. Figures 7.1.8 through 7.1.12 depict our achievements in customer satisfaction.

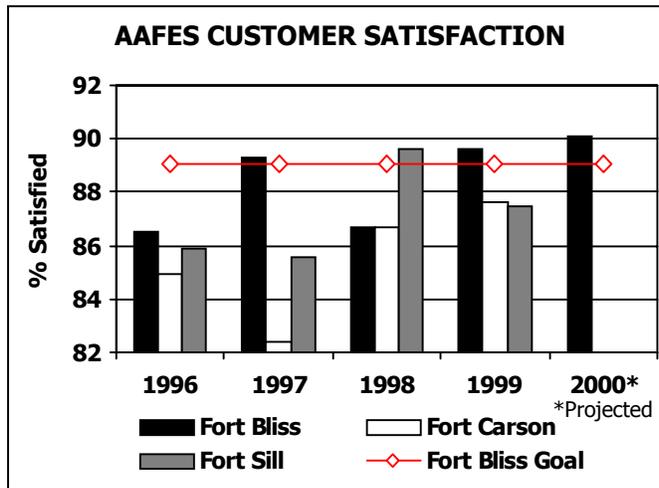


Figure 7.1.8

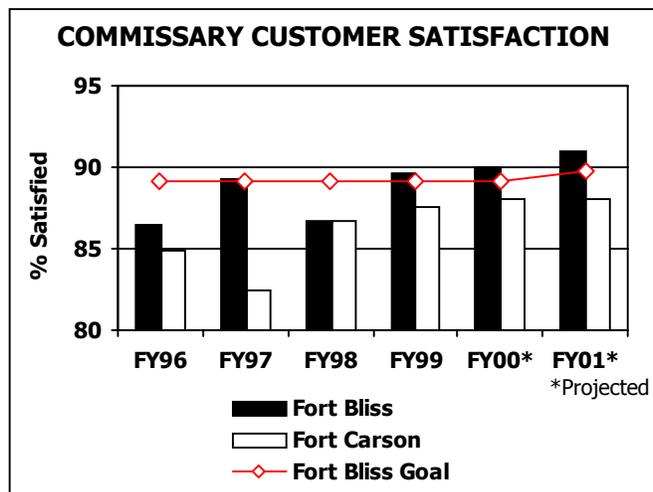


Figure 7.1.9

William Beaumont Army Medical Center (WBAMC) is one of only two nationally certified Level II trauma centers in the entire Army. Our trauma center treats nearly 500 patients each year. We are very proud of their excellent treatment of trauma cases and critical care support to our soldiers, retirees, family members, and civilian employees injured while at work, as well as to our local community.

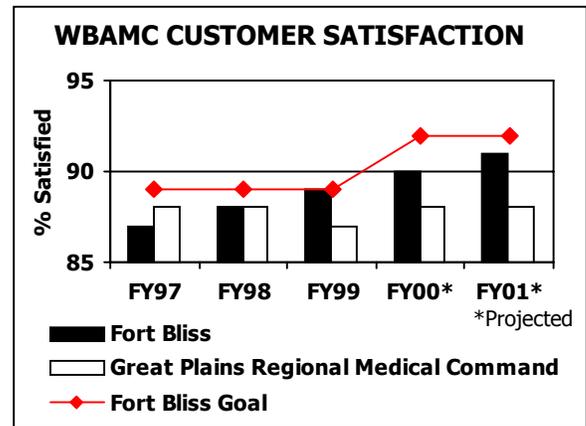


Figure 7.1.10

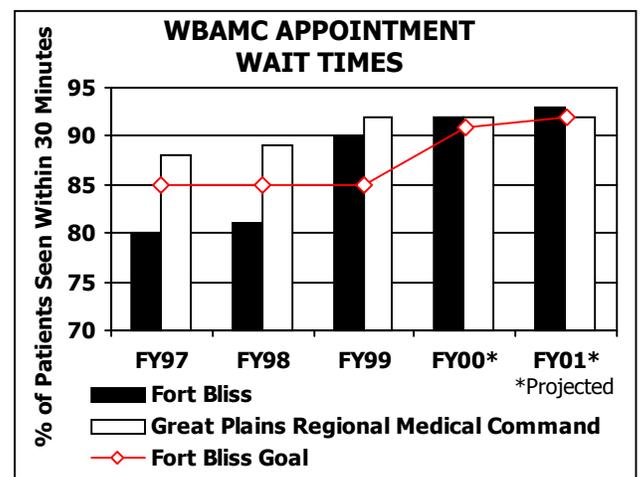


Figure 7.1.11

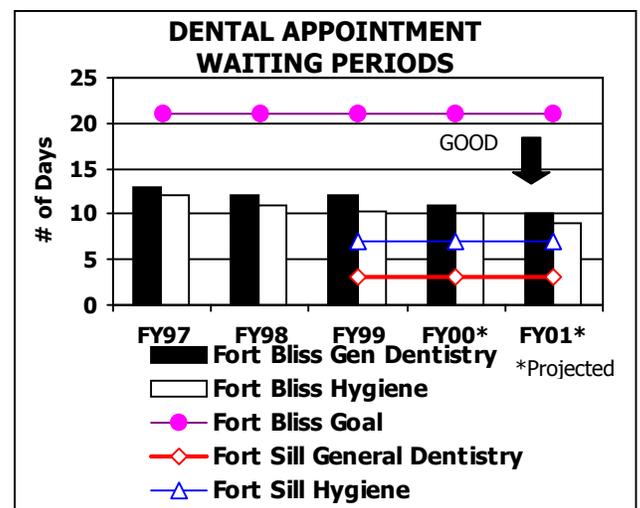


Figure 7.1.12

Our Installation Morale, Welfare, and Recreation Fund (IMWRF) program is recognized as one of the finest in the Army. There is a direct link between improved customer satisfaction,

Figure 7.1.13 and our outstanding financial results, Figure 7.2.12.

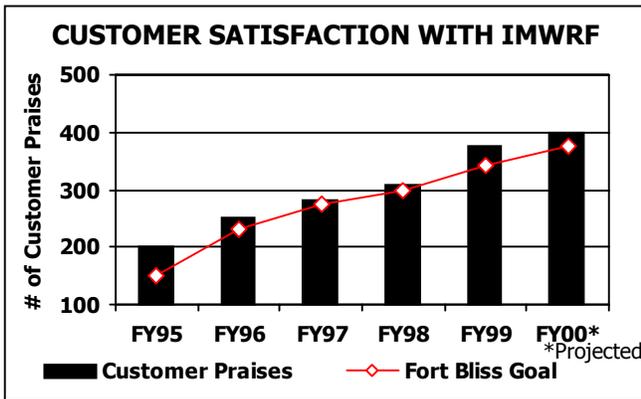


Figure 7.1.13

Figure 7.1.14 depicts customer satisfaction in meeting childcare needs of our workforce and community. Our outstanding achievements are an example of our decisiveness in creating a workforce support climate that addresses the diversity of our workforce as described in 5.3b(1) while also meeting the needs of all of our customers.

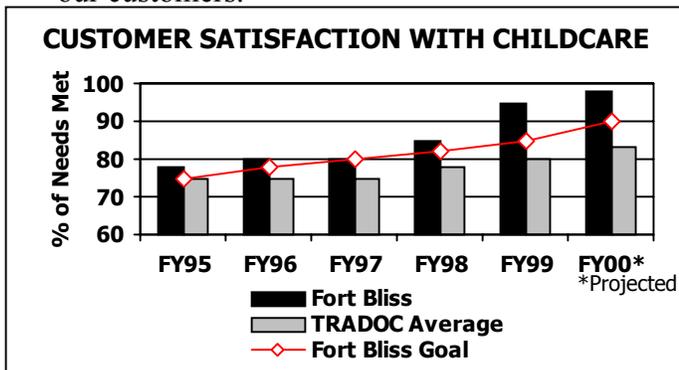


Figure 7.1.14

Figure 7.1.15 reflects how satisfied our customers are with the effectiveness of our civilian personnel management.

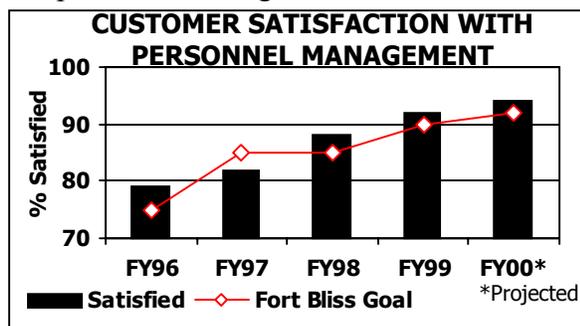


Figure 7.1.15

7.2 FINANCIAL PERFORMANCE BUSINESS RESULTS.

7.2.a.1 Our current financial performance levels, trends and indicators are shown in the following figures.

Figure 7.2.1 depicts the average cost to train a student attending the Air Defense Artillery Officer Basic (OBC) and Pre-Command Courses.

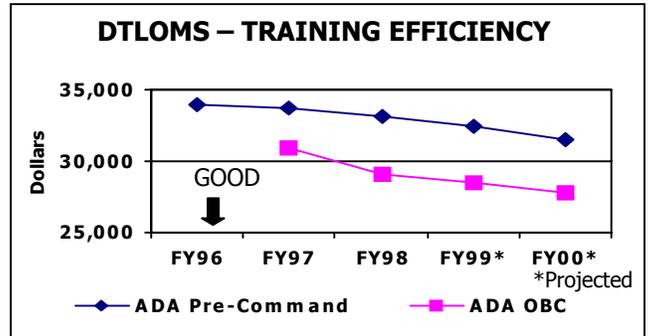


Figure 7.2.1

Figure 7.2.2 depicts the efficiencies we've achieved in reducing training costs for our Foreign Military Sales (FMS) and NATO customers.

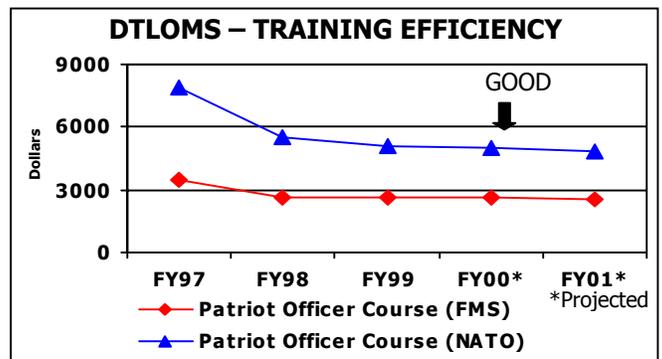


Figure 7.2.2

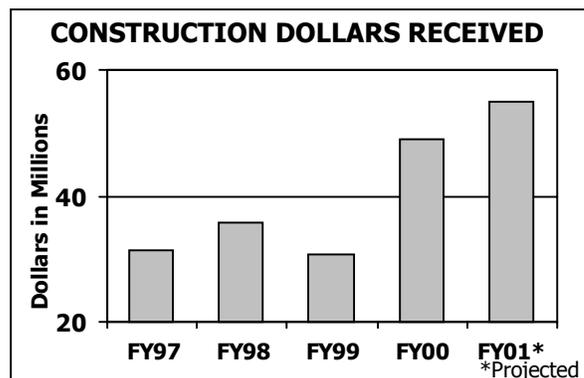


Figure 7.2.3

Figure 7.2.3 shows our success in support of our construction projects. These projects are directly tied and prioritized by our KBDs in our Strategic Command Plan as discussed in 4.1a(1e).

Figure 7.2.4 through 7.2.6 shows not only our concern for the environment and the preservation of our natural resources, but also the cost benefits we have realized as part of our conservation efforts and our environmental consciousness.

