

# Fort Bliss, Texas



*The Next Millennium - Crossing the Line of Departure*

# 2000

**NOMINATION FORM – President’s Quality Award  
Applicant Organization**

Department of the Army  
Headquarters, United States Army Air Defense Artillery Center and Fort Bliss  
Fort Bliss, Texas 79916-6816

**Highest Ranking Official in Applicant Organization**

---

Dennis D. Cavin  
Major General, USA  
Commanding

Telephone (915) 568-3401; DSN 978-3401  
FAX (915) 566-7428

**Size of Organization**

Number of Employees – Civilian	6,000
Military	12,000
Contractor	1,500
Total	19,500

Number of sites ----- One

Budget for Preceding Year ----- \$100M-\$500M

**Official Point of Contact in Applicant Organization**

Tom Kirk  
Chief, Quality Management Branch, Manpower, Equipment and Documentation Division  
ATTN: ATZC-DRM-T  
Fort Bliss, Texas 79916-6816  
Telephone – (915) 568-7109; DSN 978-7109  
FAX (915) 568-7775; DSN 978-7775

**Agency Coordinator**

Thomas Laccone  
DoD Coordinator, President’s Quality Awards Program  
OSD/DA&M/QM  
Room 2C426  
The Pentagon  
Washington, D.C. 20301-1155  
(703) 697-7171; DSN 227-7171

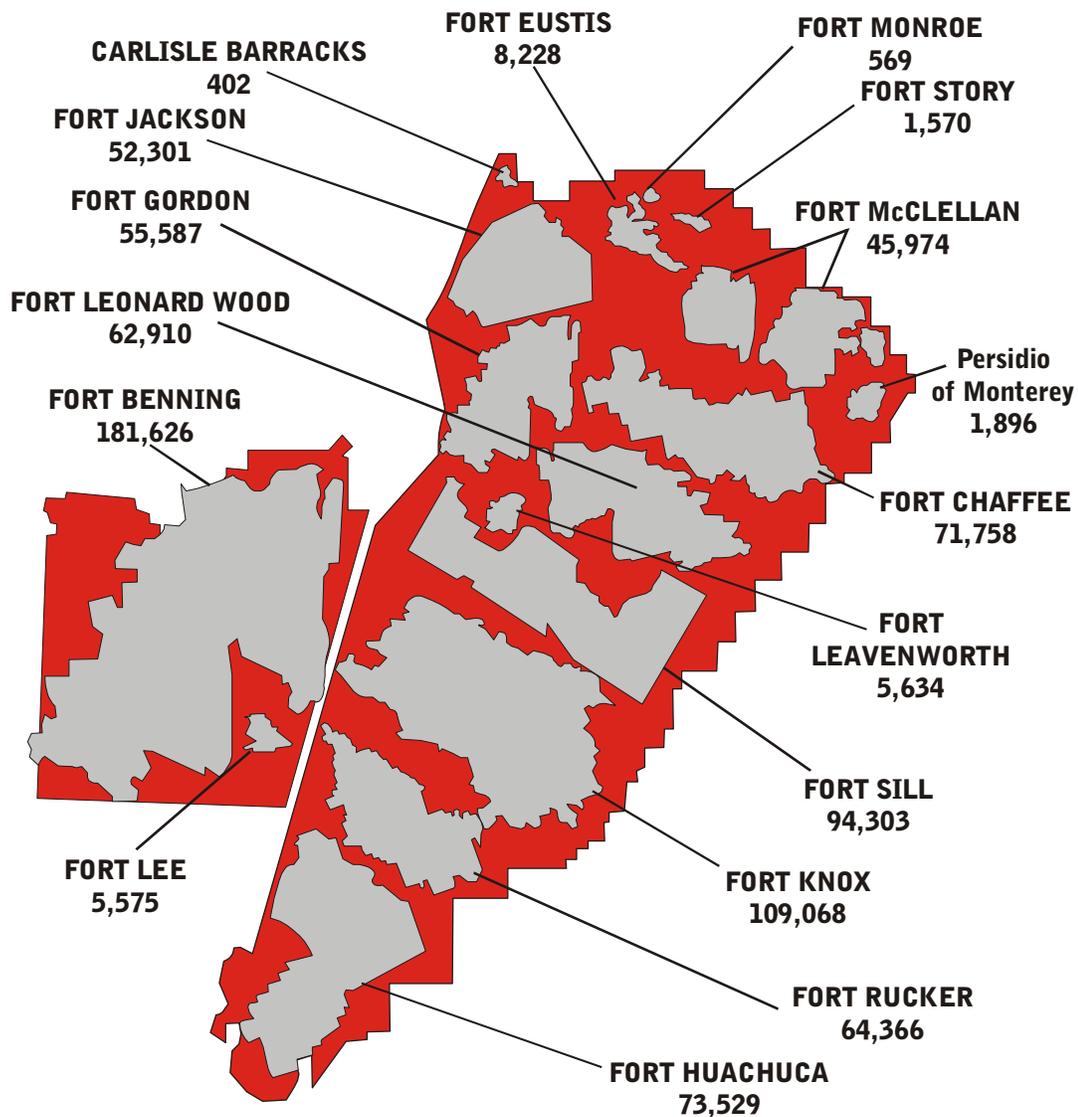
**FORT BLISS  
PRESIDENT'S QUALITY AWARD (PQA) APPLICATION**

**TABLE OF CONTENTS**

	<b>Page</b>
<b>ORGANIZATION OVERVIEW . . . . .</b>	<b>i</b>
<b>LEADERSHIP . . . . .</b>	<b>1</b>
<b>STRATEGIC PLANNING . . . . .</b>	<b>7</b>
<b>CUSTOMER AND MARKET FOCUS . . . . .</b>	<b>12</b>
<b>INFORMATION AND ANALYSIS . . . . .</b>	<b>16</b>
<b>HUMAN RESOURCE FOCUS . . . . .</b>	<b>20</b>
<b>PROCESS MANAGEMENT . . . . .</b>	<b>25</b>
<b>BUSINESS RESULTS . . . . .</b>	<b>32</b>
<b>GLOSSARY . . . . .</b>	<b>G-1</b>

# Overview

## A Giant Among Installations



**TOTAL TRADOC ACRES 1,955,023**

■ Fort Bliss **57%** (1,119,722)

Other TRADOC Installations **43%** (835,301)

## 1. ORGANIZATIONAL DESCRIPTION.

Fort Bliss is *the Air and Missile Defense Center of Excellence—there is no one better!* We are the single-source knowledge base for Air Defense Artillery (ADA) forces in the free world. We train and support our mission from mud to space. Our importance, growth and sterling reputation are attributable to our vision and commitment...*To become the premier training installation for the Training and Doctrine Command (TRADOC), the US 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.*

Mission. Fort Bliss prepares for combat operations with trained and ready soldiers and units that can deploy rapidly to areas of crises while simultaneously caring for soldiers, their families, our civilian employees and our retired population. Finally, people are our key to success, and we tirelessly pursue ways to create, sustain and enhance quality of life programs. Key mission components include:

- 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; and
- Develop interservice, intergovernmental and civic partnerships.

Products and Services. Fort Bliss develops and produces numerous products and services: doctrine, training, lethal weapon systems, confident and competent leaders, combat capable organizations and high-quality materials. We subdivide our mission into three Key Business Drivers (KBDs): Doctrine, Training, Leader Development, Organization, Materiel and Soldiers (DTLOMS); Power Projection; and Base Operations. On a typical day, we train an av-

erage of 700 new ADA soldiers, 500 specializing students and 400 foreign students. Annually, our students and trainees total over 10,000 personnel. We support 12,000 active duty soldiers, 16,500 family members, 7,500 civilian employees and over 81,500 government retirees and their families. *We are big business!*

Size and Location. *Enormous!* With 1.1 million acres of gunnery, maneuver and range areas, Fort Bliss is larger than the state of Rhode Island and represents 57% of all TRADOC real estate and nearly 10% of our Army's total lands. More than 900,000 acres of maneuver area can support training exercises up to and including division-sized maneuvers. *Firing ranges of more than 700,000 acres accommodate any weapon or weapon combination in the Army inventory. This defines our strategic advantage and value to DoD.*

Fort Bliss is headquartered in El Paso, a city of over 700,000 located on the north bank of the Rio Grande on the United States-Mexico border. The main cantonment area is just five minutes from the El Paso International Airport near the intersection of two interstate highways. We play a major role in the regional economy, injecting more than \$1.1 billion each year. *Fort Bliss garrison is truly a city within a city.*

Employee Profile. The Fort Bliss workforce is a team of 19,500 people, of whom 12,000 are soldiers and the rest are civilian employees and contractors augmented and supported by our volunteers. Our civilian workforce is made up of 49% ethnic minorities and 25% women. The civilian workforce is 70% white collar and 30% blue collar, and is represented by five collective bargaining units:

- National Association of Government Employees, R14-89, for General Schedule Employees.
- National Association of Government Employees, R14-22, for Wage Grade Employees
- National Association of Government Employees, R14-85, for Firefighters
- National Federation of Federal Employees, Local 39, for U.S. Army Dental Activity
- American Federation of Government Employees, Local 2516, for William Beaumont Army Medical Center

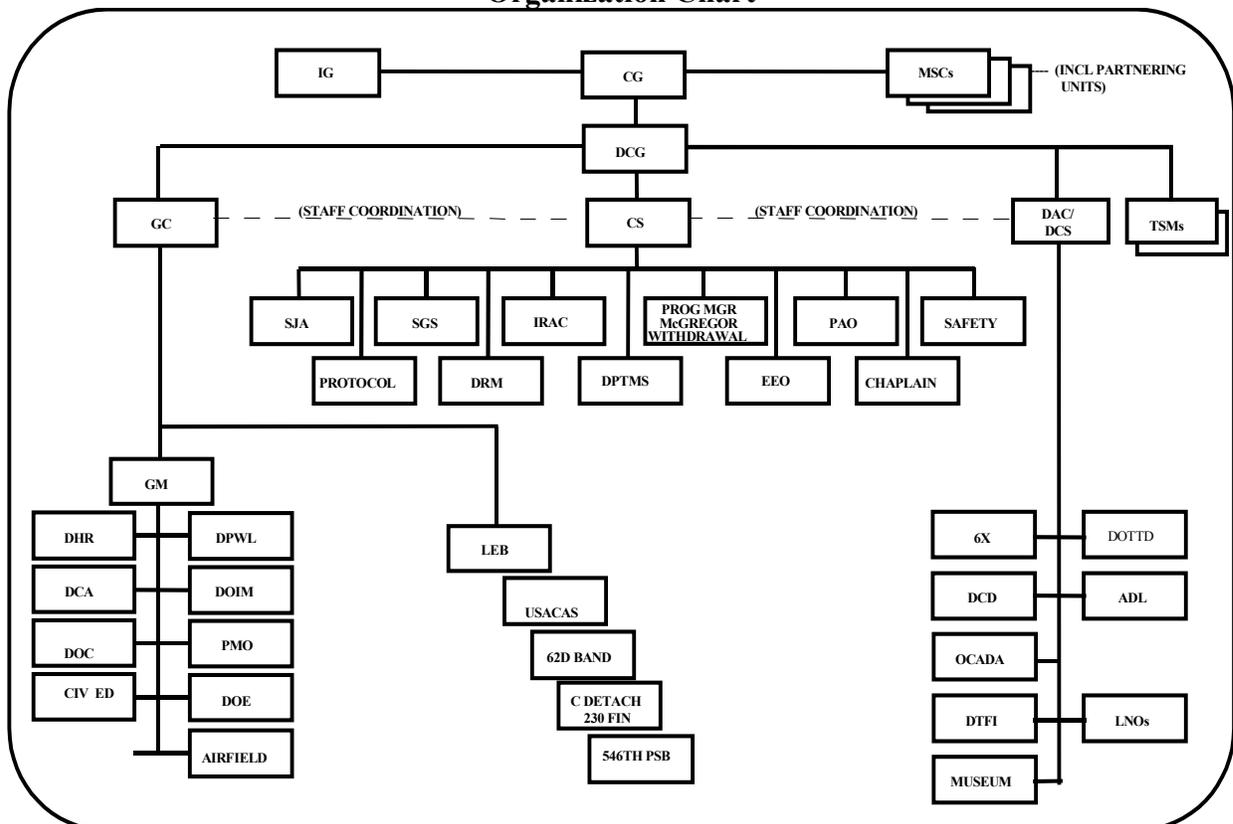
Our military workforce is 15% officers, 42% Noncommissioned Officers (NCOs) and 43% enlisted soldiers. Officer personnel comprise 51 branches and functional areas. Warrant Officers work in 21 specialties, and our enlisted soldiers possess 143 different military occupational specialties (MOSs). ADA is our largest single skill group. The educational level of our workforce consists of 13% associate degrees, 32% bachelor degrees, 7% master degrees and 2% professional degrees. All employees are provided ongoing training to complement their formal education, and nearly 17% of our assigned military personnel are enrolled in college courses.

Safety. Because our mission includes training on complex and lethal weapon systems, it is inherently dangerous. To reduce risk of injury and property damage, Fort Bliss pursues an aggressive safety program incorporating daily risk assessments in all that we do. Mandatory compliance with Occupational Safety and Health Administration (OSHA) and local safety requirements is standard. To ensure public safety, all persons are required to obtain a permit from our range officials to access and

use our lands. We are proud of our exceptional safety record.

Major Markets. Our markets are differentiated among customer groups by product or service received, and we link them to our KBDs. Global markets exist when an air or missile threat challenges our national interests. Since the fall of communism, Patriot forces have become a tool of diplomacy – a protective umbrella for vital assets – that when deployed early during a potential conflict, help reduce the threat of escalation. In recent years we have deployed troops to Macedonia, Haiti, Honduras, Korea, Bosnia, Croatia, Saudi Arabia and Kuwait. Most recently, we provided the force protection umbrella for allied forces participating in both Desert Thunder and Desert Fox. *Today as before, we stand ready to deploy tailored air and missile defense task forces on demand.* Internationally, we provide air defense education and training for over 40 allied nations. In 1998, we trained over 1,800 international students. We support a robust, yearly Foreign Military Sales (FMS) program of over \$8 million. The sale of

**Organization Chart**



Note: See glossary for acronyms

**Figure 0-1**

defense goods and services usually requires accompanying training in operation and maintenance of end items. Allied troops are trained here at Fort Bliss or by mobile training teams in their country.