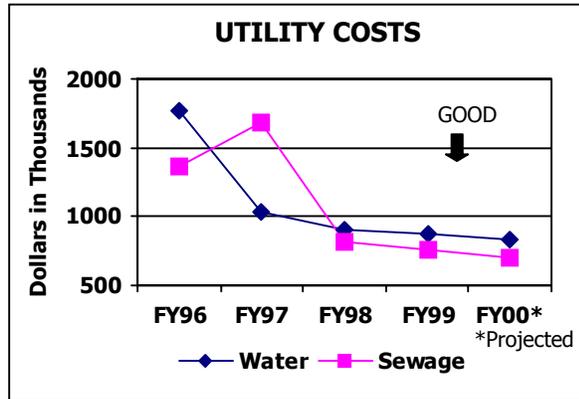


Figure 7.2.4

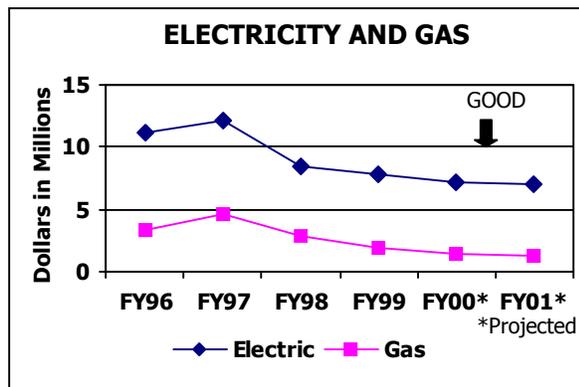


Figure 7.2.5

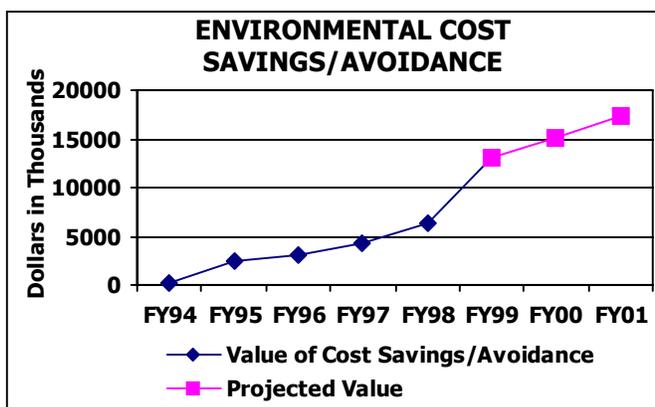


Figure 7.2.6

Figure 7.2.7 depicts our efforts not only in making Fort Bliss a safer place to work, but also the cost benefit and financial result of our efforts.

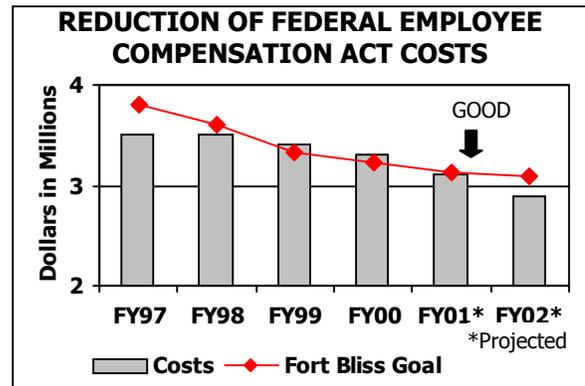


Figure 7.2.7

Figures 7.2.8 and 7.2.9 depict, in financial terms, our use of small and minority owned businesses.

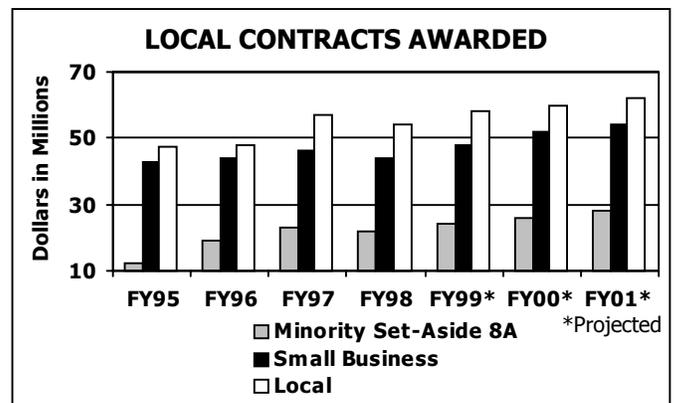


Figure 7.2.8

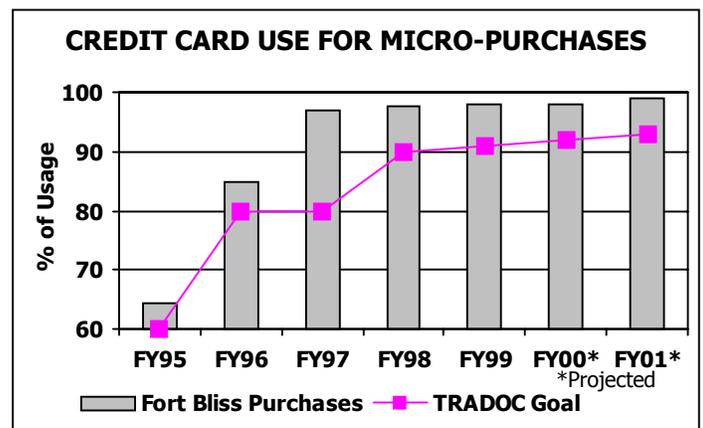


Figure 7.2.9

Figure 7.2.10 depicts our successes in achieving support from our workforce for the Combined Federal Campaign (CFC), which provides support services to the Fort Bliss, local, national and international communities.

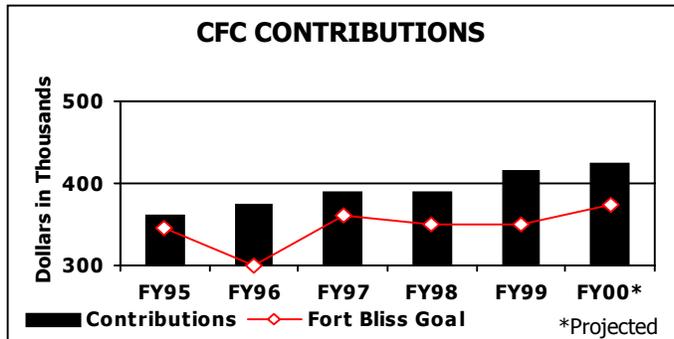


Figure 7.2.10

Figure 7.2.11 depicts the labor cost avoidance due to our extensive use of volunteers.

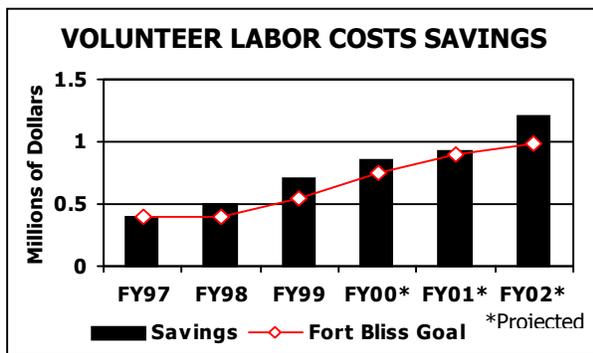


Figure 7.2.11

Figures 7.2.12 depicts the outstanding performance of our Installation Morale Welfare and recreation Fund (IMWRF). Our IMWRF consistently performs above any FORSCOM installation and rates second in TRADOC.

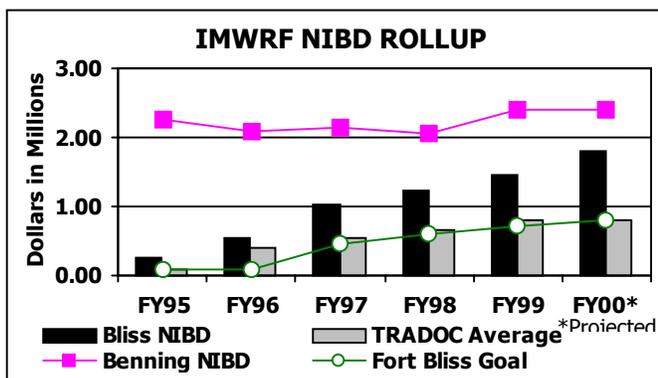


Figure 7.2.12

Figure 7.2.13 depicts the success of our review and analysis forums as discussed in 1.1b(3).

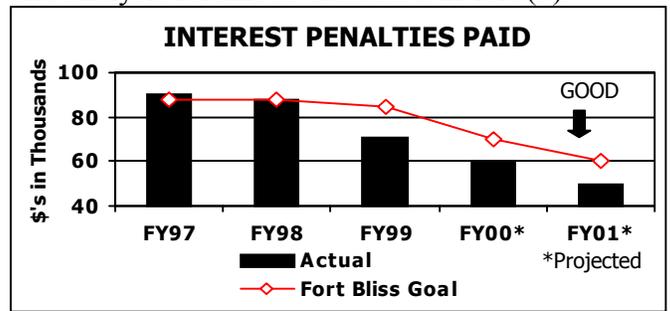


Figure 7.2.13

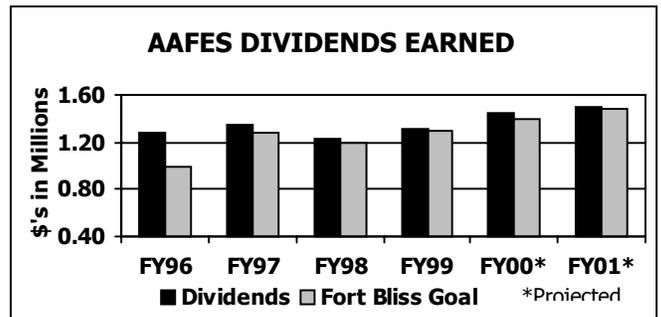


Figure 7.2.14

Figure 7.2.14 depicts the dividends our Army and Air Force Exchange Service (AAFES) partner generates for our IMWRF.

Figure 7.2.15 shows how much we save our soldiers from having to pay at local, private income tax preparation offices by offering the same service on post, at no-cost, utilizing volunteers. This makes our service much more competitive.

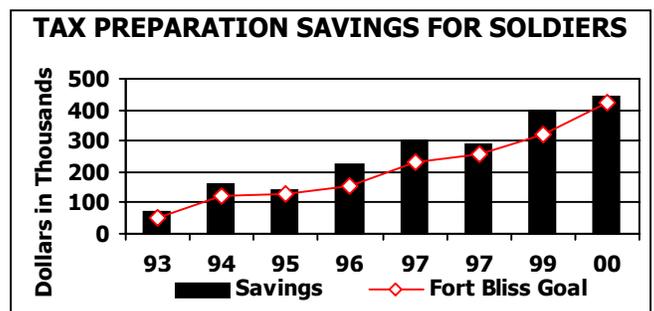


Figure 7.2.15

Figure 7.2.16 shows our great success in competing for BASOPS Opportunities Leveraging Development (BOLD) grants with tremendous projected returns on investment (ROIs).

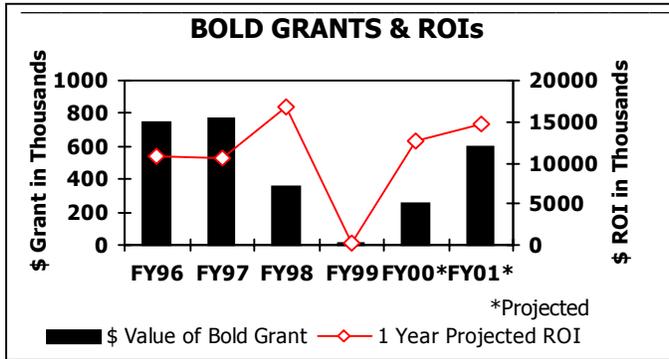


Figure 7.2.16

We have numerous agreements with local, state and regional agencies and have established partnerships that have generated substantial cost avoidance. We seek every opportunity to leverage our partnerships to enhance our communication and interaction with our community. Some of these partnerships not only provide valuable sources of information, but also translate into cost avoidance. Figure 7.2.17 depicts some of our outstanding success in this area.