Major Equipment, Facilities and Technologies. Fort Bliss is home turf to the ADA School, the heart, soul and intellect of Air Defense Artillery. Recent restationing of ADA brigades coupled with the activation of the 32nd Army Air and Missile Defense Command (AAMDC), have transformed the post into a major power-projection platform. From Fort Bliss and Biggs Army Airfield (BAAF), any size and composite force can deploy to any theater on the globe. BAAF can accommodate the world's largest military and civilian aircraft. BAAF and our rail links make us the Army's primary West and Gulf Coast mobilization site for Fort Bliss assigned units and for over 120 Reserve Component units.

Quality History. Total Army Quality (TAQ) implementation began at Fort Bliss in early 1991. Our leadership began its focus on the Baldrige criteria in April 1996. We provided training to senior leaders and some employees from May through August 1996. We submitted our first self-assessment to TRADOC and entered the Army Communities of Excellence (ACOE) competition in September 1996. In October 1996, Fort Bliss was selected to compete in the Department of the Army (DA) competition. In December 1996, we appointed key members of the leadership to establish and maintain the business systems required by quality management and the criteria. We established an Installation Executive Board in January 1997 to guide and implement quality management. A series of off-site conferences have been held to define our values, vision, mission, and strategy, and we are continuing our quality journey. Some of our accomplishments are shown in Figure 0-2.

1997 ACOE Runner-up Winner
1998 ACOE Runner-up Winner
1998 Texas Quality Award for Participation
1998 El Paso School District Partner of the Year
1998 Daily Points of Light Award for Education Program
1998 El Paso Independent School Board's Hero's for the Children Award
William Beaumont Army Medical Center Accredited by Joint Commission on Accreditation of Healthcare Organizations

**Figure 0-2**

**2. CUSTOMER AND MARKET REQUIREMENTS.**

Principal Customers. Our principal customers are warfighting units and include the commanders in chief (CINCs), III Corps, XVIII Airborne Corps and America's warfighting divisions. It also includes federal, state, and local government agencies and officials; international agencies; soldiers and family members; civilian employees; retirees; partner agencies; the City of El Paso; active Army units; Army and Air Force National Guardsmen and Reservists; other DoD agencies; and allied and friendly nations. Fort Bliss has long been the home of the 11th ADA Brigade. Recent force structure realignments located all ADA brigades in CONUS at Fort Bliss: the 31st ADA Brigade, 35th ADA Brigade and the 108th ADA Brigade. These brigades are U.S. Army Forces Command (FORSCOM) units. The 32nd AAMDC and 204th Military Intelligence Battalion are also here.

**Customers by Key Business Drivers (KBDs)**

Customer	DTLOMS	PP	BASOPS
Higher Headquarters	X	X	X
Joint Services	X	X	X
RC/ARNG	X	X	X
Government Agencies	X		X
Retirees			X
Surrounding Community			X
Foreign Nations	X	X	X
Civilian Workforce			X
Commanders	X	X	X
Soldiers	X	X	X
Units	X	X	X
Family Members		X	X

DTLOMS (Doctrine, Training, Leader Development, Organizational Materiel and Soldiers)  
 PP (Power Projection)  
 BASOPS (Base Operations)  
 RC/ARNG (Reserve Component/Army National Guard)  
 Shading = External Customers  
 Non-Shaded = Internal Customers

**Figure 0-3**

Key Customer Requirements. *Our key customer requirement is to provide well-trained, technically competent soldiers and units, and the latest in ADA weapons, training and doctrine publications to our warfighting commanders.* Because of the diversity of our customer base, our overall requirements are correspondingly broad. Customer requirements include:

- Rapid global deployment of trained individuals and forces

- Single-source air defense knowledge base for forces around the world
- Testing and maneuver center
- State-of-the-art recreational facilities
- Community and economic development of the area
- Basic life support functions

**3. SUPPLIER AND PARTNERING RELATIONSHIPS.**

<b>Key Fort Bliss Suppliers and Partners</b>
Training and Doctrine Command (TRADOC)
Forces Command (FORSCOM)
Joint Task Force 6 (JTF6)
U.S. Army Sergeants Major Academy (USASMA)
William Beaumont Army Medical Center (WBAMC)
Dental Activity (DENTAC)
Army and Air Force Exchange Service (AAFES)
Defense Commissary Agency (DECA)
Immigration & Naturalization Service (INS), FBI & other Government Agencies
The community at large (school districts, civic groups, businesses, colleges, universities and local and state government)

**Figure 0-4**

Types of suppliers. Many of our key suppliers and partners are DoD or Army agencies who furnish our warfighting needs. Other suppliers include Army agencies that provide quality of life care. Approximately 40,000 vendors provide Fort Bliss a wide range of services, supplies, equipment, and construction to meet our base operation and power-projection needs. We recognize the need to have exceptional relationships with our suppliers and partners to assure common understanding of the processes and desired outcomes of Fort Bliss products and services. Seminars and surveys have been very useful in improving both our relationships and the services provided.

Small businesses make up a large segment of our suppliers. *Last fiscal year, we contracted 49 percent of our contracting dollars--\$54 million out of \$111 million--to the local, small-business community.* We have more than 120 separate support agreements with customers from various commands, governmental agencies and civilian contractors for a variety of goods and services. These agreements clearly state their relationship to us and our support to them.

<b>Our Major Suppliers</b>	<b>Support us with...</b>	<b>Which supplies our units &amp; other customers with...</b>
Higher Headquarters	Guidance, policy & funding	- Unit mission rqmts - Training guidance - Manpower & fiscal resources
Major Army Commands	Initial Term & Career Soldiers	- Quality Soldiers
Defense Logistics Agency & Army Materiel Command	Equipment and vehicle repair	- Mission-capable vehicles, equipment and supplies
General Services Administration, various contractors & vendors	Administrative & logistical supplies, services & equipment	- Quality supplies & services & equipment
Traffic Command	Transportation services	- Movement control
U.S. Air Force	Air lift and supporting assets	- Airlift power projection capability
Army Corp of Engineers	Infrastructure, engineering & construction support	- Quality homes and working facilities
Health & Dental Commands	Medical & dental care	- Quality health care
Defense Finance & Accounting Office	Finance services	-Accurate, responsive and timely financial and accounting services
Contractors	Labor, supplies, materials, facilities, services	-Quality supplies & services

**Figure 0-5**

**4. STRATEGIC FACTORS.**

Competitive Factors. Today, Fort Bliss is a giant among military installations. To say it is by far the largest among all TRADOC and FORSCOM installations is an understatement. The other 16 TRADOC installations, including Fort Knox, Fort Sill and Fort Benning, would fit easily inside our footprint. We are uniquely situated to lead the Army into the next century. A new era...an era dominated by salvos of ballistic missiles, cruise missiles and unmanned aerial vehicles...approaches with alarming speed. *The immediacy of the emerging threat, which Air Defense Artillery defends against, has propelled our installation to the forefront in force protection and implementation of ADA Vision 2010, the air defense foundations of Army XXI and the Army After Next.*

Principal Performance Factors. Our performance success will continue to be affected by our National Military Strategy. Significant factors include world threat, defense budgeting policies, outsourcing and privatization initiatives, increased environmental awareness, force downsizing, cost accounting, future base closures and, most importantly, an increasing demand to deploy our forces in support of humanitarian and peacekeeping operations.

Major New Thrusts/Future Challenges. The number of countries with the potential to present regional challenges to the United States and its allies are increasing as the capabilities of these countries increase. Rogue countries, such as North Korea, Syria, Libya, Iraq, and Iran, continue to threaten global security and the stability of their respective regions. The tension between India and Pakistan and the nuclear testing by both countries is of serious concern. China, Russia, the Ukraine, Belarus, and Kazakstan have extensive weapon inventories and are potential weapon exporters. These emerging threats present a serious challenge to air defenders. ***We believe the best way to predict and secure the future is to create it through bold leadership and aggressive teamwork.***

New Technologies. The way we train is evolving from the Industrial Age to the Information Age. The regional proliferation of technologies and sophisticated weapons continues to grow. Shrinking resources, increased weapon system ranges, growing diversity of threat systems, and environmental constraints increase our reliance on simulations and synthetic battlefield replication. The synthetic battlefield permits real-world, lower-cost, threat-based training. Fort Bliss is leading change in digitization of training and implementation of Army Training XXI. The creations of virtual learning institutions, multimedia courseware, distance-learning capabilities, and Classroom XXI allow soldiers and units access to training materials and training anywhere in the world. Future air and missile defense training will be linked, real-time, digitized, mobile, and soldier-friendly. The use of multiple learning methods and media will bring the institution to the unit and the unit to the combined arms and joint battle-space training arenas.

Regulatory and Operational Environment. Our military laws, directives, policies and regulations govern most of what we do. We are aware of our immense obligation to the public for our actions and to our leadership to uphold these mandates. We must work within this highly regulated environment to accomplish our missions and produce our products. ***We do just that! However, when confronted with barriers to continuous improvement, our leadership encourages us to challenge those regulatory obstacles that impede our efforts.*** We also realize that the environmental preservation and protection of Fort Bliss is a collective effort between its military and civilian members and those beyond Fort Bliss boundaries. Due to this fact, Fort Bliss fosters many partnerships with other governments and public entities to protect our environment.

New Alliances/Partners. The success of Fort Bliss depends on our ability to compete effectively for new and expanding missions in a tough environment characterized by diminishing resources. To win, we are working on numerous initiatives through joint ventures and partnerships, thereby capitalizing on our collective strengths. ***We are pursuing these initiatives through the Joint Interservice Regional Support Group (JIRSG), Central Region #5, which Fort Bliss chairs. This regional, multi-service and governmental organization is chartered to share best business practices, find areas worthy of joint ventures, create operating efficiencies and increase regional influence.*** We have promoted a close partnership with the City of El Paso and are working hand-in-hand with their urban planners to integrate our power-projection improvements with their economic initiatives. Key to these efforts are several important initiatives involving lease of non-excess military property: a connecting taxiway between BAAF and El Paso International Airport; a vital inner loop highway; a connector between the inner and outer highway loops designed to divert heavy traffic around the city; and the construction of a regional intermodal transportation hub that will include truck, rail and air cargo. ***These efforts will enable us to improve our power-projection capabilities while simultaneously establishing El Paso as the region's main transportation corridor for North Atlantic Free Trade Agreement (NAFTA) trade.***

# Leadership



**1.0 LEADERSHIP.** The Army has ensured the security of our nation for over 224 years. Throughout these years and still today, Army leadership ushers the nation through adversity and victory, distress and prosperity. Strong Army leadership continues to emphasize and preserve the values and traditions that are the bedrock of this nation. *The Army's non-negotiable contract with the American people is to be a warfighting Army, persuasive in peace, invincible in war. Its senior leaders' overarching goal must be to provide the leadership, grounded in a vision for the future, to keep the Army the preeminent land warfighting force in the world. Fort Bliss' senior leaders wholeheartedly carry this responsibility with pride and commitment.*

**1.1 Organizational Leadership.** The Department of Army (DA), through our major command, Training and Doctrine Command (TRADOC), guides and supports Fort Bliss' senior leaders. Fort Bliss' mission and vision complements the DA and TRADOC vision and mission. This interdependent yet autonomous organizational structure allows each organizational component to make the best strategic decisions based on their unique, e.g., geographical, situations while accomplishing the one shared mission of national defense support. To accomplish this, our leaders have implemented a systemic leadership approach that incorporates vision, mission, principles, values, communication, goal setting, performance review, performance-based results, a fact-based improvement process, a clear customer orientation, and a total commitment to quality, continuous improvement and risk assessment.

**1.1.a Senior Leadership Direction.** The senior executive leader of Fort Bliss wears three hats: he is the Commanding General (CG) of Fort Bliss; the Chief of the Air Defense Artillery (ADA) branch of the Army; and the Commandant of the ADA School. Our Installation Executive Board (IEB) and our staff directors round out our leadership structure. *These leaders are not only responsible for executing the CG's guidance; they are the continuous improvement structure of our performance-based leadership system. They are visible and accessible to employees and customers alike, and they have an open door policy to receive suggestions, hear grievances and redress complaints.*

**1.1a(1) How Senior Leaders Set, Communicate, & Deploy Organization Values & Performance Expectation.** *The Army aspires to be the most esteemed institution in the nation, the most respected Army in the world, and the most feared ground force to those whose actions threaten the vital interests of the United States.* The objectives for achieving this goal are in Figure 1-1.

ARMY OBJECTIVES	
•	Increase strategic responsiveness.
•	Develop a clear long-term strategy to improve operational jointness and to implement the goals of Joint Vision 2010.
•	Develop leaders for joint warfighting as well as change.
•	Complete the full integration of the Active and Reserve components.
•	Man our warfighting units.
•	Provide for the well being of soldiers, civilians and family.

**Figure 1-1**

Our vision, mission, principles, goals and objectives are in absolute tandem with DA objectives and with our major command. Our principles are at Figure 1-2. *These principles embody the practices by which we live day to day and emphasize the importance of taking care of people, customers and employees alike.*

**Fort Bliss Principles**

◆	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 added work.
◆	Institutionalize continuous improvement in accordance with Army Performance Improvement Criteria.
◆	Be good corporate citizens (legally and morally responsible).
◆	Enforce safety and environmental stewardship.
◆	Take care of soldiers, families and customers.

**Figure 1-2**

With a workforce exceeding 19,500, 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 are the nucleus of this cell and emanate our vision, principles, values, expectations and missions through the Installation Strategic Plan (ISP), our Command Plan (CP), the IEB, the chain of command and various publications. Our vision, mission, and principles are framed

and displayed in strategic locations throughout the installation.

Other communication forums include quarterly training briefs, professional development programs, the installation's own weekly publication, *The Fort Bliss Monitor*, 3x5 wallet cards, annual training programs, meetings, and at social and official functions. Through email, an Army value quote is posted every workday to all users of our Intranet system. ***We are, and we will remain, a values-based institution. The seven Army values are the cornerstone of all that we do today and in our future successes. A different value quote is posted everyday that features one or a combination of these values: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage.*** Various media are used to insure that every soldier and civilian understands and lives our values and expectations.

The CG of Fort Bliss has established his vision for the installation ***to become the premier training installation for the Training and Doctrine Command, the U.S. Army and the Department of Defense; 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 to win while promoting growth and providing high quality service to a diverse population.***

***Our mission statement listed in Figure 1-3 conveys direction and is meaningful to all our stakeholders, internal and external. It focuses on our customers, stakeholders, suppliers, and employees.*** Our mission and customer requirements and expectations establish our direction. We serve the Department of Defense (DoD) primarily in support of national security and the National Military Strategy. Although our customers are many, ***our primary customers are American soldiers. Whether we are educating them, training them, deploying them or supporting them, our primary focus is on the soldier.*** Our mission then, as a customer derivative, dictates our product. Thus, our mission establishes our customer base.

#### The Fort Bliss Mission

- ◆ Train soldiers and units.
- ◆ Serve as a projection platform.
- ◆ Serve as the Air Defense Artillery (ADA) proponent.
- ◆ Serve as a test bed and training installation for joint and combined warfare, employing state-of-the art technologies.
- ◆ Become a model installation supporting a variety of missions.
- ◆ Provide the highest possible quality of life for the greater Fort Bliss Community.
- ◆ Develop interservice, intergovernmental and civic partnerships.
- ◆ Actively support accession and retention of quality soldiers for ADA and America's Army.

**Figure 1-3**

To accomplish our mission, we focus our energies on our key business drivers (KBDs) and divide our customers by these strategies (paragraph 3.1 and Figure 3-1). This allows us to simultaneously focus on the customer as well as our strategic vision for accomplishing the mission. In addition to learning our current customer requirements, we also strive to determine their future requirements and expectations (Figure 3-3). Our senior leaders provide guidance on priorities and the balancing of financial results with other factors such as employee and customer satisfaction through the Installation Strategic Plan (ISP), our Continuous Improvement Plan (CIP), our Installation Executive Board (IEB), and various community councils. ***We develop consistent, clearly stated strategy for the long term that embraces a commitment to joint operations that is reflected in our approach to doctrine, modernization, training and experimentation. Our strategy coherently integrates funding, organization, and leader development to ensure that we can defeat future threats.*** This serves as both a template and a driver for our future. The ISP identifies and centers on our three KBDs, ***Doctrine, Training, Leader Development, Organization, Material and Soldiers; Power Projection; and Base Operations.*** We establish strategic goals and objectives to support each KBD and to assist us in attaining our vision of the future (paragraphs 2.1 and 2.2). We consider key customer, stakeholder and operational requirements input in their development and identify key processes associated with the strategies. Our goals are broad statements that describe a desired future condition or achievement and are our way of attaining our vision of the future. We develop action or business plans from this planning to provide specifics for these KBDs and to align goals,

objectives, key processes, actions, measures, information, and decisions that support our key organization-wide goals, objectives and financial priorities (paragraphs 4.1 and 4.2). The objectives have specific tasks or milestones associated with timelines for accomplishment. Stakeholder requirements, customer-driven quality and performance excellence are key issues we consider as an integral part of our overall planning. Finally, we develop and establish comparative information and data (Figures 4-1 and 4-2), including benchmarking and competitive comparisons, to effectively manage our strategies, drive continuous improvement of our performance and competitiveness and design our products and services (paragraph 6.1 and 6.2).

consists of many diverse activities with interlocking responsibilities (Figure 0-1). We have designed partnerships between each activity and our installation staff to carry out ways of improving our many and varied supports systems (paragraphs 3 of the Overview and 6.3). Each partner develops specific performance objectives, eliminates non-value-added work, maximizes returns on investments, and focuses on customer satisfaction, performance and results. Overall, *this organization allows us to gain financial and performance efficiency and effectiveness while responding to the expanding needs of a larger, more diverse customer base.*

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

**Figure 1-4**

**NOTE:** See glossary for acronym identification.

Annually, the CG reviews his vision. Our senior leaders then validate the vision, our mission and goals, and the CG conveys his intent through the ISP, CIP, the chain of command, and in various publications. The CG personally oversees our quality journey through the IEB depicted in Figure 1-4. The board meets monthly to review performance objectives, performance results, to include financial results, priorities and trends toward continuous improvement. Our installation

**1.1a(2) Empowerment and Innovation, Organizational and Employee Learning.**

The development of bold, innovative leaders of character and competence is fundamental to the long-term health of the Army. We must grow leaders, noncommissioned officers, officers, and civilians for the future by providing appropriate opportunities for the development of those skilled in the profession of warfighting as well as those with the experience and intellect to be agents of change. At Fort Bliss we encourage and enable our civilian employees and soldiers to be creative, think “outside the box” and develop and utilize their full potential, aligned with organization goals, objectives and mission (paragraph 5.1). Each organization moves forward to recruit motivated and creative employees, to build and maintain a risk-free work environment and an employee-support climate conducive to performance excellence, full participation, and personal, as well as organizational, growth. High performance is reinforced and rewarded with personal recognition in the form of performance awards, quality step increases, cash awards and honorary awards (paragraph 5.1a(4)). Our priorities are to train soldiers and develop leaders. Our leadership priorities are to ensure our employees receive the proper training to enable them to accomplish our missions (paragraph 5.2). Due to diminishing resources and reduction in personnel, we must do more with less. New threats and technology are factors that are integral parts of identifying training needs to meet the requirements of the Army’s vision of the future. We must have a smart, highly trained, and reliable workforce to achieve our goals and accomplish our mission. All employees are encouraged and af-

forded opportunities; to attend training designed to enhance their job skills and to enable them to achieve their full potential. Our leaders prioritize training funds, participate in training and maximize training paid for by DA and other entities. We must develop soldiers and civilians not only professionally, but also personally. By enhancing our employees' knowledge, skills, and abilities with proper training, we strengthen our team. We focus on developing programs that produce the right soldiers and civilians with the right skills at the right time.

**1.1a(3) Set Direction and Seek Future Opportunities.** *At Fort Bliss we are "The Army", totally integrated into a oneness of purpose, no longer the Total Army, no longer the One Army, we will march into the 21st Century as "The Army." Fort Bliss is combining resources with the Army National Guard (ARNG) and Army Reserve (AR).* Consequently, Fort Bliss' Air and Missile Defense Master Plan has been rewritten to reflect the ARNG status as a coequal player in the air defense arena, resourcing the force based on mission and not on component. In October 1998, the first multi-component unit in the Army, the 32nd Army Air and Missile Defense Command, was activated. This new unit is comprised of active component soldiers here at Fort Bliss and National Guardsmen from Florida. The Total Force Strategic Integration General Officer Steering Council will continue to execute the concepts embodied in "One Team, One Fight, One Future" and the five major initiatives to prove our commitment to sustaining the Army. The first step in proving this commitment was taken in April 1999 when our CG signed an Installation Support Agreement with Major General James, the Adjutant General of Texas. Fort Bliss will soon feel the presence of the Texas Army and Air National Guard. Historically, Guardsmen and Reservists routinely deploy across the globe, working side by side with active component counterparts. With "The Army," working together towards a common mission will be part of day to day activity.

**1.1b Organization Performance Review.** The CG provides the vision and directs the development of our ISP and CIP. Installation senior leaders set the goals and establish the objectives and monitor performance. The CG,

through his hands on management style, sets the tone with a matrix of key processes that are linked to each objective within the ISP and CIP.

**1.1b(1) Review Performance.** Our senior leaders monitor our installation's overall performance using a variety of forums and media. They have several review systems for reviewing installation performances (paragraph 4.1). These systems range from the IEB, and chain-of-command to the various meetings that are an inherent and integral part of our daily business. Our Town Hall Meetings, quarterly Service and Activity Based Review and Evaluation (SABRE), Unit Status Reports (USRs), Quarterly Training Briefs and Emergency Deployment Readiness Exercises are central to our review system. They are a senior leader-based review and analysis of our strategic plan, structured around our KBDs and encompass our key performance measures. Each KBD, with its own performance measures, has an owner, (Figure 4-1 and 4-2). Oversight is provided through our IEB and Operating Officials Boards (OOB). Customer satisfaction, market comparison and trend data are incorporated into our performance measures. In addition to performance measurement, our IEB is used to evaluate and improve our leadership approach. In addition to the above forums, all commanders have an open door policy, and we have instituted an Installation Quest for Quality program, discussed in paragraphs 3.2a(1), 6.1a(2) and 6.2a(2), to monitor customer satisfaction or dissatisfaction performance results. We have employee surveys, customer surveys and command climate surveys. We also determine customer satisfaction or dissatisfaction through systemic interaction, (Figure 3-7). All directorates, units and activities on Fort Bliss perform an annual self-assessment using Baldrige-based criteria. Often they change their styles in direct response to this feedback. Further discussions of our analysis of our performance measurement system and performance measures are at paragraphs 4.1 and 4.2.

**1.1b(2) Translate Organizational Performance and Review Finding.** Our performance review process provides our leaders with

<b>Performance Factor</b>	<b>Analysis Findings</b>	<b>Impact</b>	<b>Action</b>	<b>Results</b>
Family quarters Occupancy.	Tracking vacant quarters not automated.	Excessive down time Quarters unavailable.	Do what we must do locally to develop automation system.	Assigned to DWPL to work.
VM Class IX order ship time.	Ship time does not meet DA standards.	Ship time excessive.	Implement revised procedures.	Bde CDR fixes within 30 days.
Dining facility utilization rate.	Utilization rate continues to fall.	Must close facility if rate continues to fall.	Conduct surveys to determine why rates are falling.	WBAMC will conduct survey and report within 30 days.
Reassignment briefing attendance.	Attendance too low.	Will delay backfill of replacement.	Work at unit level to ensure attendance.	Battery Commanders & First Sergeants will work.
Average days to fill Job locally.	Job-fill time below 100 percent.	Vacant positions.	Process is good.	CPAC Build matrix to track to standards at each level.

**Figure 1-5**

measures to be used as baseline performance indicators. Our measured results identify the performance gaps in our processes that help process owners identify problems and take corrective actions, (paragraphs 6.1 and 6.2). As the data is reviewed, our senior leaders or the CG will prioritize, set “stretch” goals, and encourage performance breakthroughs or prescribe a corrective action, which then becomes an opportunity for innovation.

**1.1b(3) Recent Performances Review Finding.** Our most recent performance review prioritized and showcased the five performance requirements selected by the CG (Figure 1-5).

**1.1b(4) Use of Review Finding to Improve Leadership Effectiveness.** Our plans link leadership to performance results. Each leader submits an annual self-assessment to describe how well he or she met their performance objectives. Performance feedback with suggested improvements received from their senior evaluators lead to changes in their commitment, skills, leadership styles and performance results. Our Service and Activity Based Review and Evaluation (SABRE) and community councils are used by senior leaders to assess the overall performance results of the organization's key processes. This review examines the CG’s selected performance results and items of interest. Key organizational process results are benchmarked against world-class organizations or through competitive comparisons to other competitors.

**1.2 Public Responsibility and Citizenship.** *As El Paso’s single largest employer, our senior leaders are proactive, engaged in a “hands-on” approach, promoting community ties at every level.*

**1.2a Responsibilities to the Public.** The strategic foundation of Fort Bliss’ societal responsibilities, communities support and leadership role in public citizenship is based on our mission, our values, our guiding principles, our ISP, and our CIP, (paragraphs 1.1, 2.2 and 7.5).

**1.2a(1) Public Impact of Our Products, Services, and Operations.** As the largest TRADOC installation, our senior leadership is professionally concerned and personally committed to our key societal responsibilities and the legal and regulatory requirements that must be adhered to and to promote safe environmental planning and establish good stewardship of the public lands entrusted to our care, (Figure 2-3). As part of the direction described in paragraph 1.1a(1) our leaders aggressively promote ties to our local community and encourage every soldier and employee to actively participate in religious, social, educational, economic, and community programs. Our leadership understands the need to become a community mentor and a civic leader. Our installation has led the community for three years as the winner of the Community Partnership in Education for the largest school district in El Paso. Our greatest risk to the public would be the perception of mismanagement of our lands and its environs. Our leaders embrace the environmental regulatory and land-use issues in a comprehensive way. As well as conducting the normal military risk assessment in relation to each possible course of action, the installation senior leadership includes risk analysis very early in the strategic planning process through Strengths, Weakness, Opportunities and Threat (SWOT) analysis. This analysis includes all perspectives of financial, market, technological, and societal risk as it relates to the installation mission, vision, principles, KBDs and cus-

tomers/suppliers. Our Program Resources Advisory Council analyzes the risks associated with allocating scarce resources against competing requirements. They recommend to our senior leaders those courses of action with the least risk and highest payback.

**1.2a(2) Anticipating Public Concerns.** Senior leaders are active participants in numerous community forums and executive boards within the city and the region. Internally we engage in Town Hall Meetings to address specific concerns and provide a feedback mechanism from our soldiers and their families on our community programs. Externally, our leaders serve on the boards of many organizations, such as the Chamber of Commerce for Economic Development and the Rio Grande Council of Government which provides direct feedback on citizen concerns about the future of Fort Bliss and our services. Our leaders receive individual comments on future customer needs and requirements through a comprehensive Quest for Quality program where each member of the command or community can submit a comment, complaint or accolade directly to the CG.

**1.2a(3) Ensuring Ethical Business Practices.** Our leaders and soldiers live the Army Values, striving to be legally and morally responsible citizens. *These seven values are Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage.* Training in these values was provided to each individual soldier this year. Symbolic of our commitment to “living” Army ethics, each commander, in solemn military ceremonies conducted throughout the installation, presented each soldier with an Army Values card and dog tag. Soldiers extend their commitment to Army ethics and values far beyond their military occupations. They develop performance work statements for contracted goods and services and serve on technical qualification boards for local and national contracts. In their personal lives, they dedicate thousands of hours annually to El Paso social and community improvement activities. Each leader is ethically bound on a personal level to maintain the public property and real estate entrusted to him. In this heavily regulated area, we are proud of our accomplishments in hazardous and regulated waste management, environmental clean-up, troop deployment training,

and the preservation of significant archeological and sacred Indian burial sites at Fort Bliss. Among the many awards and accolades our employees and the installation have received in the environmental arena this year, Fort Bliss was the recipient of the Department of the Army Environmental Quality Award.

**1.2b Support of Key Communities Involvement.** Our reputation as the community leader in education is unmatched. Each battalion-sized unit adopts a school or a community service. We have established an Army task force to target issues with transitioning of our students between multiple secondary schools. Hundreds of outdated, excess military computers are donated annually to the five area school districts. Our hospital hosts the largest, single-activity Red Cross volunteer program in the nation with over 200 people donating over 65,000 hours. Our leaders participate as school board members for private schools and hold board positions in many community and professional groups. Our Command Religious Plan, rated among the best in DOD, serves the varied religious needs of our community and assists civil organizations throughout the city in their programs. We are working hand-in-hand with El Paso’s urban planners to integrate our power-projection improvements with their economic initiatives. Key to these efforts are several important initiatives involving lease of non-excess military property:

- a connecting taxi-way between Biggs Army airfield and El Paso International Airport;
- a vital inner loop highway;
- a connector between the inner and outer highway loops designed to divert heavy traffic around the city; and
- the construction of a regional inter-modal transportation hub that would include truck, rails and air cargo.