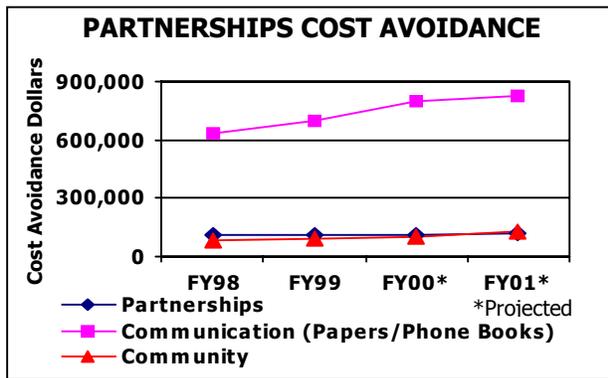


Figure 7.2.17

Figure 7.2.18 shows the success our OSJA has had recovering money from suppliers and insurance agencies.

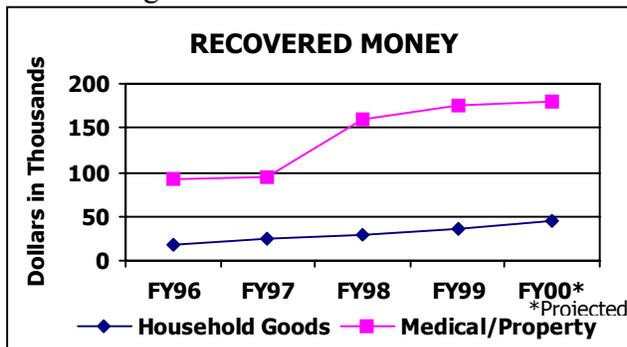


Figure 7.2.18

7.3 HUMAN RESOURCE RESULTS. People are our keys to success. The development of our Human Resource Development and Management Plan (HRDMP), as part of our strategic planning process discussed in 2.1a(2d), has served as a contributor to our improved organizational performance.

Figure 7.3.1 shows retention levels for ADA soldiers at varying stages in their career.

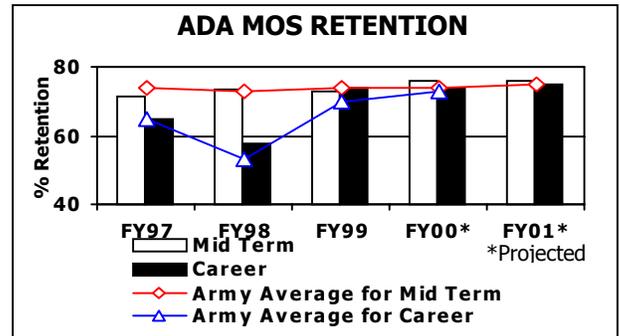


Figure 7.3.1

Figures 7.3.2 and 7.3.3 show how we reward our military and civilian employees. Awards directly correlate to the positive trends in our overall performance as depicted in Figures 7.5.1-7.5.39.

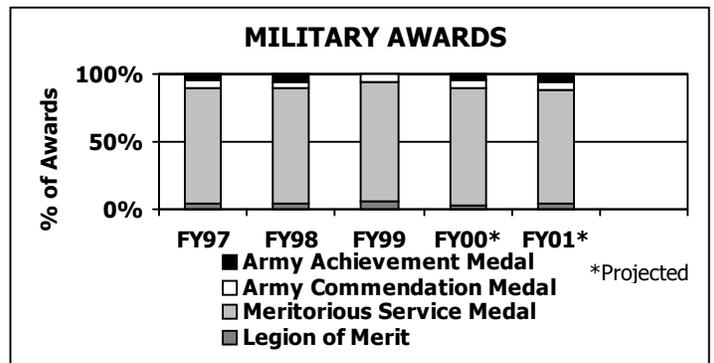


Figure 7.3.2

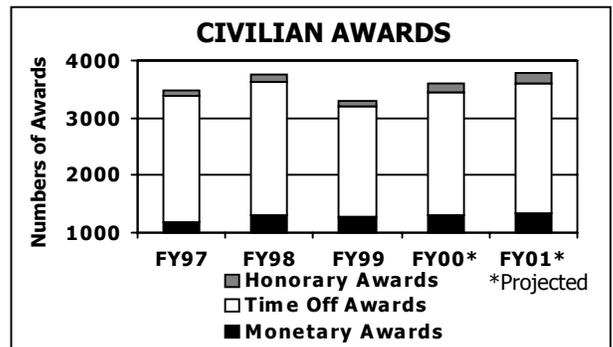


Figure 7.3.3

The military is such an inherently challenging profession, both personally and professionally, that we are concerned about retaining our soldiers, particularly our first term soldiers, who are most at risk of leaving the Army. Figure 7.3.4 depicts our efforts.

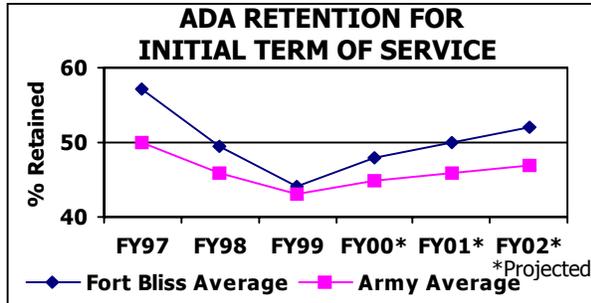
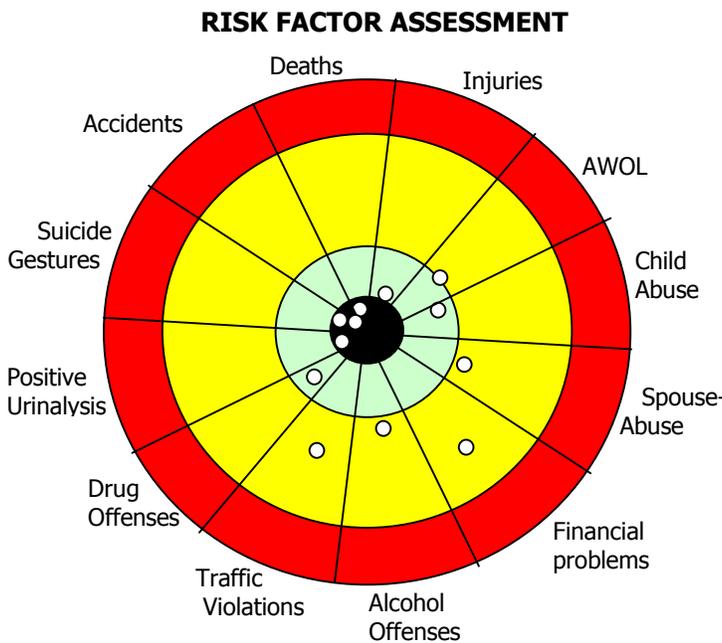


Figure 7.3.4



COLOR BAND	DESIGNATION	RATE
RED (OUTER)	DANGER ZONE	91%-100%
YELLOW	CAUTION ZONE	51%-90%
OUTER EDGE		11%-50%
INNER EDGE		1%-10%
GREEN	SAFETY ZONE	1%-10%
BLACK (CENTER)	BULL'S EYE	0%

Figure 7.3.5

Figure 7.3.5 depicts an example of one unit's risk assessment survey and analysis. These are used as part of our adjutant general's risk-reduction program as discussed in 5.3a.

One area we pay particular attention to is the education of our workforce. Our higher education partnerships benefit our employees. We

have numerous programs where our workforce can get tuition assistance, Figure 7.4.3. We have a Training Needs Council that convenes every quarter to determine when courses will be scheduled. This council takes the opportunity to target training that has been identified in individual development plans (IDPs) that provide our workforce the tools they need to meet and exceed the goals and objectives of our Strategic Command Plan. Figures 7.3.6 through 7.3.10 show our progress.

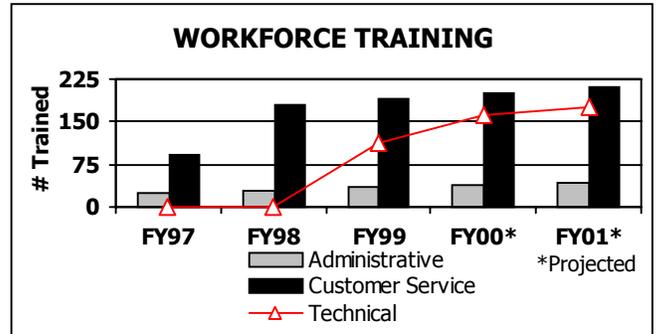


Figure 7.3.6

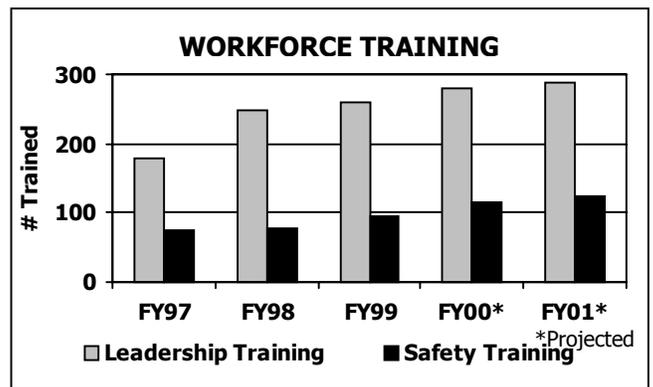


Figure 7.3.7

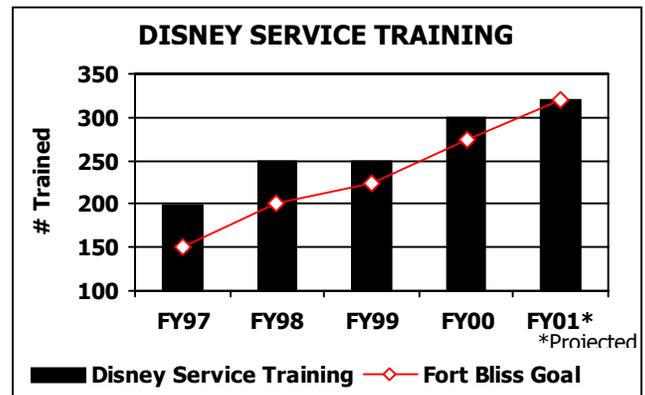


Figure 7.3.8

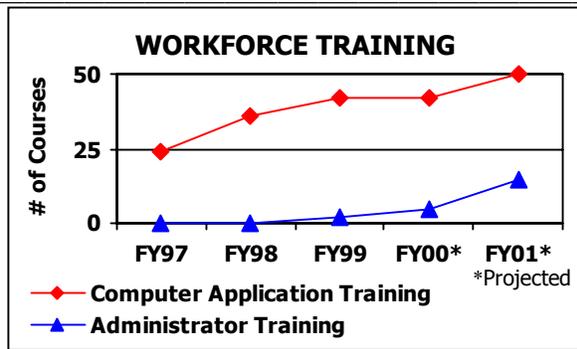


Figure 7.3.9

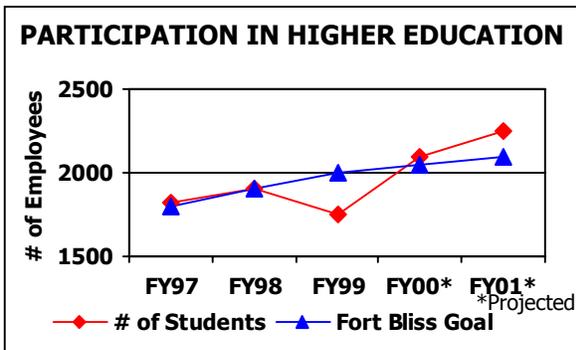


Figure 7.3.10

Our workforce safety comes first. We link our safety successes directly back to our safety training, Figure 7.3.7. The positive results of our actions are shown in Figures 7.3.11-7.3.13.