*These efforts will enable us to improve our power-projection capabilities while simultaneously establishing El Paso as the region’s main transportation corridor for North American Free Trade Agreement (NAFTA) trade.*

# Strategic Planning



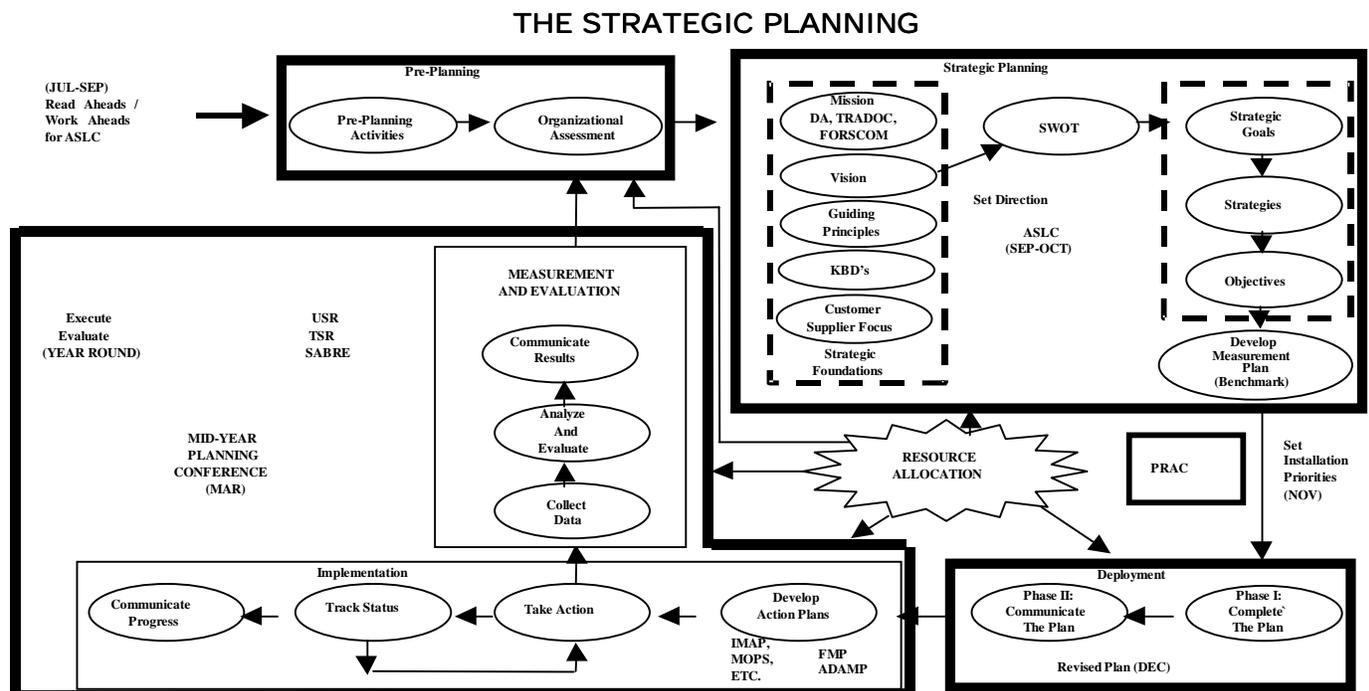
**2.0 STRATEGIC PLANNING.** Fort Bliss is a multi-mission installation, the world’s premier Air and Missile Defense Center of Excellence.

**2.1 Strategy Development.** We use a comprehensive system in developing our strategies to ensure we meet all of our mission requirements while continuing to care for the soldiers and civilian employees of Fort Bliss and their families (paragraph 1.1). We also continuously improve our facilities and institutions. All these factors are addressed in our Installation Strategic Plan (ISP). The ISP states the commander’s vision, mission, principles, and intent, and establishes installation priorities, goals, objectives, strategies and standards. It also serves as the basis for risk assessment, for customer and supplier focus and resource allocation. Additionally, the ISP provides the direction and primary focus for our Continuous Improvement Plan (CIP), and our business action plans in our key business areas: doctrine, training, leadership development, organization, materiel and soldiers, power projection, and base operations.

**2.1a Strategy Development Process.** The Commanding General (CG) of Fort Bliss establishes his vision. Our senior leaders then

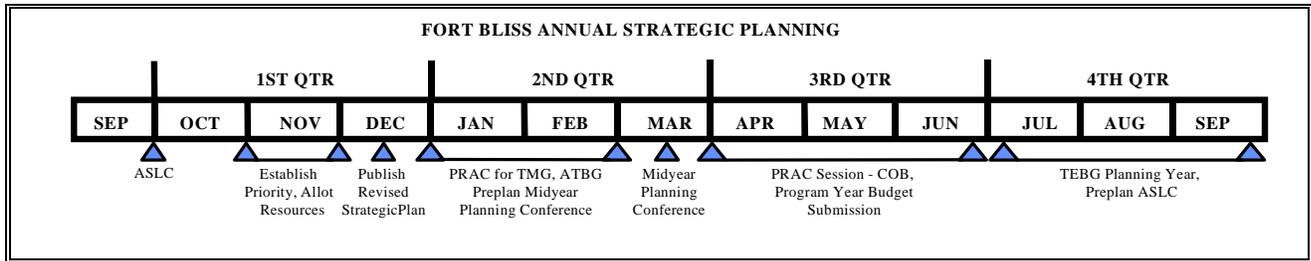
validate the vision, our mission and goals, and the CG conveys his intent through the ISP. Our senior leaders complete the development of plans and strategies in an annual planning cycle (Figure 2-1).

**2.1a(1) Strategy Planning Process.** This planning cycle (Figure 2-2) is a continuous process that allows for rapid alterations to address changes in objectives or changes in the world situation that affects the installation. It is a system that allows us to use our resources with the greatest efficiency possible. The cornerstone event of our planning process is the Annual Senior Leaders Conference (ASLC). This event involves all the leaders of the subordinate units and institutions of Fort Bliss. The conference gives the leaders of Fort Bliss’ subordinate units an opportunity to hear the requirements and concerns of other Fort Bliss leaders and make arguments for additional resources from the installation on an equal playing field. It also affords the commander a chance to make an unbiased estimate of where his units are and where they are going. Here, the commander reaffirms our strategic foundation–Vision, Mission, and Values—and sets the direction for the future. This focus on assessment of Strengths, Weaknesses, Opportunities, and Threats (SWOT), as well as the competitive



\*Note: See glossary for acronym identification.

Figure 2-1



Note: See glossary for acronym identification.

Figure 2-2

environment and customer issues, adds significantly to the validity of the process. This guidance is promulgated in the ISP and is executed in subordinate business action plans. We use data from a variety of sources to influence decisions in the planning process. Some examples are Air Defense Mission Area Analyses; customer, supplier and student surveys and critiques; after-action reviews; budget, manpower and force-structure projections; and emerging technology. During the ASLC, the Fort Bliss leadership cooperatively establishes installation goals, objectives, milestones and strategies for each key business perspective. The goals and objectives are published in the ISP, which serves as the foundation and model for subordinate unit development of supporting programs, action plans and measures (paragraph 4.1 and 4.2). Action plans drive daily business operations and align the operation of each business area to the overall installation goals. We correlatively review action plans and linked exercises to assure that each remains complete and responsive to customer requirements. The ISP is reviewed annually at the Mid-Year Planning Conference with changes immediately provided to action plan proponents. We review plans and accomplishments frequently in command program reviews, advisory council meetings, town hall meetings, process action team after-action reviews, and in meetings and discussions with employees in the workplace. We tie the goals in the ISP to our Program Resources Advisory Council (PRAC). The PRAC meets regularly, three times a year, and at the call of the chair, as needed, to evaluate the execution of financial and manpower programs against program objectives and advise the commander on how best to allocate resources to achieve the installation's objectives. Fort Bliss is currently reorganizing the elements of the ISP into the higher headquarters prioritization process known as the Command Plan and will ulti-

mately use that product as a funding agreement between Fort Bliss and TRADOC.

**2.1a(2) Key Factors in the Process.** The items in Figure 2-3 address how specific types of data are collected and used in our strategy assessment and development phases.

**2.1a(2)(a) Customer and Market Needs and Expectations.** Our customers are identified in paragraph 3.1 and Figure 3-1. We rely on many sources for data related to customer and market requirements. Primary data inputs are aligned with our key processes. For example, higher headquarters provide customer input concerning our mission-related key processes. The majority of their needs are captured in various action plans. All customer input is important to us in defining our customer requirements. We receive this input through the various collection methods listed in Figure 3-2. Analyzing the type of information in Figure 3-4 has allowed us to be proactive and to anticipate future needs before they become reality.

**2.1a(2)(b) Competitive Environment and Capabilities.** In our planning process we seek to capitalize on our core competencies. Our tremendous size, location, good weather, restricted and 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 alternative for stationing other types of 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 compete on these competencies and have demonstrated success by recently being chosen as the new home of the 1<sup>st</sup> Battalion, 7<sup>th</sup> ADA

<i>Customer &amp; Market Needs &amp; New Opportunities</i>	<i>Competitive Environment &amp; Competitor Data</i>	<i>Risks</i>	<i>HR Capabilities &amp; Needs</i>	<i>Our Capabilities</i>	<i>Supplier &amp; Partner Data</i>
<p><i>Mission Customers</i></p> <ul style="list-style-type: none"> <li>✓ OPLANS</li> <li>✓ Contingencies</li> <li>✓ Readiness rqmts</li> <li>✓ -Infrastructure rqmts</li> </ul> <p><i>Support Customers</i></p> <ul style="list-style-type: none"> <li>✓ Customer base</li> <li>✓ Needs assessment</li> <li>✓ Service rqmts</li> </ul> <p><i>Expectations:</i></p> <ul style="list-style-type: none"> <li>✓ Process efficiencies</li> <li>✓ Competitiveness</li> <li>✓ Value-added</li> </ul> <p><i>Opportunities:</i></p> <ul style="list-style-type: none"> <li>✓ Technology</li> <li>✓ Partnering</li> <li>✓ Privatization</li> <li>✓ Commercial Activities</li> <li>✓ Comparative data</li> <li>✓ New unit acquisition</li> </ul>	<p><i>APIC (overall quality performance)</i></p> <p><i>USR readiness rating:</i></p> <ul style="list-style-type: none"> <li>✓ Overall</li> <li>✓ Training</li> <li>✓ Personnel</li> <li>✓ Equip Service-ability</li> <li>✓ Supply</li> </ul> <p><i>Customer satisfaction</i></p> <ul style="list-style-type: none"> <li>✓ Command climate</li> <li>✓ Needs survey</li> <li>✓ Employee satisfaction</li> </ul> <p><i>TRADOC fiscal allocation</i></p> <p><i>Manpower end strengths</i></p> <p><i>Reengineering initiatives</i></p> <p><i>Infrastructure</i></p>	<p><i>Roles, missions &amp; restructuring</i></p> <ul style="list-style-type: none"> <li>✓ New BRAC</li> </ul> <p><i>Financial (Budget)</i></p> <p><i>Market</i></p> <p><i>Societal (Community actions, labor)</i></p> <p><i>Regulatory</i></p> <p><i>Infrastructure capacity</i></p> <p><i>Customer base</i></p> <p><i>Manpower</i></p> <p><i>Technology</i></p>	<p><i>Work Design</i></p> <ul style="list-style-type: none"> <li>✓ Knowledge sharing</li> <li>✓ Flexibility</li> <li>✓ Innovation</li> <li>✓ Rapid response</li> </ul> <p><i>Development, Education &amp; Training</i></p> <p><i>Compensation &amp; Recognition</i></p> <p><i>Recruitment</i></p> <ul style="list-style-type: none"> <li>✓ Changes in demographics</li> <li>✓ Critical skills</li> </ul>	<p><i>Leadership system:</i></p> <ul style="list-style-type: none"> <li>✓ Core competencies</li> <li>✓ Responsiveness</li> <li>✓ Key process alignment</li> <li>✓ Customer focus</li> </ul> <p><i>Continuous Improvement Process:</i></p> <ul style="list-style-type: none"> <li>✓ Process Management</li> <li>✓ Reengineering</li> <li>✓ Efficiencies</li> </ul> <p><i>Force readiness &amp; capabilities</i></p> <p><i>Infrastructure:</i></p> <ul style="list-style-type: none"> <li>✓ Power projection</li> <li>✓ Training</li> <li>✓ Quality of life</li> <li>✓ Automation &amp; telecommunications</li> </ul> <p><i>Partner &amp; supplier network</i></p> <p><i>Environmental programs</i></p>	<p><i>Supplier &amp; Partner:</i></p> <ul style="list-style-type: none"> <li>✓ Feedback and concerns</li> <li>✓ Performance results and potential impacts</li> <li>✓ Opportunities</li> <li>✓ Capabilities</li> </ul>

Note: See glossary for acronym identification Figure 2-3

Battalion (Patriot) and the addition of facilities for training 88M (transportation) Advanced Individual Training (AIT) students.

**2.1a(2)(c) Risks.** As well as conducting the normal military risk assessment in relation to each possible course of action, the installation senior leadership includes risk analysis very early in the strategic planning process through SWOT (paragraph 1.2a(1) and Figure 2-3). Analysis includes all perspectives of financial, market, technological, and societal risk. We include this systematic risk assessment in each subsequent portion of the cycle to ensure viability of action plans and customer support. Our PRAC analyzes the risks associated with allocating scarce resources against competing requirements. They recommend to our senior leaders those courses of action with the least risk and highest payback.

**2.1a(2)(d) Human Resource Capabilities and Needs.** Human resource planning is integrated into each installation strategy. From individual work plans developed by supervisors and employee interaction to broad-scope training requirements motivated by changing systems and processes (paragraph 5.1). All needs are compiled and addressed through the Department of the Army (DA) Civilian Personnel Administration and Management Stra-

tegic Plan, the U.S. Army Southwest Region Human Resources Management Services Transition Plan, a myriad of Army military personnel regulations, and the Installation Human Resources Plan.

**2.1a(2)(e) Operational Capabilities and Needs.** 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 more than 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 continuous focus on our competencies, we constantly include in our planning the solicitation of new units to Fort Bliss.*

**2.1a(2)(f) Supplier and Partner Capabilities.** Fort Bliss is very proactive in acquiring, developing and nurturing new partners and suppliers (paragraphs 3 of the Overview and 6.3). We have developed a wide range of partnerships with academia, other governmen-

tal agencies (local through federal level), and private enterprises. Our partnerships are reciprocal agreements for mutual benefit and assist in saving resources or fostering the common goal. Examples include joint management of McGregor Range with the Bureau of Land Management and use of university students and faculty as contributors to our environmental programs. Reductions in installation operating resources, both in dollars and people, have mandated that we rely more on our suppliers for those things that we can no longer provide on time for our customers without their support. *As a result of closely managed cooperative interaction and timely decision making, this type of business strategy has been most successful and has allowed us to compete effectively for year-end dollars and execute contracts expeditiously.*

**2.1b Strategic Objectives.** Our vision and Key Business Drivers (KBDs) are identified in paragraph 1.1a(1). Using our KBDs as our strategic goals and objectives, we address implementation, or how do we get there? This entails establishing specific performance objectives and specific measures to track performance outcome. These represent objectives which, when achieved, will result in our successful accomplishment of our mission. Paragraph 1.1b discusses our performance review process. Key performance goals and measures are discussed in Category 4.

**2.2 Strategy Deployment.** Our strategic planning system is designed to clearly communicate our goals and objectives and track our progress in attaining these goals. Our ISP translates our KBDs into three processes. We design our planning strategy to meet our customers' requirements (paragraphs 3.1, 3.2) and to ensure mission accomplishment in our KBDs (Figure 2-5). Paragraph 4.1 describes our methodology used for determining the measures used in our plans and how they link to our processes. Results are in paragraph 7.

**2.2a(1) Action Plan Development and Deployment.** In this phase of planning, our leaders use the ISP, KBDs, and data (Figure 2-3) to convert the ISP to our continuous improvement process and action plans. These action plans are used to develop activities' budgets and specific performance goals and measurements for our directors, divisions, branches

and individual managers. Supervisors then establish individual performance standards for their employees (paragraphs 5.1a(5) and 5.2a(2)). While our directors primarily focus functionally, our Installation Executive Board (IEB) and Operating Officials Board (OFB) work cross-functionally and convert our ISP into a continual improvement of our key processes. Tracking performance is accomplished both functionally and cross-functionally using our various performance review forums.

**2.2a(2) Human Result Requirements.** Our key human resource requirements (Figure 2-4 and paragraphs 5.1, 5.2 and 5.3) are developed as part of our strategic planning process.

**2.2a(3) Allocation of Resources.** As explained in paragraph 2.1a(1), we tie the goals in the ISP to our Program Resources Advisory Council (PRAC). Fort Bliss is currently reorganizing the elements of the ISP into the higher headquarters prioritization process known as the Command Plan and will ultimately use that product as a funding agreement between Fort Bliss and TRADOC.

**2.2a(4) Alignment of Objectives and Action Plans.** As discussed in 2.2, the directors, divisions, branches and individual managers convert our goals into action plans. They then deploy these action plans through mid-level management to all activity members.

<i>Key Human Resource Requirements</i>	
<i>Requirements</i>	<i>Goals</i>
<i>Work Design</i> - Knowledge Sharing - Flexibility - Innovation - Rapid Response	- Develop work teams * ** - Implement team networking ** - Explore work schedules - Perform competitive comparison and benchmarking * ** - Develop incentives for innovation ** - Develop team networking **
<i>Development, Education, &amp; Training</i>	- Explore alternative funding * ** - Improve counseling * - Expand partner training * - Perform CI Training **
<i>Compensation &amp; Recognition</i>	- Expand awards program * ** - Link TAPES objectives with ISP goals * - Improve Performance appraisal process **
<i>Recruitment</i> - Change in Demographics - Critical Skills	- Reduce hiring time * ** - Continue to develop automated application process * ** - Expand work schedules & sites * **- Expand QOL and Support services * ** - Increase management input into hiring process * **
* Short Term Goals    ** Long Term Goals	

**Figure 2-4**

KBDs	Measures	Goals	Actions/Priorities	Results
Doctrine, Training, Leader Development, Organization, Material & Soldiers	Total Army Analysis (TAA) Total Army Plan Budget USR & TRADOC Status Report	- Sustain the vision of how air & missile defenses operates. - Train Air Defense Soldiers for battle. - Develop leaders at all levels that are confident, competent, and adaptive. - Develop Air and Missile Defense concepts, material requirements, organizational designs, and force structure. - Manage the systems and integrate the TRADOC total system development and training process for Air Defense Weapons and Command and Control systems - Provide the Army with the best-trained and equipped soldiers for the 21 <sup>st</sup> century.	- Trained and confident soldiers - Battle-focused technically and tactically proficient. - Satisfying and productive career programs for ADA soldiers. - Fightable doctrine enabling the force to achieve victory with minimum casualties. - Organizations structured to support the full range of army operations. - Superior materials over-matching threat capabilities.	Figures 7.1.1, 7.1.3, 7.2.10, 7.2.12, 7.3.6, 7.5.1, 7.5.2, 7.5.3,
Power projection	ARs, FM, Policies, Plans and directives. EDREs MOBEXs Budget	- Organize, equip, and train soldiers and units for power projection. - Provide sufficient training areas, ranges, support and services to rapidly mobilize and deploy combat forces worldwide. - Provide adequate support for families before, during and after deployment/re-deployment. - Establish and maintain Fort Bliss as the premier Power Projection platform for the Department of defense. - Establish the force structure and maintain state-of the-art rail, air, and road infrastructure and facilities.	- Organize, equip, and train soldiers and units for power projection. - Provide sufficient training areas, ranges, support and services to rapidly mobilize and deploy combat forces worldwide. - Provide adequate support for families before, during, and after deployment/re-deployment. - Establish and maintain Fort Bliss as the premier Power projection platform for the Department of Defense.	Figures 7.1.2, 7.2.6, 7.2.11, 7.2.12, 7.3.6, 7.5.4, 7.5.5, 7.5.6, 7.7.7, 7.5.10, 7.5.11, 7.5.13, 7.5.15
Base Operations	Service & Activity Based Review and Evaluation (SABRE) PBACs Budget	- Provide exceptional services to installation customers. - Provide quality facilities, infrastructure and utility services. - Remain a guardian of the environment. - Ensure the highest possible quality of life for our soldier's families, civilian workforce, and retired community. - Maximize declining resources (leverage technology) by using better business practices to improve operational effectiveness and efficiency.	- Support the mission. - Maintain and operate the installation and facilities. - Maintain emphasis on environmental management programs. - Maintain highest possible quality of life. - Upgrade water utilities infrastructure. - Upgrade heating and cooling systems.	Figures 7.1.4 thru 6, 7.2.1 thru 9, 7.2.12, 7.2.14 thru 7.2.17, 7.3.1 thru 8, 7.4.1, 7.4.2, 7.5.8, 7.5.9, 7.5.14, 7.5.16 thru 7.5.31

Note: See glossary for acronym identification

Figure 2-5

We systematically analyze these plans and many activities regularly review them. At their individual level, goals and objectives are developed to support higher goals through the use of personal and performance counseling and appraisals. Action plans, goals, process design (paragraph 6.1), support processes, (paragraph 6.2), and partnering processes (paragraph 6.3) are further refined and adjusted as a result of these individual and organizational level reviews. This assures alignment of our critical requirements and key processes throughout the installation. This approach provides all levels of our work force with consistency, focus, and predictability.

**2.2b Performance Projections.** Our key action and priorities are in Figures 2-4 and 2-5. Figures 2-3 addresses how we collect, use and analyze key performance data in our strategy assessment and development phases. Key performance measures are in paragraphs 4.1 and

4.2 and depicted in Figures 4-1 and 4-2. We will continue to vie with our competitors to ensure ADA doctrine and organization remain as a major force in “The Army.” By the year 2005 we will have developed and put in place trained and confident soldiers, and battle-focused, technically and tactically proficient leaders. Our weapon systems and command, control, communications and intelligence systems will overmatch threat capabilities. Our organizations will be optimally structured to support the Army’s operations. Our units will be equipped with “fightable doctrine” that will enable the force to achieve decisive victory with minimum casualties. We will be able to fight and win on future battlefields. Continuing Army downsizing and outsourcing of support functions will further reduce the current Fort Bliss civilian workforce. We must continue to meet and maintain our actions and priorities (Figure 2-5) to ensure we retain a key position within Army programs.

# Customer and Market Focus



**3.0 CUSTOMER AND MARKET FOCUS.**

*At Fort Bliss, we listen to our customers and continually strive to build a relationship of excellence with them.*

**3.1 Customers and Markets.** We serve DoD primarily in support of national security and the National Military Strategy.

**3.1a Customer and Market Knowledge.**

Our mission, as a customer derivative, dictates our product. Our customers clearly define our marketplace, what we do, whom we do it for and how well we do it. Our existence depends upon being customer focused and responsive to their needs. Our customer and market requirements are also discussed in paragraph 2-3 of the Overview and paragraph 6.1a

**3.1a(1) How We Determine Customers and How Our Approach to Learning About the Customer Varies with the Group.**

We focus our energies on the marketplace, according to our three key business drivers (KBDs), divide our customers accordingly (Figure 3-1),

<b>Customer Requirements and Expectations by Market Segment/Key Strategy</b>			
<b>Customer Requirements and Expectations</b>	<b>DTLOMS</b>	<b>PP</b>	<b>BASOPS</b>
Teaching/Training	X	X	X
Investigations			X
Inspections	X		X
Retail services			X
Entertainment			X
Safety/Security	X	X	X
Legal services	X	X	X
Medical/dental svcs		X	X
Child care services			X
Recreation/Sports			X
Contracting	X	X	X
Operational support	X	X	X
Administrative spt	X	X	X
Planning	X	X	X
Environmental spt	X	X	X
Social services			X
Maintenance	X	X	X
Personnel service spt	X	X	X
Public Affairs		X	X
Community services			X

**Figure 3-1**

and simultaneously focus on the customer and our strategic vision for accomplishing the mission. We further divide our customers into groups and segments using the following method; validate what we do, validate outputs, validate who we do it for, validate customer requirements, and group customers according to requirements. This alignment allows us to

have specific focus in each customer segment, rather than considering all customer needs as identical. This allows us to efficiently establish priorities, better allocate resources, align specific aspects of our organization with certain customer segments, better respond to customer needs and explore new customers and market opportunities. Service providers determine their customers, using a variety of methods, including statutes, regulations and trends in demand. We further determine potential customers through soldier population and demographics provided by the Department of the Army (DA), as well as local city demographics. At the post level, we divide the customers according to the key business strategies, allowing us to identify the requirements they share, as well as those that are unique. Our primary method for determining future requirements is our analysis of trend data from our performance measures, as well as from customer feedback. During the Strategic Planning Process, we analyze our competitive environment (Figure 2-3) and determine future customer requirements and expectations (Figure 3-3) from the input we receive from our information collection methods, the key leaders of the service providing organizations, and from the external inputs. We convert these requirements and expectations into goals, then into objectives that become part of our product and service

<b>Information Collection</b>		
<b>Methods of Collection</b>	<b>Frequency</b>	<b>Objectivity &amp; Validity</b>
Quest for Quality/Customer feedback	As submitted	Customer perception
After-action reviews	Corresponding	Verified factual data
Critiques/Questionnaires	Completion of	Customer perception
In-progress reports/On-site	As scheduled	Attendee perception
Advisory councils	As scheduled	Customer perception
Reports	As provided	Verified data
New soldier orientations	Monthly	Customer perception
Town hall meetings	Quarterly	Customer perception
Mavoral meetings	Quarterly	Representative percep
Customer surveys/ Need assessments	Periodically depending on	Customer perception
Sensing sessions	As requested	Customer perception
Post unit status report	Monthly	Verified data/comments
Post SABRE briefings	Quarterly	Verified data/comments
Requests for assistance	Daily	Specific concern/issue
Staff meetings	Weekly	Representative percep
Open forums	Continuous	Customer perception
Courtesy inspections	As requested	Verified factual data
Climate surveys	Annually	Customer perception
Army's Structure Manual	Continuous	Verified factual data
Officer professional dev.	Continuous	Attendee perception
Statute/regulation	Continuous	Verified factual data
Accident reports	Per occurrence	Verified factual data
Information management	Quarterly	Representative percep-
Verbal Cmnts/Complaints	As received	Customer perception
Mysterv Shopping	Monthly	Customer perception
Unit designated liaisons	As requested	Customer perception

**Figure 3-2**

Future Requirements and Expectations					
Key Strategy	Factors	Trends	Impact/Demand on Customer	Goals	Time Frame/Vision
Doctrine, Training, Leader Development, Organization	Threat, budget constraints, technology	Wider audience, fewer instructors, reduced acquisition time, distance learning, use of simulators	Quicker equipment delivery, better quality, retention, training of greater numbers	Updating doctrine Training, technology Leader development Organizational and material Soldiers	2025 21 <sup>st</sup> 21 <sup>st</sup> Early 21 <sup>st</sup> 21 <sup>st</sup>
Power projection	Peacetime engagement operations	Increased peacetime engagement operations	Frequency and duration of deployments.	Organize, equip, and train to readiness levels Provide training areas Establish force structure; maintain infrastructure	Time frames for particular objectives are set in the Strategic Plan
Base operations	Maintenance and repair of facilities; family support	Preventive medicine; improved quality of life services.	Quality health care, prompt service and completed repairs, new facilities for soldiers and families	High quality-of-life Customer satisfaction Provide facilities and resources to maintain them Increase community/neighbor involvement	Time frames for particular objectives are set in the Strategic Plan

Figure 3-3

design process (paragraph 6.1a(1) and Figure 6-3). We base time frames given for completion on our customers’ expectations and requirements. Some, such as updating doctrine, require a vision far into the future.

**3.1a(2) Listening and Learning about Current and Future Requirements.** Means of determining and evaluating future requirements appear in Figure 2-3. Examples of feedback mechanisms are in paragraph 3-2, and depicted in Figure 3-4. We use the data collection devices listed to evaluate the services provided. Evaluation by our performance review system described in paragraph 1.1b(1) and review of different tiers of our management echelons, identifies the need for new or improved services and allows us to forecast future requirements for our customers.

**3.1a(3) Determining Key Product Requirements and Their Relative Value to Customers.** Our product and service providers use their respective information collection systems, feedback mechanisms and processes to obtain information on high-priority customer requirements (current and future). They use this data not only as input to the Strategic Planning Process, but also to refine our processes and systems and to design new products and services as described in paragraph 6.1a. This often times is based on target market and funding. Additionally, more than one requirement determination tool may be used when evaluating current organizational needs and directions.

**3.1a(4) Keeping Listening & Learning Methods Current.** Relative value of our services to our customers are determined by applying the principles in paragraph 3.1a(1).