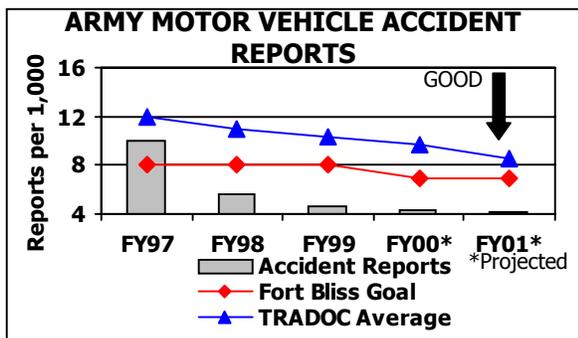


Figure 7.3.11

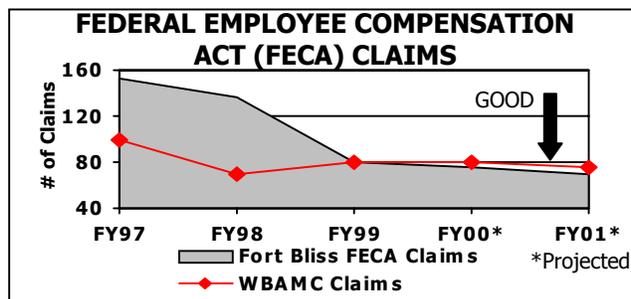


Figure 7.3.12

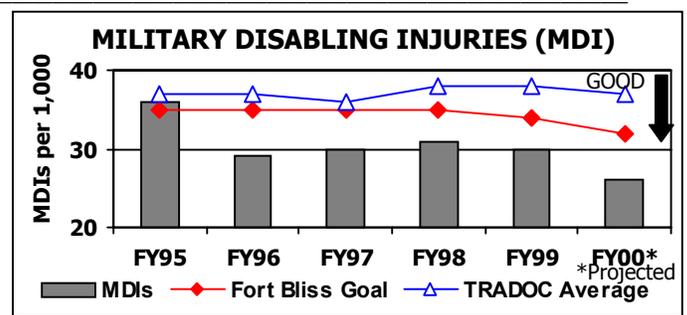


Figure 7.3.13

We have taken a hard line on crime. Our positive results are depicted in Figure 7.3.14.

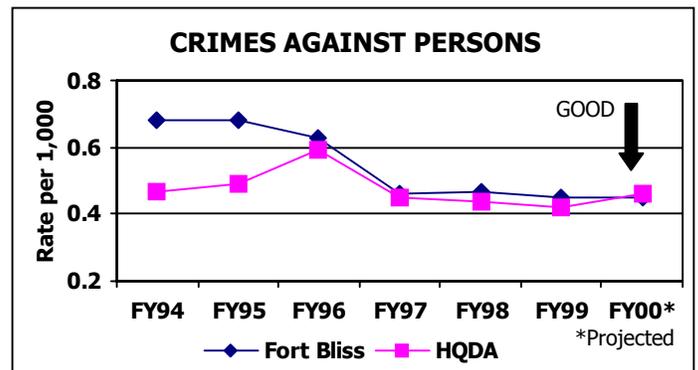


Figure 7.3.14

We have several key indicators of the satisfaction level of our workforce. One of the strongest indicators is the response to our installation-wide Work Climate Survey. Some of the results of our survey are depicted in Figure 7.3.15.



Figure 7.3.15

We also track equal opportunity (EO) and equal employment opportunity (EEO) com-

plaints and resolutions. Figures 7.3.16 and 7.3.17 depict our progress in this area.

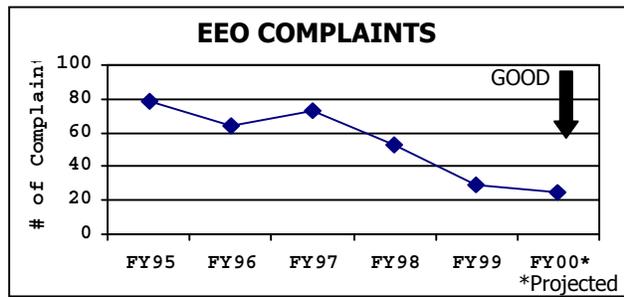


Figure 7.3.16

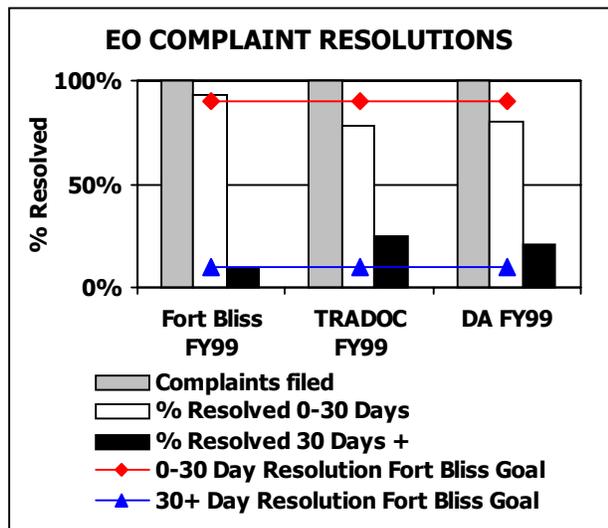


Figure 7.3.17

Proper design and effectiveness of work systems are tracked in direct relation to performance improvements. We continuously work to transform our workforce into high-powered, multi-talented, and cross-functional work teams. Figure 7.3.18 depicts our supervisor to employee ratio.

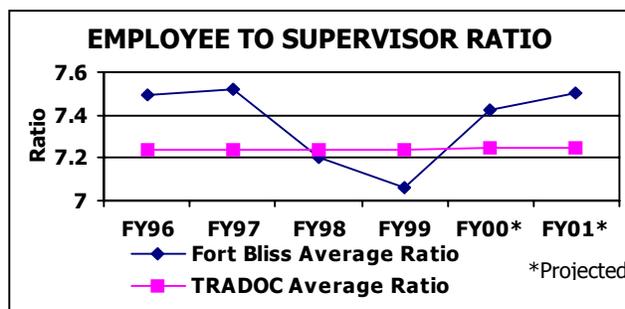


Figure 7.3.18

As discussed in 5.1a(2), as we plan and design our work systems we encourage and motivate

our employees to achieve their full potential. Our support of developmental programs is depicted in Figure 7.3.19.

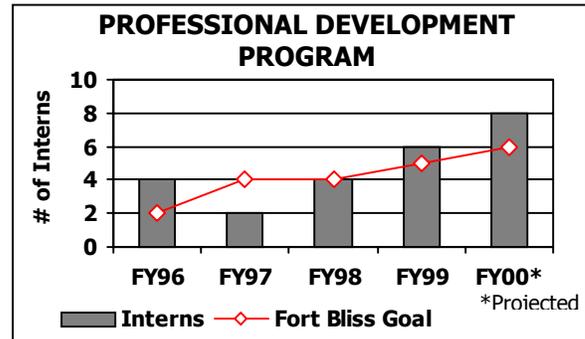


Figure 7.3.19

7.4 SUPPLIER AND PARTNER RESULTS.

We not only closely monitor our suppliers and partners performance in relation to achievement of our goals and objectives, we include them in our review process. Our partners are part of our Operating Officials and Installation Executive Board, Figure 1.1. Figure 7.4.1 depicts the outstanding score that WBAMC has earned on tri-annual inspections by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO).

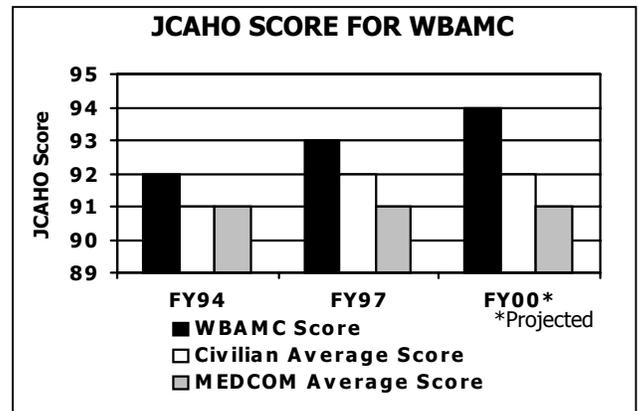


Figure 7.4.1

WBAMC has one of the lowest pharmacy wait times in the Army. Improvements include automated medicine dispensing equipment that have decreased prescription filling time by not having to manually count out pills. By using our Listening and Learning Strategies, Figure 3.2, we have significantly shortened the waiting period. Figure 7.4.2 shows the tremendous success WBAMC has achieved.

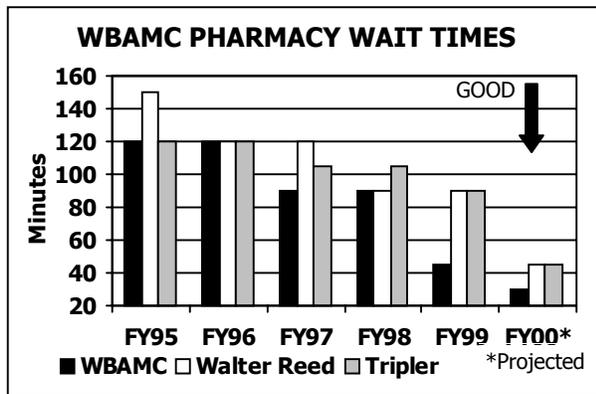


Figure 7.4.2

Our higher education partnerships offer valuable training and education opportunities for our workforce and community. These partnerships create financial advantages for our workforce by offering tuition assistance. Our nearly 30 different higher education partnerships has resulted in the tuition assistance depicted in Figure 7.4.3.

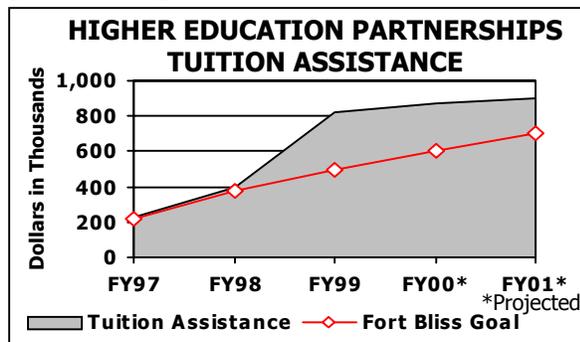


Figure 7.4.3

Figure 7.4.4 depicts customer satisfaction with UNICOR. We identify UNICOR as one of our key suppliers, Figure 6.2. UNICOR provides laundry services to our customers. Employing one of our listening and learning strategies, Figure 3.2, we track customer feedback in relation to our suppliers.

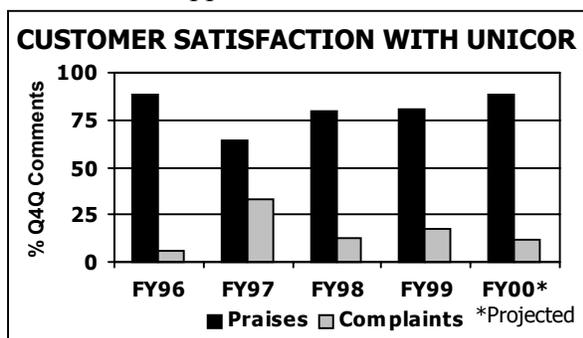


Figure 7.4.4

As discussed in 6.3a(3), Figures 7.4.5 and 7.4.6 depict the results of our monitoring and evaluation methods of our supplier performance. Their performance is measured by percent of acceptable quality level (AQL) in meeting our requirements as specified in each contract.

100% AQL				
	FY97	FY98	FY99	FY00
KINGS AIRE	X	X	X	X
HAGO, INC	X	X	X	X

Figure 7.4.5

100% AQL				
	FY97	FY98	FY99	FY00
ACE JANITORIAL		X	X	X
DOSS AVIATION	X	X	X	X

Figure 7.4.6

7.5 ORGANIZATIONAL EFFECTIVENESS RESULTS. This section summarizes our key organization results that significantly contribute to our overall performance. The results in this section depict our product and service quality; the performance of our processes, measures, effectiveness and efficiencies; and, highlights outstanding performance in our environmental stewardship.

Figures 7.5.1, 7.5.2 and 7.5.3 depict our graduation rates. Figure 7.5.1 depicts Advanced Individual Training graduation rates. Figure 7.5.2 depict graduation rates for the Air Defense Artillery Pre-Command Course (PCC), Officer Basic Course (OBC), and Warrant Officer Advanced Course (WOAC). Figure 7.5.3 depicts the graduation rate for the Primary Leadership Development Course (PLDC), Basic Non-Commissioned Officer

(NCO) Course (BNCOC), and Advanced NCO Course (ANCOC).

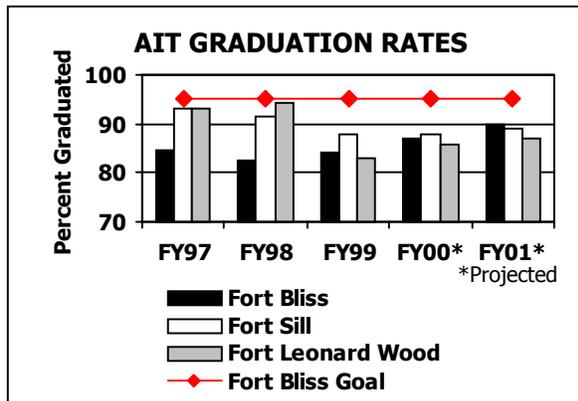


Figure 7.5.1

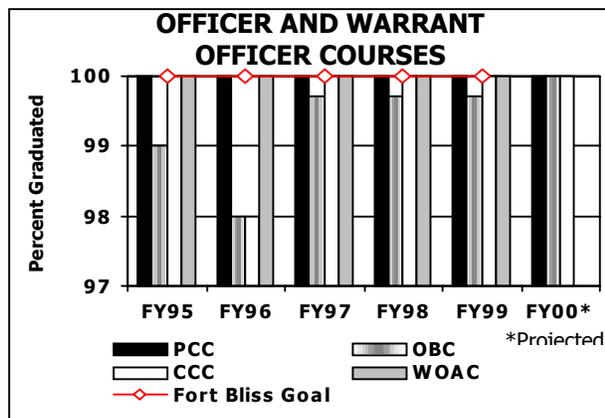


Figure 7.5.2

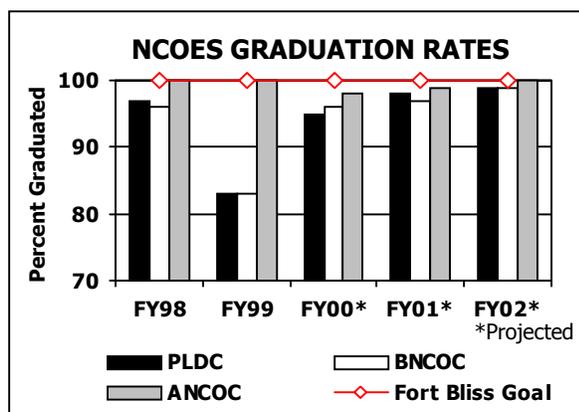


Figure 7.5.3

Figure 7.5.4 depicts our graduation rates for our senior Non-Commissioned Officer courses: First Sergeants (1SG) Course, Sergeants Major (SGM) Course, Command SGM (CSM) Course, and Battle Staff Course (BSC).

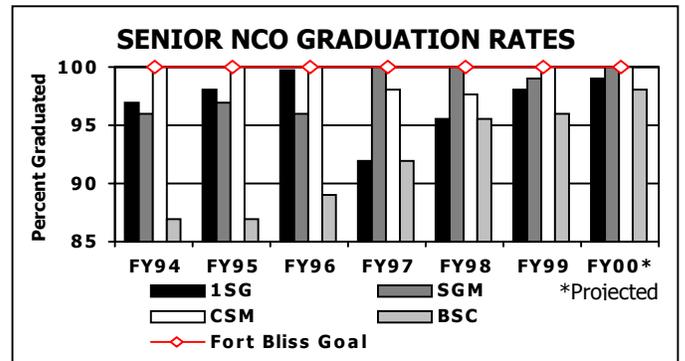


Figure 7.5.4

Figures 7.5.5 and 7.5.6 reflect readiness of systems and ground equipment for meeting our training requirements.

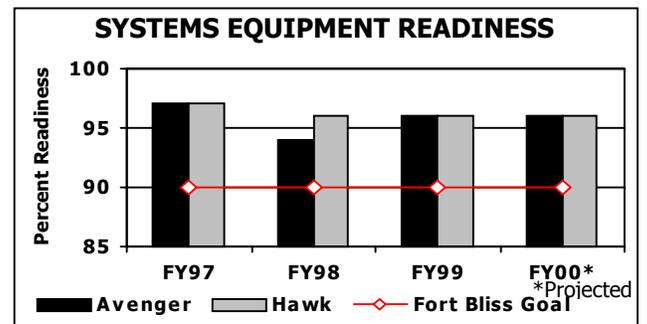


Figure 7.5.5

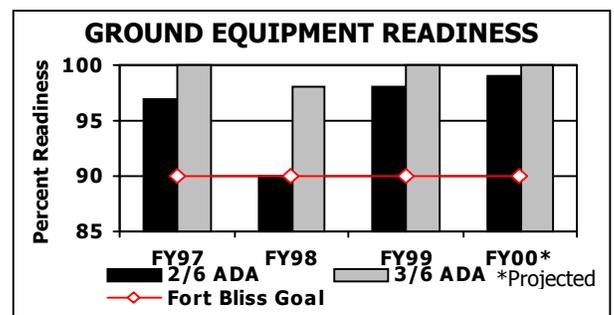


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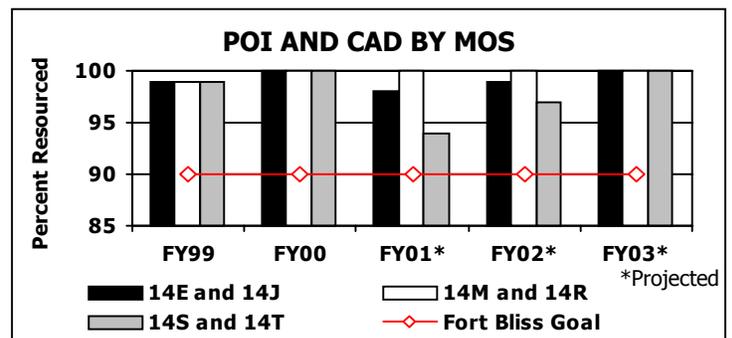


Figure 7.5.7

Figure 7.5.7 depicts the programs of instruction (POIs) and course administrative data (CADs), by military occupation specialty (MOS).

Figures 7.5.8 and 7.5.9 show the trends of students at the United States Military Academy (USMA) selecting Air Defense Artillery as their branch of choice. This depicts our aggressive and extensive marketing campaign.

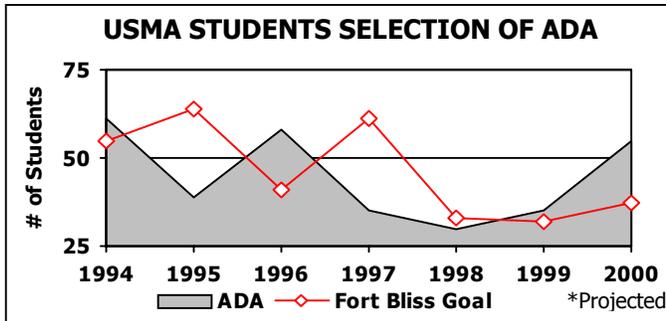


Figure 7.5.8

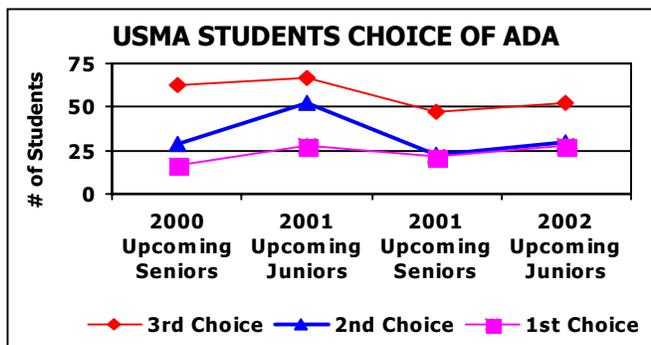


Figure 7.5.9

Figures 7.5.10 and 7.5.11 show some of our methods of communicating with our customers about Air Defense Artillery.

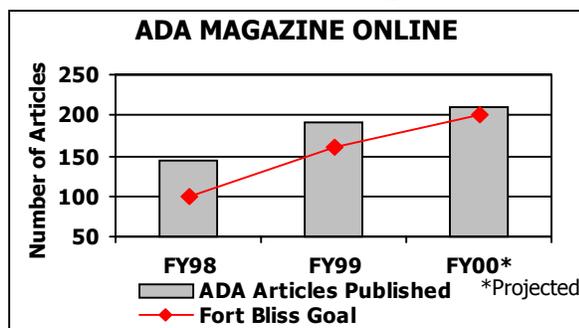


Figure 7.5.10

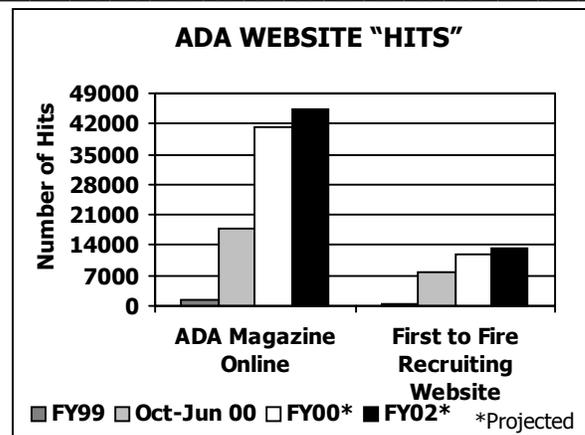


Figure 7.5.11

Figures 7.5.12 and 7.5.13 depict our efforts in retaining our trained personnel.

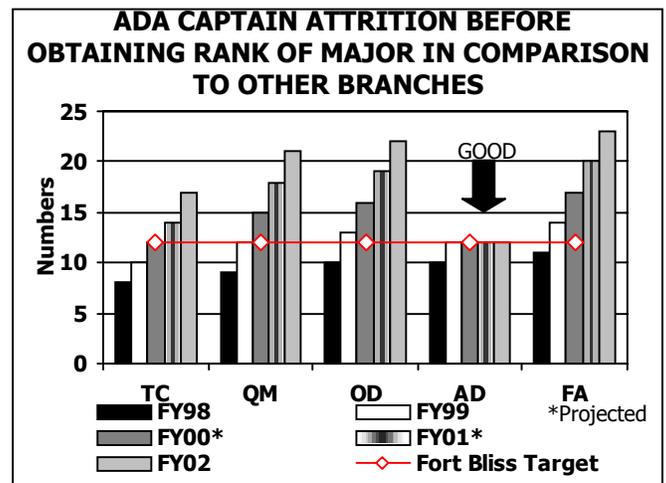


Figure 7.5.12

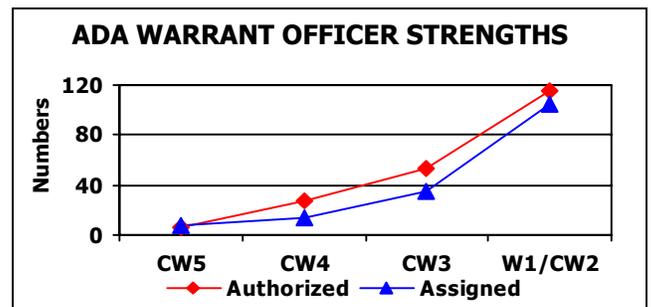


Figure 7.5.13

Figure 7.5.14 depicts our efforts to have our units fully compliant and in accordance with FM 25-100, Training the Force.

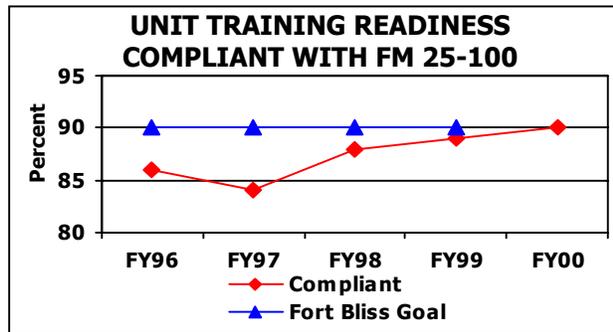


Figure 7.5.14

Figure 7.5.15 depicts our efforts in getting our units up to the standards cited in AR 600-8-101, Personnel Processing, and AR 220-1, Unit Status Reporting.