*We validate what we do, validate outputs, validate who we do it for, validate customer requirements, and adjust the cycle by using the procedure in Figure 6-3.* By focusing specifically on assessment/evaluation of our measures (paragraph 4.1), customer requirements, and how continuous improvement and fulfillment of customer needs are represented in our performance review system (1.1b), we constantly upgrade our listening and learning methods and differentiate our products from competing offering. Our data collection methods (Figure 3-2), feedback mechanisms (Figure 3-4), and our situational analysis (Figure 2-3) is the sources for determining the relative importance of current and future requirements. This approach allows us to integrate these priorities into our product design.

**3.2 Customer Satisfaction and Relationship Enhancement.** *Fort Bliss plans for (paragraph 2.2) and has a variety of programs and processes to determine customer needs, strengthen relationships, improve current products and services, and support future customer and market planning. Customer satisfaction performance results are discussed in paragraph 7.1.*

**3.2a(1) Key Mechanisms to Facilitate Customer Access.** Access to our customer satisfaction programs and processes are made available through various methods. With our Quest for Quality (Q4Q) installation-wide program (paragraph 1.1b), personnel will find posters and comment cards displayed throughout the installation, especially in those areas that have a high customer volume or provide any type of customer service. Product or service providers give customer surveys forms to the customers

Feedback Mechanisms		
Customer survey forms	Quest for Quality	Customer service training
Telephone hotlines	On-site surveys	Parent groups
After-Action Reports	Sensing/Focus groups	Comment boxes
DA Form 2028	Teen panels	Mystery Shopper
Town Hall Meetings	Family symposium	Advisory councils
Quality control councils	Meet the Manager program	Meet the Units program
Usage trends, Repeat Customers	<b>Monitor</b> surveys	Courtesy Inspections
Emergency Deployment Readiness Exercise (EDRE)	Structure Manning Decision Reviews (SMDR)	Needs Assessment Surveys

Figure 3-4

and ask them to complete and return the forms. Comment boxes are located in high visibility areas within organizations that serve our customers. Hot Line numbers are listed in our installation’s organizational directory and publicized to the highest extent possible. Our product and service providers conduct on-site surveys randomly throughout the installation. All of our group and council meetings have open sessions to host questions and answers, comments, suggestions, complaints, concerns, and recommendations. We forward customers’ comments from these programs and processes to the proper management level for review and/or action. A summary of our feedback mechanisms is at Figure 3-4.

**3.2a(2) Key Customer Contact and Deploying Requirements.** Key customers are discussed in 3.1a. Our customer contact requirements are determined from our review forums in two ways, guidance from higher headquarters and listening to our process owners. We develop, validate, evaluate, and improve our contact requirement primarily through the analysis obtained from these sources. Our key process owners, as members of the Installation Executive Board (IEB) and the Operating Officials Board (OOB) are able to communicate directly with our senior leaders and functional managers. This linkage ensures that our key customer requirements and customer contact requirements are accurate, deployed, measured as discussed in paragraph 4.1 and 4.2 and continuously improved upon. A summary of our customer contact requirements is in Figure 3-5.

**3.2a(3) Complaint Management Process.** *We are committed to providing "first class" products and services. If a customer has a complaint, is dissatisfied or is seeking assistance, our priority is to immediately satisfy the customer on the spot (if possible).* Because of our diverse customers we use a variety of complaint processes, but generally each process owner establishes appropriate standards to ensure complaints are handled promptly. Our goal is to make the complaint process as effortless and trouble free as possible. We address written complaints telephonically (to expedite resolution), and then in writing. We insist on a 48-hour complaint satisfaction policy. We regularly use secret or mystery shoppers to evaluate our customer contact performance. Training in customer service is part of the improvement process.

**3.2a(4)&(5) Creating & Keeping Repeat Customers and Repeat Business.** Figure 6.6, depicts how we manage customer relations at Fort Bliss. Building relationships with our customers and ensuring repeat customers is a top priority at Fort Bliss. Through the various feedback mechanisms identified throughout post, we are able to get the information needed to ensure we are doing all we can to meet the needs and wants of our customers. *Our day-to-day frontline customer contact requirements are managed in a decentralized manner, tailored to the requirements of each operation. Therefore, our success rests largely upon people who have daily contact with our customers.*

Key Process	Customers	Contact Requirement
Doctrine, Training, Leadership Development, Organization, Material, Soldiers, Power Projection, Base Operation.	Joint Services	Regulatory Requirements
	CINCs	Responsiveness
	Higher Headquarters	Readiness
	Reserve Components	Accuracy
	Government Agencies	Specifications
	Surrounding Communities	Compliance
	Foreign nations	Accessibility
	Civilian workforce	Courtesy
	Soldiers Units	Availability
	Family members	Needs assessment
		Needs anticipation
		Education
		Reporting/Information
		Cost estimates
		Cost-benefit analysis
	Information sharing	
	Cooperation	
	Comparative	

Figure 3-5

**3.2b Customer Satisfaction Determination.** *We measure customer satisfaction not only at the installation level, but also at the organization, activity, and unit levels. Methods and units vary with the level of measurement.*

**3.2b(1) Customer Satisfaction Determination.** We accomplish feedback with customers through systematic interactions (Figures 3-4 and 3-6). *Various agencies have personalized feedback to the agency and function surveys. Together, these agencies have more than 40 different and distinct feedback mechanisms; each tailored to meet their specific needs.* This feedback tells how well the customer is served and whether the customer service is immediate and effective. The installation uses the Quest for Quality survey form. Each command and directorate has these cards prominently displayed for customer use. We glean vital feedback from these surveys and make changes accordingly. *Although we use various survey forms or questionnaires, when practical, we rely on personal interaction as our primary source for feedback and the immediate correction of complaints.*

**3.2b(2) Follow Up with Customers on Products & Services.** Each agency determines the specific method used based on its mission and level of customer satisfaction

(column C and D, Figure 3-6). *The Civilian Personnel Advisory Center (CPAC) and Morale, Welfare and Recreation Division (MWR) now use Internet websites 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 available in all commissaries.*

**3.2b(3) Determining Satisfaction Relative to Competitors.** As stated in Paragraph 1.1b(1), customer satisfaction, market comparison and trend data are incorporated into performance review processes. Column G, Figure 3-6 summarizes some of our competitor performance comparison data sources.

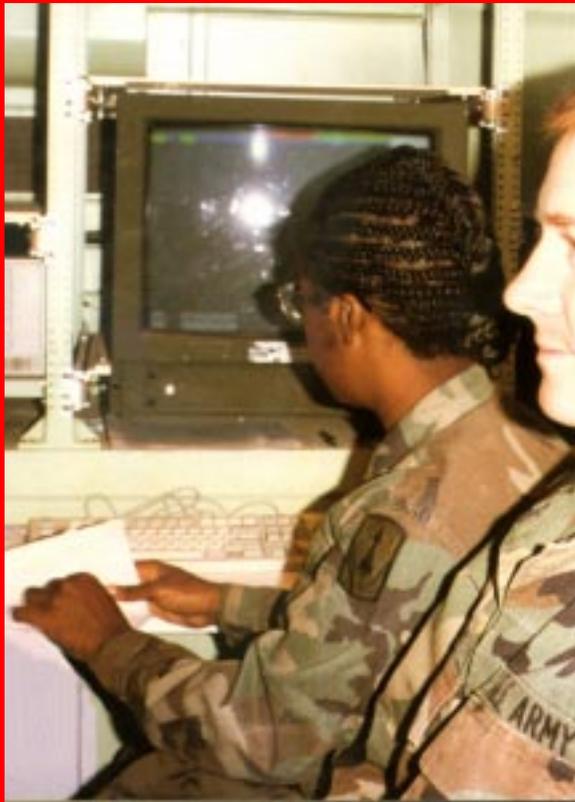
**3.2b(4) Keeping Approaches to Satisfaction Determination Current with Business Needs.** We pay close attention to ensure identified customer requirements are met and kept current with business needs (Figure 3-6). *The Directorate of Resource Management is creating new ideas on how to build a good customer relationship with its customers through its Most Efficient Organization program, which will establish processes, cross training and measurements of success in every aspect of the function.*

**Customer Satisfaction Determination**

A. Key Process	B. Primary Customer Segment	C. Satisfaction Measures (Input)	D. Follow-up Mechanism	E. Measurement Scale	F. Actionable Information Obtained	G. Competitor Performance Comparison Data Sources
ADA training	ADA commanders	OAC survey, student feedback and Quest for Excellence	IPR, User Surveys and personal interaction	Qualitative and Likert scale	Customer perception and command climate	AARs, field reports
ADA battle doctrine	ADA/Army/Joint/Unified commanders	Surveys, critiques and evaluation forms	IPR, and personal interaction	Qualitative	Customer perception	AARs, field reports
Soldier training	USAADASCH and USASMA	Field feedback quest for excellence surveys	ADA General Officers and Commanders	Qualitative	Command climate	AARs, field reports
Training manuals	USAADASCH and ADA field commanders	DA Form 2028	Field Reports, Personal Interaction	Customer perception	Readiness level	AARs, field reports
Power projection	Active and Reserve Component commanders worldwide	AAR's, Questionnaires	Written reports Personal interaction	Narrative customer perception	Readiness levels Unit proficiencies	Telephone follow-up
Quality of life	Soldiers, families employees, retirees	On-site surveys, mystery shopper, market surveys, town hall meetings	Review process, personal interaction, follow-up calls and published results	Likert scale  Customer perception  Narrative	ALL: Employee training needs Referrals Quality of service Values	FORSCOM/TRADOC MWR cash-to-debt ratio Local market comparison for price, service

NOTE: See glossary for acronym identification. **Figure 3-6**

# Information and Analysis



**4.0 INFORMATION AND ANALYSIS.** *Our Installation Strategic Plan (ISP) and Continuous Improvement Plan (CIP), as reviewed by the Installation Executive Board (IEB), provides us with a systematic way of defining, integrating and analyzing data to assess our key processes.*

**4.1 Measurement of Organizational Performance.** The three key business drivers (KBDs) identified in our ISP drive the selection of our operational, financial, customer satisfaction, and quality performance measures (paragraphs 2.1 and 2.2). These measures make up our CIP and are directly linked to our ISP and key processes. This approach provides all our decision-makers to assess our installation's key processes.

**4.1a Major Component of the Performance Measurement System.** Types of data we collect are at Figures 4-1 and 4-2. These figures summarize how our performance data is aligned with our KBDs. Our IEB, in turn, provides performance ratings of our key processes. This linkage is critical in how we design and manage processes and data, maintain alignment with our strategic goals, and assess our organizational processes (Category 6).

**4.1a(1)(a) Selection of Measures in Daily Operations.** We maximize use of automated systems in our daily operation to generate tailored management reports used by managers and employees in all business areas. Some of these systems run in near real time; we query others at recurring intervals to create reports specified by users. Reports are generally in tabular format with fundamental business information requested by the user. We glean critical daily performance factors from these management reports and brief in chart format in the IEB Operating Officials Board (OOB) and various forums such as the Senior Leaders Planning Conferences, the Service and Activity Based Review and Evaluation (SABRE), and Training Status Reports (TSRs), Unit Status Reports (USRs), Quarterly Training Briefs (QTBs), Installation Status Reports (ISRs) and various advisory councils.

**4.1a(1)(b) Selection of Measures for Organizational Performance.** We have aligned our performance measures to fully support our

KBDs. Leaders, managers, suppliers and customers from across the post attend our reviews, conducted monthly or quarterly as determined by requirements and described in paragraph 1.1b and 4.2. We convey results to employees through multiple means such as the chain of command, email, closed circuit television, post newspaper articles, and employee discussion.

**4.1a(1)(c) Selection of Comparative Data.** Many of our performance measures rely on competitive comparisons (Category 7). This data enables us to set goals, determine the acceptable level of performance, and permits us to mimic the best practices of the most successful organizations in our line of work. Because the military does not employ industrial analysts, we depend on objective data provided by higher headquarters, such as Training and Doctrine Command, Forces Command, and the Department of the Army (DA). *We focus our continuous improvement plans toward achieving our action/priorities in Figure 2-6.* We accomplish this by evaluating our performance against best-in-class competitors, such as Fort Carson and Fort Benning, and objective data provided by higher headquarters (HQ). The type of performance data in each key process determines whom we compare our performance against. We review, analyze, and evaluate it in various forums 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 sound out new methods for expanding the scope of collecting and using data from the competition. Our customer satisfaction goal provides us with the best "reality check" of evaluating, improving and keeping our information up-to-date and relative to the goals.

**4.1a(1)(d) Data and Information Reliability.** We evaluate our metrics and data collection systems by reviewing our business results and customers' feedback against our measurement indices (Figure 4-3). We establish targets of excellence by identifying critical success factors. Every process has comparison data against which we measure our performance. We continually refine requirements and expand targets of excellence into all our review processes and forums.