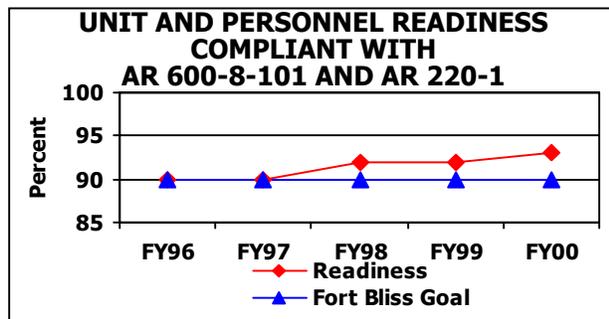


Figure 7.5.15

Figure 7.5.16 depicts our efforts at procuring material handling equipment (MHE) to continuously improve and upgrade our power projection capabilities.

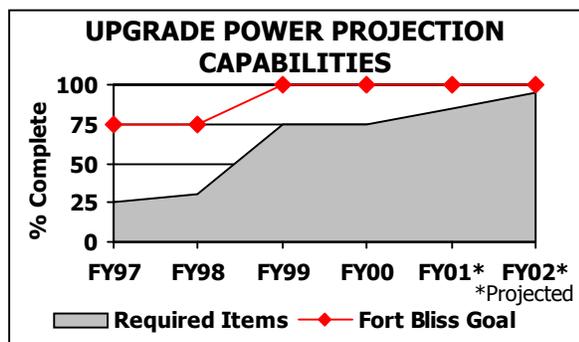


Figure 7.5.16

Figure 7.5.17 depicts our training efforts for our Air Force Liaison Coordination Element (ALCE) along with our own MHE operators for ensuring we meet our power projection requirements of a fully trained staff to manage rapid deployments of our units.

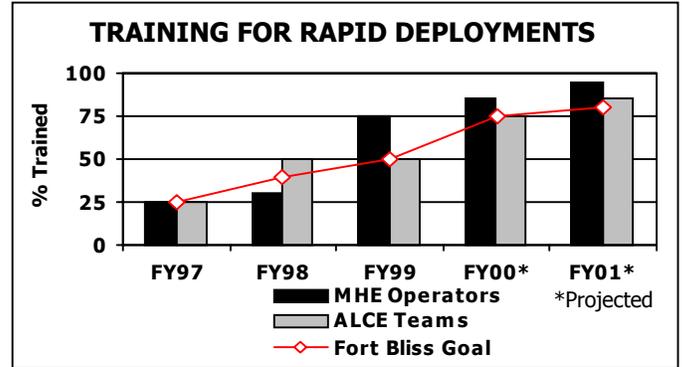


Figure 7.5.17

We have worked hard to obtain funding and leverage partnerships to improve our Army Strategic Mobility Plan (ASMP) to upgrade our runways, airfield, rail complex, loading apron, ammo hot load, and our air deployment facility complex. Figure 7.5.18 depicts the progress we have made and projections to modernize and improve our ASMP.

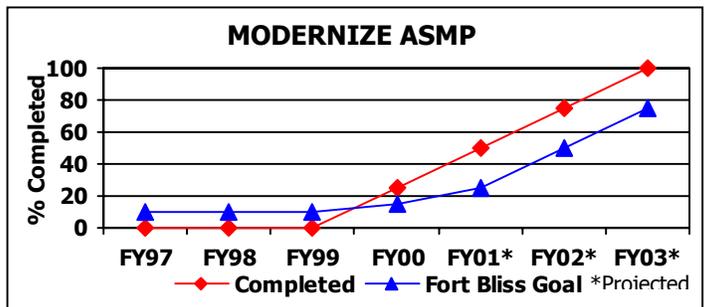


Figure 7.5.18

Figure 7.5.19 shows our integration of Reserve Component soldiers into our operations.

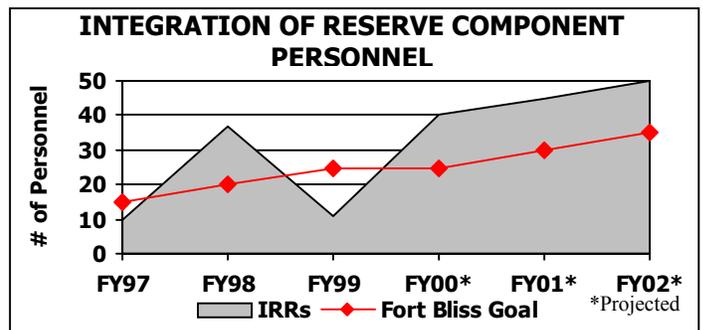


Figure 7.5.19

Figure 7.5.20 depicts our success in developing ADA doctrine.

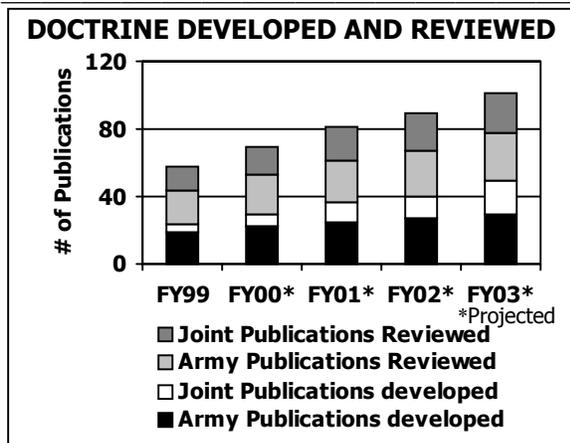


Figure 7.5.20

Figure 7.5.21 depicts our combat development efforts.

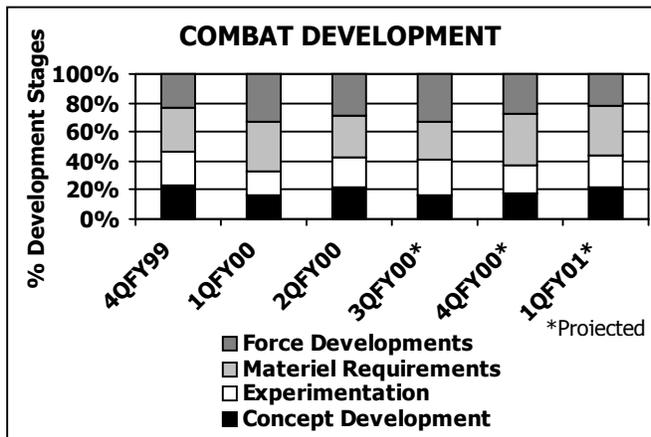


Figure 7.5.21

Figure 7.5.22 depicts training for our Family Readiness Group leaders. They provide assistance to family members whose spouses have been deployed.

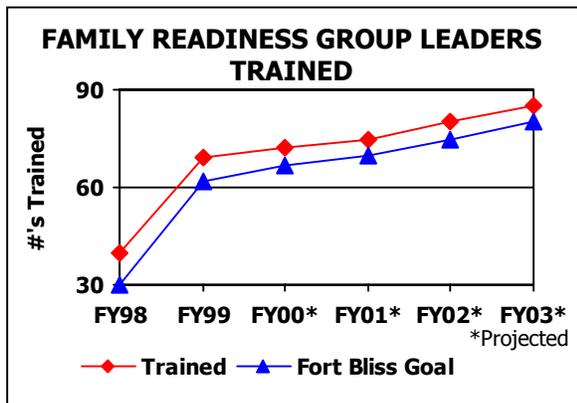


Figure 7.5.22

We are very proud of our efforts in preserving and protecting our environment. As discussed in 1.2a, our leadership’s decisiveness to carefully manage our natural resources and to act responsibly to preserve them is evident in our results. Our Directorate of Environment has received numerous awards for their conservation and preservation efforts. Figures 7.5.23 through 7.5.33 depict significant improvements made in this area. External Environmental Compliance Assessments are performed only once every 2-3 years.