Key process	Process Owners	Linkages	Strategy	Performance Data Collected	Action Plan
Doctrine	DCD	Goal 1, Objs 1 & 2.	- Sustain the vision of how air & missile defenses operate.	- # actions completed to automate data base by 2005 - # of doctrine SATS converted to complete SAT conversions - # of digitized operations diagnostics/prognostics operations performed to complete action by 2010/2025	-Produce fightable doctrine enabling the force to achieve victory with minimum casualties
Training	6 <sup>th</sup> ADA Brigade, DOTTD	Goal 2 Objs 1,2,3,4,5,6 & 7	-Train Air Defense Soldiers for battle.	- Achieve an attrition rate □ 5% - Keep student/instructor ratio IAW POI - Holdovers not to exceed □ TRADOC average - Drill Sergeants ratios not to exceed 1:50 - Zero (0%) trainee abuse - AWOL rate □ 1% - Equipment readiness □ 90%	-Produce trained and confident soldiers
Leadership Development	6 <sup>th</sup> ADA Brigade, DOTTD	Goal 3, Objectives 1,2,3,4, & 5.	-Develop leaders at all levels that are confident, competent, and adaptive.	- 100% of all command designees attend Pre-Command Course (PCC) prior to assuming command  - 100% graduation rate for all courses with 15% honor graduates.	Produce battle-focused technically and tactically proficient leaders.
Organization  And  Material	DCD	Goal 4, Objs 1,2,3,4, 5, & 6.	- Develop Air and Missile Defense concepts, material requirements, organizational designs, and force structure.	- # DTLOMS associated issues resolved.  - # of times maintenance of the TRADOC program schedule to support the Program Manager is performed.	-Provide organizations structured to support the full range of army operations.  -Provide superior materials over-matching threat capabilities.
			- Manage the systems and integrate the TRADOC total system development and training process for Air Defense Weapons and Command and Control systems.		
Soldiers	DCD, 6 <sup>th</sup> ADA Brigade, & OCADA	Goal 1, Objs 1 and 2.	- Provide the Army with the best-trained and equipped soldiers for the 21 <sup>st</sup> century.	- # of accession needs determinations performed. - # of standards of grade determination performed. - # MOS quality requirements determined. - # JOIN Films provided to meet recruiting needs. - # Branch professional journal and periodicals published.	- Provide the Army with the best-trained and equipped soldiers for the 21 <sup>st</sup> century.
Power Projection	DPTMS	Goal 1, Obj. 1,2,3,4,5, & 6.	- Organize, equip, and train soldiers and units for power projection.	- # deployments & METL requirements met. - # FBMOPS missions accomplished successfully. - C-ratings in USR	- Organize, equip, and train soldiers and units for power projection.
		Goal 2, Obj. 1,2,3,4 & 5.	- Provide sufficient training areas, ranges, support and services to rapidly mobilize and deploy combat forces worldwide.	- # RFMSS scheduling accomplished - # confirmation of schedule requests within 72 hours	- Provide sufficient training areas, ranges, support and services to rapidly mobilize and deploy combat forces worldwide.
		Goal 3, Obj. 1,2,3,4,5,6 & 7.	- Provide adequate support for families before, during and after deployment/re-deployment.	- # Deployments supported for readiness support for families	- Provide adequate support for families before, during, and after deployment/re-deployment.
		Goal 4, Obj. 1,2, & 3.	-Establish and maintain Fort Bliss as the premier Power Projection platform for the DoD.	- # actions completed to accomplished by FY00. - # times FBMOPS, Installation Disaster Plan exercised.	- Establish and maintain Fort Bliss as the premier Power projection platform for the DoD.
		Goal 5, Obj. 1,2,3, & 4.	-Establish the forces structures and maintain state-of-the-art rail, air, and road infrastructure and facilities.	- # ASMP MCA construction actions completed. - # infrastructure improvements program completed. - % of MHE procured. - % of equipment modernized.	

**Figure 4-1**

Key process	Process Owners	Linkages	Strategy	Performance Data Collected	Action Plan
Base Operations	Garrison Command	Goal 1, Obj. 1,2, & 3	- Provide exceptional services to installation customers.	<ul style="list-style-type: none"> <li>- Medical readiness trained and certified: 98%</li> <li>- Quality satisfaction: 95%</li> <li>- JCAHO grid scores: Civilian average: 92</li> <li>- Dental readiness: 95% of active duty soldiers in Classification 1&amp;2.</li> <li>- Legal assistance (wills) processing time: 7 days</li> <li>- Civil and administrative law action processing time: 10 days</li> <li>- SIDPERS timeliness accuracy rate: DA goal 95% against requirements or authorizations of MTOE or TDA</li> <li>- One SRP per quarter and each soldier attend SRP twice per year</li> <li>- 100% of assigned active &amp; reserve component missions assigned by TRADOC and FORSCOM</li> <li>- Days to fill civilian jobs: 33 days</li> <li>- Civilian performance appraisals: 100% on time</li> <li>- OER/NCOER rates: DA std: 2.5% late; Bliss std: 0% late</li> </ul>	-Support the mission.
		Goal 2, Obj. 1,2,3, & 4	- Provide quality facilities, infrastructure and utility services.	<ul style="list-style-type: none"> <li>- Housing downtime &lt; 5 days</li> <li>- Housing occupancy: 95%</li> <li>- Facilities management maintenance: 2hrs; 72 hrs; 15 days</li> <li>- Transient quarters occupancy: 75%</li> <li>- Maintenance management repair cycle: 10 days</li> <li>- DF participation rate: 65% TRADOC; 85% CG (stretch goal)</li> <li>- Personal property shipments : 90% RDD met</li> <li>- Bus occupancy program : 95%</li> <li>- Requisition processing time: 1 day</li> <li>- Maintenance cycle repair time: 10 days</li> <li>- Supply ship time: 10 days</li> <li>- Information technology metrics: GREEN in all rated areas</li> <li>- Negative deficiency inspection results and no notifications of violations</li> </ul>	- Maintain and operate the installation and facilities.
		Goal 3, Obj. 1,2,3,4,5, & 6.	- Remain a guardian of the environment.	<ul style="list-style-type: none"> <li>- Negative deficiency inspection results and no notifications of violations</li> </ul>	- Maintain emphasis on environmental management programs.
		Goal 4, Obj. 1,2, 3, 4,5, & 6.	- Ensure the highest possible quality of life for our soldier's families, civilian workforce, and retired community.	<ul style="list-style-type: none"> <li>- Range services provided: 90% customer satisfaction</li> <li>- Crimes against persons or property: zero</li> <li>- Military injuries: &lt; 3.5 injuries per thousand persons</li> <li>- Army motor vehicle accidents: &lt; 1.5 accidents per million miles</li> <li>- Aviation accidents (class A): zero</li> <li>- Fatalities: zero</li> <li>- Courts-martial processing time: 120 days</li> <li>- Claims (small) processing time: avg 3 days; 65 % within 3 days</li> <li>- Claims (large) processing time: avg 15 days; 65% within 15 days</li> <li>- Driving while intoxicated: zero.</li> </ul>	- Maintain highest possible quality of life.
		Goal 5 Obj. 1,2,3,4,5, 6,7,8,9,10, 11,12,13, & 14.	- Maximize declining resources (leverage technology) by using better business practices to improve operational effectiveness and efficiency.	<ul style="list-style-type: none"> <li>- MWR fund NIBD: within percentage of variance to budget</li> <li>- MWR fund cash to debt ratio &gt;1:1</li> <li>- Customer service: satisfaction &gt; previous year</li> <li>- MWR fund NIBD % total revenue: 7%</li> <li>- Contract actions lead time, standard 90-120 days, Fort Bliss 67 days or less.</li> <li>- Procurement Administrative Lead Time, standard 14 days, Fort Bliss 11 days or less.</li> <li>- FECA: 5% annual reduction</li> <li>- FECA claims: 60 or less</li> <li>- Awards: 5% or less of organizational budget</li> </ul>	<ul style="list-style-type: none"> <li>- Maximize resources</li> <li>- Upgrade water utilities infrastructure.</li> <li>- Upgrade heating and cooling systems.</li> </ul>

**Figure 4-2**

Review Forums	Indices of Data Effectiveness
IEB	- Internal customer satisfaction
OOB & Directors	- Relative market performance
BN/Division	- Shareholders input
Btry/Branch	- Regulatory/standards compliance
Process Action Teams	- Addresses key process
	- Baseline data available

NOTE: See glossary for acronym identification.

**Figure 4-3**

**4.1a(1)(e) Cost or Financial Improvement Options.** We recognize the need to integrate, analyze, and use performance measures (financial and non-financial) from all areas of our organization to improve our decision-making process. Our review forums analyze and review overall organizational financial and market-related performance. Each process owner is responsible for a specific plan, goal or objective (financial, infrastructure, employment, energy, environmental, etc.). They form recommendations, decisions, and action plans for submission to our command group for review and approval in the Program Resources Advisory Council (PRAC).

**4.1a(1)(f) Correlation to Support Planning.** As stated in paragraph 2.1a, we tie the goals and objectives in the ISP to our PRAC. The PRAC meets regularly to evaluate the execution of financial, business and manpower programs against program objectives and measures and advises the commander on how best to allocate resources to achieve the installations objectives.

**4.1a(2) Current System vs Business Needs and Directions.** Our performance results are in Category 7. We use our review forums to evaluate and improve how we deploy and use performance data throughout the installation. The centerpiece of this process is our ISP, CIP and the monthly reviews of data we collect relating to our key process performance. These review forums provide key process owners, functional proponents, and internal customers an opportunity to evaluate all data and information collected in support of our key processes. The model we use to evaluate, improve and keep our data current is in Figure 4.4.

**4.2 Analysis of Organizational Performance.** We use a systematic approach to develop, analyze, and review our organizational performance, see paragraph 2.1 and 4.1.

Data Evaluation Model
Define the mission, key processes and key result areas.
Develop performance measures.
Validate and verify measures.
Develop targets or goals for measures
Implement measures.
Monitor results and take actions on data obtained.

**Figure 4-4**

**4.2a Description of Organization Analysis.** Our organizational data includes customer, market, financial, human resources, supplier and partner, and organization effectiveness data.

**4.2a(1) Perform Analysis to Support Organization.** Paragraphs 1.1b, 2.1a, 5.3 and Category 6 explain how our senior leaders design, review, analyze, and manage the installation’s financial and non-financial processes and performance. Data correlation and interaction, coupled with senior leaders’ participation at the various briefings and presentations, meetings, conferences, advisory councils, etc., is the process by which we integrate and analyze performance data to assess overall organizational performance in key areas. Our performance measures, in conjunction with our review and analysis procedure, are the methods we use to assess and revise organizational performance.

**4.2a(2) Ensure Results of Organization Analysis.** Paragraph 1.1b describes how our performance data system is reviewed and communicated at the various levels. Our performance measures cascade throughout the installation providing a top-down, well-defined and integrated system. This provides us with a tiered approach for use by higher levels. Front-line managers and employees have access to data and information as needed.

**4.2a(3) Analysis to Support Daily Operations.** Front line managers typically review operational performance measures on a daily basis. Performance shortfalls identified during these reviews are reported and revised to adjust processes or resources are reallocated to bring performance levels to standards. Paragraph 2.2a(4) describes how our action plans and measures are aligned with our daily operations. Category 6 explains how our daily key production/services are managed and aligned with our daily operations. Our performance results are in Category 7.

# Human Resources Focus



**5.0 HUMAN RESOURCE FOCUS.**

*At Fort Bliss, "Taking care of your soldiers and civilians" is not just a slogan, it's reality.*

Our approach to human resource development is consistent with our leadership principles.

**5.1 Work Systems.** Our Human Resource Development and Management Plan, (HRDMP) provides us with the frame work to develop and utilize the full potential of our work force and ensure that the management of our human resources is aligned with our organizational objectives.

**5.1a Work Design.** Our current organizational structure (Figure 0-1) results from the Commanding General's vision of our future discussed in paragraph 1.1 and the melding of our past experiences.

**5.1a(1) Design, Organize, and Manage Work and Jobs.** Our work systems are planned (Category 2) and designed (Category 6) to provide mission focus and apply organizational efforts and resources to our key business drivers. Over the years, even though federal laws, defense and army requirements, and policies govern many aspects of our work, we have designed our work systems to support our key human resource requirements depicted in Figure 2-4. This provides us with the strengths and flexibility we need to survive resource reductions while continuing to successfully respond to our customers. Our directors are empowered to organize the work and job design of their directorates. They receive manpower space allocations and civilian pay funding and are responsible for managing their employees within resource constraints. Within this funding they establish civilian cash award targets and other incentives to encourage employees to contribute to the improvement of the directorate. They tie work and job design processes directly to our missions, key business drivers, core competencies and our goals and objectives. All these elements combine to define our work processes and job requirements and make our employees more productive. Human resource results are discussed in paragraph 7.3.

**5.1a(2) Encourage and Motivate Employees.** As an organization, we practice "management by fact," however, 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 provides our employees with positive attention and provides 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 them with our organization policies and provide them with insight to our work force. Our directors and middle managers attend mandatory Leadership, Education and Development Training. Thereafter, all are provided various training to improve and reinforce their interpersonal skills to assist them in motivation and encouragement of their employees. We have an excellent mentoring program and provide our employees with many formal and informal training and career development opportunities. Motivation to reach full potential is provided by senior leaders, managers, supervisors through our communications forums (paragraphs 1.1a and 1.1b) and by addressing their safety, social, recognition, and development needs through our numerous programs, services, and benefits.

**5.1a(3) Performance Management System.**

For our soldiers, performance planning and appraisal system counseling is the basis for the completion of Officer Evaluation Reports (OER's) and Noncommissioned Officer Evaluation Reports (NCOER's). These evaluation reports are used to reflect a soldier's performance over a period of time (usually 1 year). The OER/NCOER is the permanent record of the individual soldier's accomplishment during their military service, and are part of the whole package that determines a soldier's opportunity for promotion.

The Total Army Performance Evaluation System (TAPES), civilian evaluation system, is a mirror image of the military system and

- facilitates a total Army culture by emphasizing shared civilian and military values;
- improves the civilian system by reducing administrative requirements and focuses on the total contributions in a Ratee and Rater partnership, and
- Better supports civilian professional development and Total Quality Management.

**5.1a(4) Compensation and Recognition.** All of our employees participate in our performance-based compensation programs. We identify specific job performance goals for each civilian employee using the TAPES. The goals reflect each employee’s mission-related objectives. We then reward employees based on their ability to meet or exceed these performance goals. All employees can receive monetary, honorary, and time-off awards based upon their individual or team performance. We give monetary awards in conjunction with annual performance appraisals, or for performing special acts or services. Supervisors can also give time-off awards (up to 80 hours) during the calendar year. There are several types of awards for a job well done. We base the level of award on two things: the significance of the achievement and the level of responsibility the individual or the team holds. Military students attending Army schools compete to be the honor graduate or to be among the top 10 percent of their class. 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. Soldiers also receive awards for excellence in their performance at the Noncommissioned Officer (NCO) Academy, Sergeants Major Academy, Warrant Officer School, Officer Candidate School, or the United States Military Academy.

**5.1a(5) Effective Communication.** As stated in paragraph 1.1a, the complexity of our multifaceted mission demands a constant and consistent exchange of information from top to bottom, bottom to top, and laterally at all

<b>Organizational Needs Vs Employee Development Needs</b>	
<b>Organizational Needs</b>	<b>Employee Development Needs</b>
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**

levels. All these forums for communicating and sharing knowledge, developed over the years, has impacted and improved our work forces’ performance and responsiveness. They permit effective and rapid communications and knowledge sharing throughout our organization. In addition, as discussed in paragraph 2.2a(4) we push our actions and priorities down through our directors, divisions, branches and individual managers to our employees. This approach provides “a one for all, all for one” team concept, levels our work and provides consistency, team focus, and predictability.

**5.1a(6) Identification of Characteristic and Skills Needed by Potential Employees.**

We are an equal opportunity employer and practice it in everything we do. The essential quality we look for in new employees is that they embrace the Army values and are willing to be all they can be. The mission identifies work requirements. On the civilian side, employees must meet the standards of the associated job descriptions and are hired based on their individual qualifications. On the military side, the U.S. Army Recruiting Command and Personnel Command (PERSCOM), handles the recruiting of new personnel, based on their qualifications for their military occupational specialty (MOS).