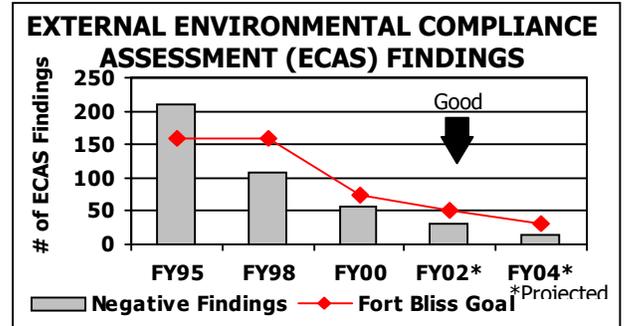


Figure 7.5.23

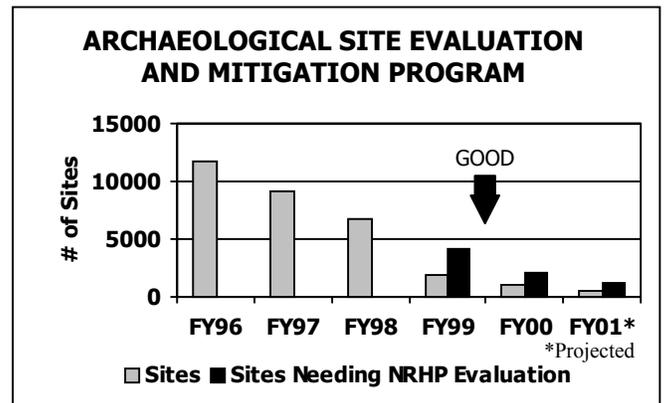


Figure 7.5.24

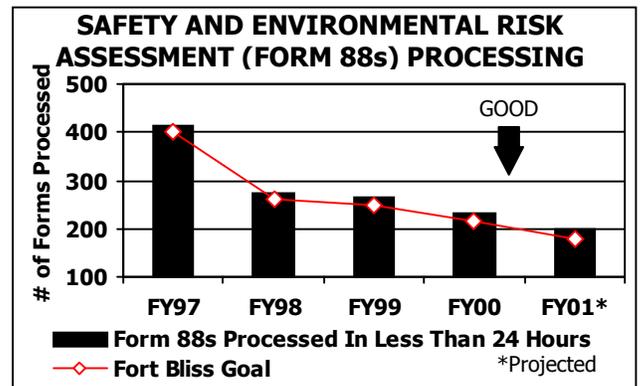


Figure 7.5.25

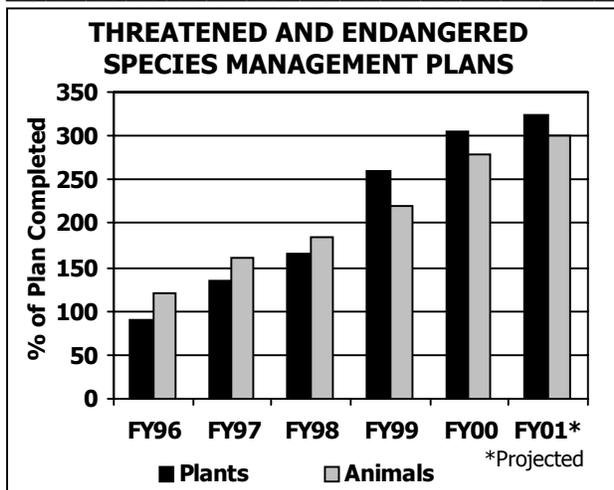


Figure 7.5.26

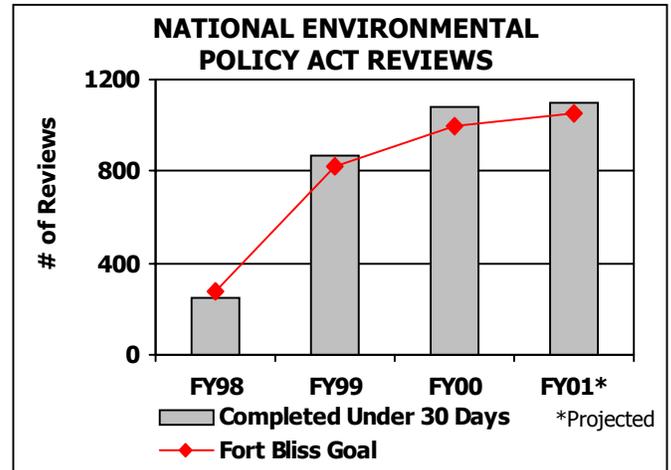


Figure 7.5.29

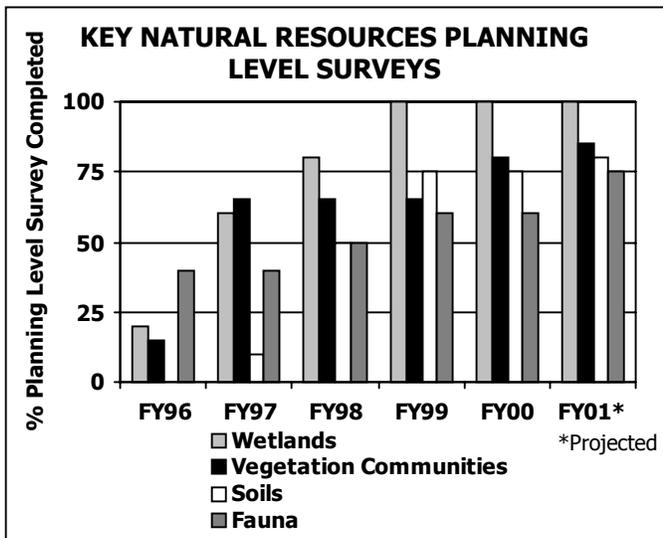


Figure 7.5.27

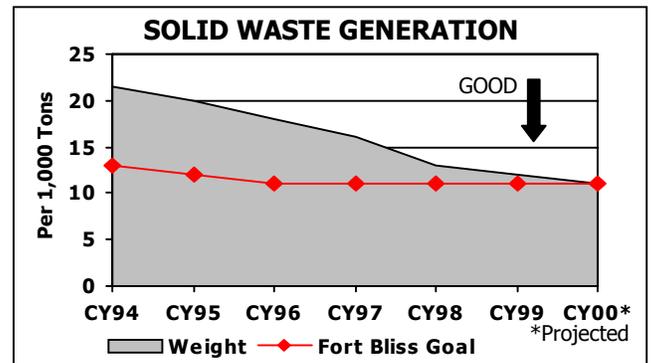


Figure 7.5.30

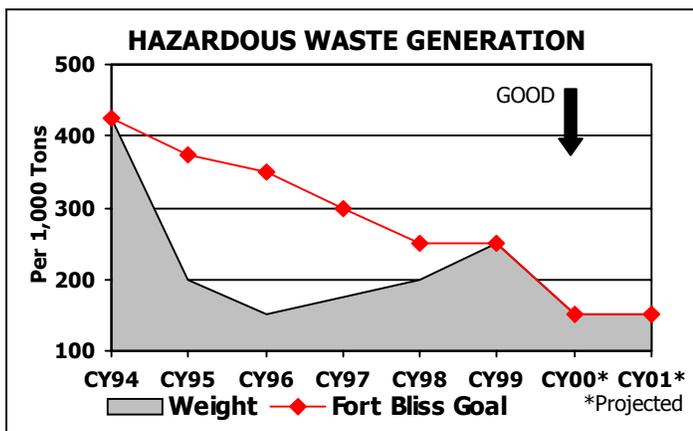


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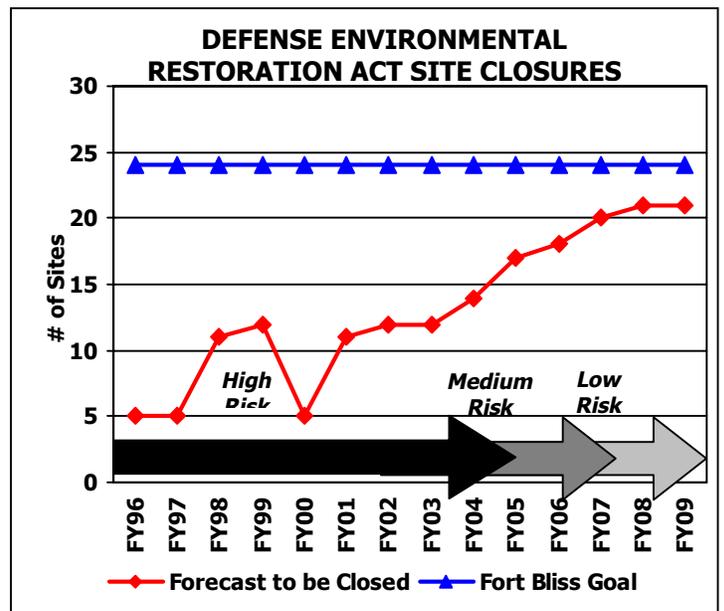


Figure 7.5.31

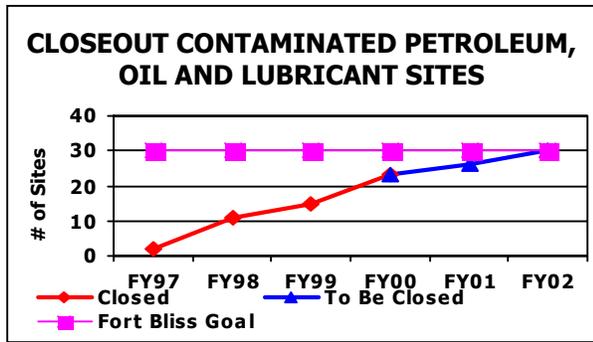


Figure 7.5.32

Figure 7.5.33 depicts the success we've had managing and reducing our order ship time (OST). We compare ourselves to an industry leader, Caterpillar, Inc. To reduce our OST, we have worked extensively with our depots. Our major depot supplier has even added a dedicated delivery truck for us, three days a week. This strong partnership has contributed to our success.

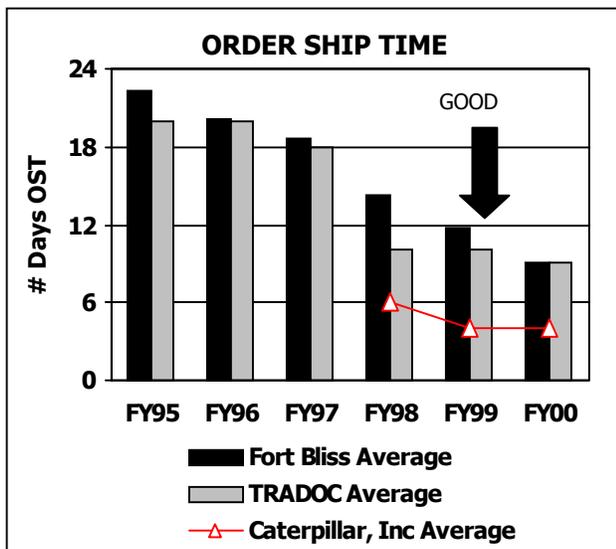


Figure 7.5.33

Figure 7.5.34 depicts our success story in our conservation efforts for our most precious resource, water. Our conservation efforts have also contributed to financial savings that translate into improvements installation-wide.

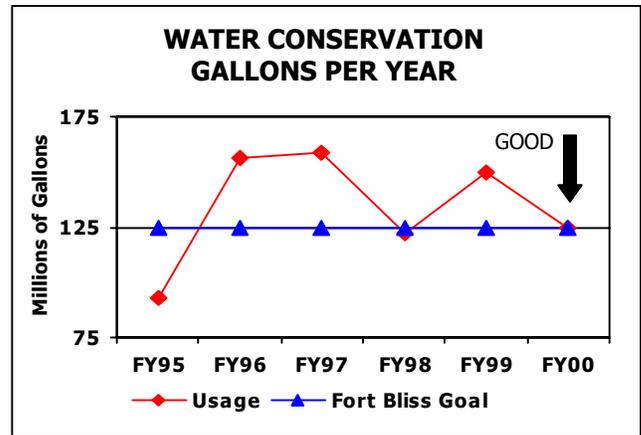


Figure 7.5.34

Figure 7.5.35 depicts our goals for system and network administrator training.

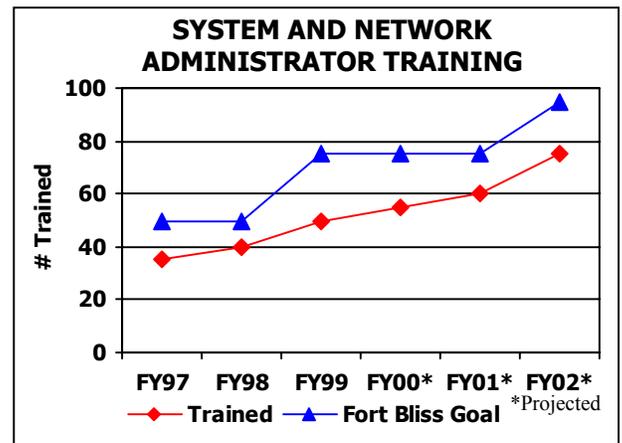


Figure 7.5.35

Figures 7.5.36 and 7.5.37 show the rapid processing time for both pre-trial and post-trial court martials. Our Office of the Staff Judge Advocate (OSJA) has been recognized numerous times for its outstanding accomplishments.

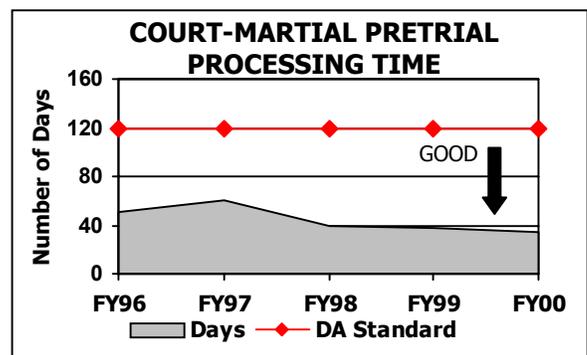


Figure 7.5.36

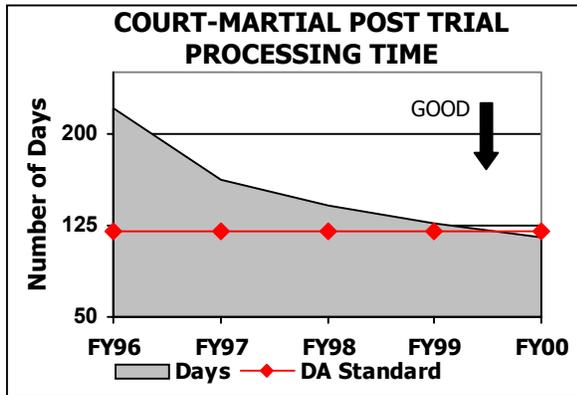


Figure 7.5.37

Figure 7.5.38 depicts our successful Business Occupancy Program in our occupancy rates for our Army Family Housing (AFH).

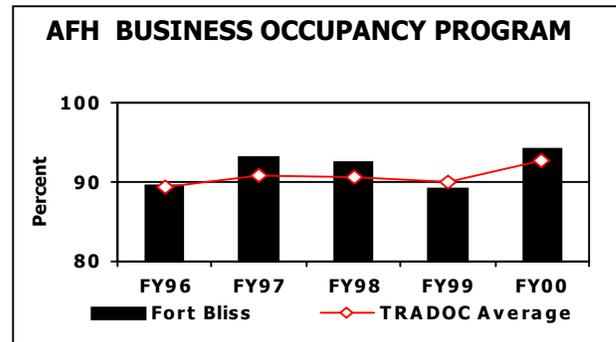


Figure 7.5.38

In our continuous journey to achieve excellence, we have obtained numerous awards as a result of our efforts. The following is a list of those awards. Fort Bliss is very proud of those organizations and people who attained them. **Hooah!**

AWARD	RECIPIENT
TRADOC Technical Excellence in Civilian Personnel Award 1995 & 1999	DHR*
TRADOC Outstanding NAF Civilian Personnel Office Award 1995	DHR
Secretary of the Army Environmental Quality Award 1996	DOE*
DA Environmental Quality Award 1996	DOE
"Keep America Beautiful" Award 2nd Place 1996	DOE
"Keep El Paso Beautiful" Presidents Award" 1997	DOE
Cultural Resources Award for Installation	DOE
Keep Texas Beautiful Civic Organizational Leadership (First military installation in Texas)	DOE
Best Commissary/Mid-West Region 1996	DECA
Secretary of the Army Commander's Force Management 1995	DRM*
Woman Small Business Advocate of the Year 1998	DOC*
Minority Small Business Advocate of the Year 1998	DOC*
TRADOC Small & Disadvantaged Business Utilization Specialist of the Year 1995, 1996, 1997, 1998	DOC*
"Keep it in El Paso" Advocate Award 1995	DOC
Federal Executive Association of El Paso & Southern New Mexico Distinguished Public Service Award 1996, 2000	DOC, DCA*
TRADOC Engineer of the Year 1999	DPWL*

AWARD	RECIPIENT
Federal Manager's Association "Manager of the Year" 1997 & 1998	DPWL*
Hero for Children Award from State Board of Education 1998	DCA
El Paso Area Federal Executive Association 1998 National Performance Review Award	DCA*
Amigo Chapter ASMC 5-star National Rating 1998	DRM
White House Closing the Circle Award – 1998	DOE
El Paso Mayor "Conquistador" Award 1997	DOC
Army MWR Commercial Sponsorship Top Performance Award 1999	DCA
Carroll Award for Top Performing NCO/Enlisted Clubs 1999 & 2000	DCA
Association of the United States Army General Omar Bradley Civilian Leader Award 1998	DPWL*
Vice President Gore's Hammer Award – 1998	DOE
Most Improved DOC in TRADOC Barbara Jones Award 1996	DOC
Business Advocate Award Minority Enterprise Development 1996	DOC
Army Chief of Staff Excellence in Legal Assistance Award 1989, 1993, 1995, 1996 & 1998, 1999	OSJA
Judge Advocate General's Award for Excellence in Claims Support 1996 and 1998	OSJA
Outstanding Ethics Program Award 1998	OSJA
Keep El Paso Beautiful "Media"	PAO

* indicates awards to individuals

FIGURE 7.5.39

GLOSSARY

1SG	First Sergeant
8A	Minority Set-Aside
AAFES	Army and Air Force Exchange System
AAMDC	Army Air and Missile Defense Command
AARs	After Action Reports
AC	Active Components
ACOE	Army Community of Excellence
ACS	Army Community Services
AD	Air Defense
ADA	Air Defense Artillery
ACTEDS	Army's Civilian Training, Education and Development System
AER	Army Emergency Relief
AFGE	American Federation of Government Employees
AFH	Army Family Housing
AIDS	Acquired Immune Deficiencies
AIT	Advanced Individual Training
ALCE	Air Force Liaison Coordination Element
AMD	Air Missile Defense
AMV	Army Motor Vehicle
ANCOC	Advanced Noncommissioned Officer Course
APIC	Army Performance Improvement Criteria
AQL	Acceptable Quality Level
AR	Army Regulation
ASMC	American Society of Military Comptrollers
ASMP	Army Strategic Mobility Program
AWOL	Absent Without Leave
BASOPS	Base Operations
BN	Battalion
BNCOC	Basic Noncommissioned Officer Course
BOLD	BASOPS Opportunities Leveraging Development
BRAC	Base Realignment and Closure
BSC	Battle Staff Course
BUR	Bottoms Up Review
CAD	Course Administrative Data
CALFX	Combined Arms Live Fire Exercise
CCC	Captain's Career Course
CD-ROM	Compact Disc – Read Only Memory
CEO	Chief Executive Officer
CFC	Combined Federal Campaign
CG	Commanding General
CINC	Commander in Chief
CIP	Continuous Improvement Plan

GLOSSARY

CO2	Consideration of Others
CofS	Chief of Staff
CORs	Contracting Officer Representatives
CPAC	Civilian Personnel Advisory Center
CS	Chief of Staff
CSA	Chief of Staff Army
CSM	Command Sergeant Major
CTC	Combat Training Center
CW	Chief Warrant
CY	Calendar Year
DA	Department of the Army
DAC	Deputy Assistant Commandant
DCA	Directorate of Community Activities
DCD	Directorate of Combat Developments
DCG	Deputy Commanding General
DCS	Deputy Chief of Staff
DEA	Drug Enforcement Agency
DeCA	Defense Commissary Agency
DENTAC	Dental Activity
DERA	Defense Environmental Restoration Act
DETACH	Detachment
DHR	Directorate of Human Resources
DOC	Directorate of Contracting
DOD	Department of Defense
DOE	Directorate of Environment
DOIM	Directorate of Information Management
DOTTD	Directorate of Training, Tactics, and Doctrine
DPTMS	Directorate of Plans, Training, Mobilization and Security
DPWL	Directorate of Public Works and Logistics
DRM	Directorate of Resource Management
DTFI	Directorate of Total Force Integration
DTLOMS	Doctrine, Training, Leadership Development, Organization, Materiel, and Soldiers
ECAS	Environmental Compliance & Assessment Survey
EDRE	Emergency Deployment Readiness Exercise
EEO	Equal Employment Opportunity
EO	Equal Opportunity
EQCC	Environmental Quality Control Council
FA	Field Artillery
FAST	Function Academic Skills Training
FBI	Federal Bureau of Investigation
FECA	Federal Employee Compensation Act

GLOSSARY

FIN	Finance
FM	Field Manual
FMS	Foreign Military Sales
FORSCOM	U.S. Army Forces Command
FRG	Family Readiness Group
FY	Fiscal Year
GAFADS	German Air Force Air Defense School
GC	Garrison Commander
GM	Garrison Manager
GOSC	General Officers Steering Committee
HQ	Headquarters
HQDA	Headquarters Department of the Army
HR	Human Resources
HRDMP	Human Resource Development & Management Plan
HRS	Hours
HSC	Health Services Command
HVAC	Heating, Ventilation and Air Conditioning
IAW	In Accordance With
IDP	Individual Development Plan
IEB	Installation Executive Board
IET	Initial Entry Training
IG	Inspector General
IMWRF	Installation Morale, Welfare, and Recreation Fund
INC	Incorporated
INS	Immigration and Naturalization Services
IPRs	In Process Reviews
IPT	Integrated Product Team
IRAC	Internal Review and Audit Compliance
IRRs	Individual Ready Reserves
ISO	Installation Safety Officer
ISR	Installation Status Report
JASDF	Japan Air Self-Defense Force
JCAHO	Joint Commission on the Accreditation of Healthcare Organizations
JIRSG	Joint Inter Service Regional Support Group
JRTC	Joint Readiness Training Center
JTF6	Joint Task Force 6
K	Thousand
KBD	Key Business Driver
KO	Contracting Officer

GLOSSARY

KSA	Knowledge Skills and Abilities
MACOM	Major Command
MCA	Military Construction Army
MDI	Military Disabling Injuries
MEDCOM	Medical Command
MHE	Material Handling Equipment
MOA	Memorandum of Agreement
MOI	Memorandum of Instruction
MOS	Military Occupational Specialty
MOUT	Military Operations Urban Terrain
MP	Military Police
MSO	Management Support Office
MTC	Maneuver Training Center
MTP	Maintenance Test Plan
MWR	Morale, Welfare and Recreation
NAF	Non-Appropriated Funds
NAGE	National Association of Government Employees
NATO	North Atlantic Treaty Organization
NBC	Nuclear-Biological-Chemical
NCO	Noncommissioned Officer
NCOA	Noncommissioned Officer Academy
NCOER	Noncommissioned Officer Efficiency Report
NCOES	Noncommissioned Officer Evaluation System
NEPA	National Environmental
NFFE	National Federation of Federal Employees
NIBD	Net Income Before Depreciation
NRHP	National Register Historic Property
NTC	National Training Center
OBC	Officer Basic Course
OCADA	Office, Chief of Air Defense Artillery
OCONUS	Outside the Continental U.S.
OD	Ordinance
OER	Officer Efficiency Report
OES	Officer Education System
OOB	Operating Officials Board
OPLAN	Operational Plan
OPLOC	Defense Finance Operating Location
OPTEMPO	Operations Tempo
OSHA	Occupational Safety and Health Administration
OSHS	Office of Safety and Health Standards
OSJA	Office of the Staff Judge Advocate
OST	Order Ship Time

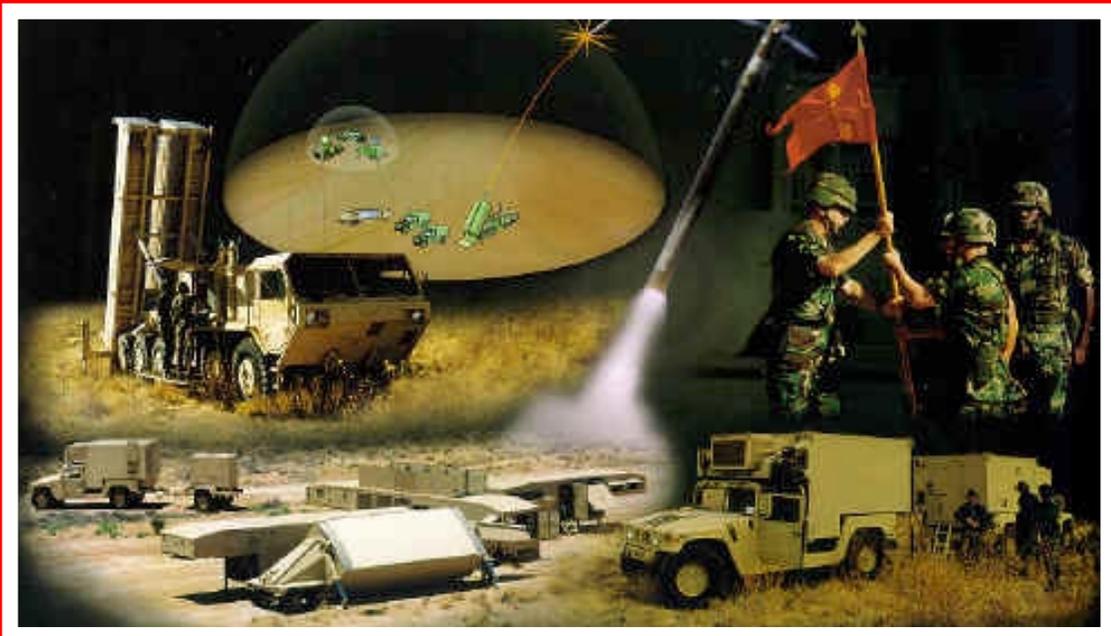
GLOSSARY

PAO	Public Affairs Office
PAT	Process Action Team
PCC	Pre-Command Course
PCSM	Post Command Sergeant Major
PERSCOM	Personnel Command
PM	Project Manager
PLDC	Primary Leadership Development Course
PMO	Provost Marshal Office
POC	Point of Contact
POI	Program of Instruction
POL	Petroleum, Oil and Lubricant
PP	Power Projection
PQA	President's Quality Award
PRAC	Program Resources Advisory Council
PSB	Personnel Support Battalion
PX	Post Exchange
QAEs	Quality Assurance Evaluators
Q4Q	Quest for Quality
QM	Quarter Master
QTB	Quarterly Training Brief
RC	Reserve Component
ROI	Return On Investment
ROTC	Reserve Officer Training Cadet
SABRE	Service and Activity Based Review and Evaluation
SATB	Semi-Annual Training Brief
SB	Small Business
SES	Senior Executive Service
SCP	Strategic Command Plan
SGM	Sergeant Major
SGS	Secretary of the General Staff
SJA	Staff Judge Advocate
STP	Software Test Plan
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TADSS	Training Aids, Devices, Simulators and Simulation
TAPES	Total Army Performance Evaluation System
TAQ	Total Army Quality
TC	Transportation Corp
TRADOC	U.S. Army Training and Doctrine Command
TRR	TRADOC Readiness Report
TSM	U.S. Army Training and Doctrine Command System Manager

GLOSSARY

U.S.	United States
USAADACENFB	U.S. Army Air Defense Artillery Center and Fort Bliss
USAADASCH	U.S. Army Air Defense Artillery School
USACAS	U.S. Army Combined Arms Support
USAR	U.S. Army Reserve
USARNG	U. S. Army National Guard
USASMA	U.S. Army Sergeants Major Academy
USMA	United States Military Academy
USR	Unit Status Report
WBAMC	William Beaumont Army Medical Center
WOAC	Warrant Officer Advanced Course

Army Transformation Joint Fight Mud to Space



***“We are the Air Defense
Artillery - First to Fire”***