**5.2 Employee Education, Training, and Development.**

Employee empowerment, knowledge, skills and satisfaction are important to our senior leaders as discussed in paragraphs 1.1, 2.2, 3.1, and 3.2. Our human resource results are in paragraph 7.3

**5.2a Description of Education Support.**

We enhance our employees’ knowledge, skills, and abilities (paragraph 5.1) and provide opportunities through training to improve their performance and personal growth.

**5.2a(1) Education and Training Support of Key Plans and Needs.**

Our human resource planning emphasizes the linkage of our organizational needs with the progressive, sequential, systematic, and long term development of our work force. Figure 2-4 reflects some of our key human resource requirements. Figure 5-1 shows some of our training development needs. Employees and supervisors annually develop Individual Development

Plans (IDPs) to identify and tailor the employee’s training development needs for his or her particular specialty and individual growth and development. These IDPs serve as a road map for long term employee development objectives and link directly to key organizational needs. Because we continuously review our employee development requirements and consider both current and future customer requirements (Figure 3-3 and 3-4) our approach allows us to rapidly respond to changing mission requirements, technology advances and customer needs.

**5.2a(2) Education and Training Design.** We use the design processes described in Category 6 to design and improve our training programs and paragraph 3.2 describes how we critique customer needs, strengthen relationships, improve current products and services, and support future customer and market planning. We then perform a gap analysis between employee skills and competencies, present and future, through the IDP process. This is an important part of an employee’s annual performance appraisal. Supervisors do a job and task analysis with each civilian employee and, with their input, prepare an IDP. The IDP includes progressive career development to meet organizational goals, develops career employees in supervisory or leader positions, and defines training recommended by career program plans. As discussed in 2.2a(4), our directors, divisions, branches and individual managers convert our goals into actions. They then deploy these actions through mid-level management to all activity members. At their individual level, goals and objectives are developed to support higher goals through the use of personal and performance counseling and appraisals. Actions and goals are further refined

and adjusted as a result of these individual and organizational level reviews. This assures an alignment of our critical customer requirements and key processes throughout the installation. This approach provides all levels of our work force with consistency, focus, and predictability. We determine soldier training needs through the Function 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 “classrooms without walls” and distance learning that deliver interactive multimedia training and education to soldiers and students at remote classrooms around the world.* Military units conduct Sergeants Time one day per week to train personnel on job-related issues and basic soldiering skills. *We make full use of our employees’ expertise to instruct courses and minimize training costs.* We also use local area contractors for training.

**5.2a(3) & (4) Employee/Manager Education and Training Input & Evaluation.** Incorporated in our development courses is a feedback system to solicit employee and supervisor input as to whether training programs are meeting needs. At the conclusion of training we solicit input from the trainees/employees on ideas for improvement. We follow up with supervisors to see what affect the training had on job performance and how we can improve to meet their expectations and where possible to eliminate travel costs. Supervisors evaluate learning, behavioral change, and performance

<b>Education and Training</b>	
<b>Type of Training</b>	<b>Delivery Method</b>
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 (email); 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
Wargaming 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

**NOTE:** See glossary for acronym identification. **Figure 5-2**

results from training courses over a period of time, then feed the evaluation data back to the training department. We test and evaluate students' and gauge their reactions to courses by having them fill out course evaluations at the end of classes, which we use to make changes. Many of our courses gauge how students are learning during a class by using case studies, simulations, and role-playing techniques, in which students participate and begin to display their newly learned skills. 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.

**5.2a(5) Key Development and Training Needs.** Our training program stresses diversity, humanity, safety, mentoring & leadership. The results achieved are apparent in the results outlined in paragraph 7.3. Figure 5-3 depicts just some of the training requirements. We conduct New Employee Orientation classes for all new employees and expose them to Army culture and 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. Our Special Emphasis Program, Equal Employment Opportunity, (EEO), conducts numerous programs throughout the year focusing on different races and ethnic backgrounds. These programs are full-scale productions including bands, dancers, singers, sketches and presenters.

**5.2a(6) Performance Excellence Training.** Performance excellence is a regularly scheduled part of the curriculum in the Program of Instructions in the New Company Commanders Orientation course, Battalion Commanders course, all leaders conferences and in the newcomer briefing. These courses are also given in the newcomers' briefings and offered to any organizational element, on request. This "get 'em when they come in the door" approach has lead to better corporate management aligned with the strategic plan outlined in category 2.1 and with constant focus on customer service as outlined in Figure 7.1.3.

**5.2a(7) Reinforce Knowledge and Skills.** Our supervisors follow up with employees after they receive training to ensure they use their newly acquired skills. Since the IDP

identifies most training, it is generally job-specific and has immediate application on the job. Supervisors and employees alike are eager to make use of it.

**5.3 Employee Well-Being and Satisfaction.** *Our strategic planning as discussed in paragraphs 2.1 and 2.2 encompasses our goals to ensure a safe environment and high quality of life for our soldiers, families, and civilian workforce.*

**5.3a Work Environment.** We recognize the importance of emphasizing the prevention of accidents, rather than reacting to their occurrence. With this in mind, many of our activities appoint an additional duty safety officer/NCO/representative to assist managers in running their organizational safety program. *Our Safety Office and Industrial Hygiene Section work together to identify work sites in need of ergonomic redesigning. We have a comprehensive risk management system for all military operations and training and the adjutant general operates a dynamic risk reduction/assessment program, one of 10 Armywide, to assess human high-risk behavior. 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.* The commanding general approves and distributes an annual safety goals/objectives memorandum and we identify safety performance in several categories. The level of attention given to safety and employee well being starts at the top with senior management and is carried down to the first-line supervisor. *We have a state-of-the-art Occupational Health Clinic at William Beaumont Army Medical Center (WBAMC). Our Wellness Center is unique in its use of computer-enhanced animation videodisks for visitors to use to learn about a multitude of health conditions.*

Type of Training	Frequency
Consideration of Other 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**

Civilian 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
Funded college tuition programs	Better Opportunities for Single Soldiers
Family advocacy programs	Career development courses
Youth activity programs	Special leave programs
Flexible work hour schedules	Excellent retirement benefits
Child & day care services	Excellent worship programs

Figure 5-4

**5.3b Work Climate.** Our installation has an annual post-wide Stand Up For Safety Day, an entire day dedicated to safety training and awareness, which makes everyone at Fort Bliss aware of potential dangers, both on and off the job. We have occupational health staff members who serve as advisors in maintaining a healthful working climate. They perform physicals and conduct vision screening, pulmonary function tests, and audiograms. *We also have the Installation Civilian Wellness Program, which is available for civilian employees at Fort Bliss physical fitness centers. Upon receiving medical clearance from their physicians, employees can enroll in the Civilian Wellness Program. Participants then receive an orientation to the fitness center and individualized instructions on equipment use.*

**5.3b(1) and (2) Employee Support Climate.** There are numerous employee support services at Fort Bliss that make our installation an Army leader, not only in the number of services, facilities, activities, and opportunities available to all our personnel, but most importantly, in the quality and diversity of our processes (see Figure 5-4). We afford safety factors for certain activities special consideration by providing employees with safety apparel such as safety shoes, protective eyewear, and headgear to perform their duty responsibilities safely. All personnel receive safety briefings prior to each federal holiday and, especially, when taking long driving trips.

**5.3c Employee Satisfaction.** *Our soldiers and civilian employees feel good about their work.* They have directly expressed these sentiments through surveys, and indirectly through decreasing workers' compensation claims see Figure 7.3.3. We feel fewer appeals and grievances, and fewer equal opportunity complaints, equate to greater employee satisfaction.

**5.3c(1) Employee Well-Being Factors.** We measure employee satisfaction in the work environment in several ways. One way is the "Equal Opportunity (EO)," "Equal Employment Opportunity (EEO)" and "Sexual Harassment" surveys of all employees. We also offer various avenues for employees to address complaints and grievances. By examining information received from employees through these means, we get a good indication of employee satisfaction or dissatisfaction.

**5.3c(2) Correlating Employee Well-Being to Key Business Results.** The well being, satisfaction, and motivation of our employees is important to us. We believe the key component in providing quality products and services are satisfied and motivated employees. Toward that end, we conduct command climate surveys, hold sensing, focus group sessions, conduct equal opportunity and consideration of others programs, hold town hall meeting and community councils, conduct conflict resolution, conduct investigations as required and staff assistance visits when requested. Our Quest for Quality comment cards also help us to identify a connection between satisfied employees and satisfied customers. *However, our primary method for assessing employee satisfaction is the personal interactions between employees and supervisors during daily work contact, open door sessions, and counseling sessions.* Concerns are typically resolved at the lowest levels where immediate responses can be taken. Supervisors report trends and recommendation for improvement up through appropriate channels for action. Our management levels learn a great deal about employee satisfaction from the "management by walking around" as discussed in paragraph 5.1a(2). We use our forums as discussed in paragraph 1.1a(1) and 3.1a(2) to listen and learn from our employees. The IEB not only evaluates employee satisfaction, it ensures it is included during the strategic planning process (Figure 2-3), thereby ensuring action plans for improvement.

**5.3c(3) Relationship of Assessment findings to Business Results.** The results depicted in Figures 7.1.2 and 7.1.3 have a direct correlation to the results shown in Figures 7.3. We feel that a happy employee delivers a quality product, producing a satisfied customer.

# Process Management



## 6.0 PROCESS MANAGEMENT.

*At Fort Bliss we systematically manage, evaluate, and improve our key processes to provide the best possible products and service.*

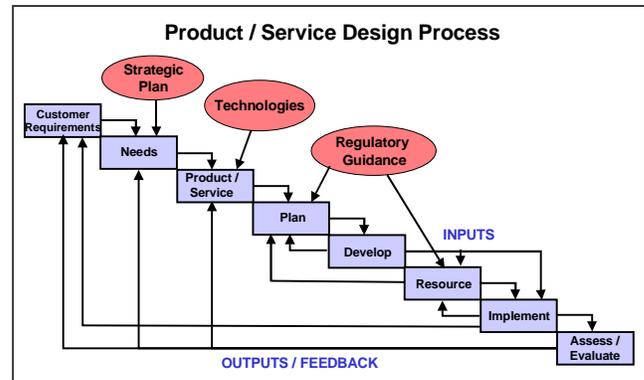
**6.1 Product and Service Processes.** Our process management system allows us to design, implement, evaluate, and improve our processes to adapt to our ever-changing customer and market requirements.

**6.1a Design Processes.** The centerpiece for our process design system is our continuous improvement structure, which includes the Installation Executive Board (IEB) (paragraph 1.1a.), our review forums (paragraph 1.1b), and our strategic planning design and deployment (paragraphs 2.1 and 2.2), linked to our performance evaluation processes (paragraphs 4.1 and 4.2). Our key processes are the vehicles by which we achieve our strategic goals, accomplish our mission, and serve our customers.

**6.1a(1) Our Design Processes.** Our continuous improvement structure and process design model (Figure 6-1) provides us with a systemic approach for developing, designing, producing, and deploying new or improved processes. Our customer's requirements (paragraphs 1.1 and 3.1), and key processes (paragraphs 2.1, 2.2 and Figures 4-1 and 4-2), dictate the products and services we provide. Fort Bliss develops products and services applicable to:

- air and missile defense doctrine (how to fight)
- training (individual and unit)
- air and missile defense weapons systems
- confident, competent and adaptive leaders
- deployment of battle-ready Air Defense Artillery units
- best possible quality of life for the community
- inter-service, intergovernmental and civic partnerships
- the accession and retention of quality soldiers for Air Defense Artillery and America's Army

Customer feedback drives our product and service development. Leaders, at all levels encourage customer input through a variety of marketing techniques. Products and services are tailored to the customer whether they are



**Figure 6-1**

soldiers, family members, civilian workers or retirees. Our external customers provide guidance, direction, resources, and leadership while we, in turn, provides air and missile defense doctrine, trained soldiers, battle-ready units and a world class power-projection and deployment capability. Our IEB provides strategic level oversight, review, and evaluation of process design. Each process owner provides continuous review and analysis of our key processes and responds to the need to revise or develop a completely new process.

**6.1a(2) Incorporating Changing Customer and Market Requirements.** We are constantly changing and improving our products and services to meet customer requirements (paragraph of the Overview and paragraph 3.1). We aggressively keep pace with changing mission requirements, National Military Strategy, downsizing the workforce, declining resources, new technologies, changes in Army doctrine, introduction of new military equipment and modifications to old equipment. Soldier requirements are rapidly changing. New Army organizations and war-fighting concepts dictate not only new approaches to warfare, but also new approaches to peace enforcement and humanitarian assistance missions. We incorporate this rapidly changing environment into our doctrine, training, and weapon systems. Emerging technologies provide opportunities 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 worldwide web through our state-of-the-art digital train-

ing access center. Our warfighting center 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. This feedback provides relevant information, not only for us, but also for many of our external customers. We interact with our customers in our review forums and through feedback from training courseware, warfighting experiments, and analysis-based initiatives. We conduct marketing research through written and personal interview surveys, focus groups, observation, direct response cards (“Quest for Quality”), see paragraph 1.1b(1) and paragraph 3.2a(1), and suggestion forms to stay abreast of customer needs and requirements. Senior leaders review customer feedback as discussed in 1.1b. We conduct formal reviews such as Service and Activity Based Review and Evaluation (SABRE), at the installation level, to ensure we are systematically addressing customer requirements (paragraph 3.1) and incorporating them into our products and services.

#### **6.1a(3) Incorporating New Technologies.**

New and emerging technologies provide opportunities for both product and services improvements and cost savings. Video teleconferencing has enabled both the U.S. Army Air Defense Artillery School and the Sergeants Major Academy to conduct distance learning. Soldiers remain at their permanent duty station and receive training rather than travel to Fort Bliss and sit in a classroom (paragraph 5.2a(2)). The worldwide web and multimedia instruction allows individual students to train interactively from their duty stations.

Reducing water consumption is an important issue at Fort Bliss. While compliance programs produce some savings, they require active participation by our community. Passive measures like water-efficient design in new construction and replacement of old and leaking pipes also offers savings. New technologies also provide important benefits. Installing ground coupled heat pumps in new and existing family housing to replace inefficient evaporative water coolers has improved the quality of life for our soldiers and their families, reduced maintenance costs, and saved precious water.

**6.1a(4) Addressing Efficiency and Effectiveness Factors.** Our IEB, review forums and strategic planning process ensure quality and performance requirements are designed into our processes. Paragraphs 1.1a, 2.1, and 3.1 discuss how we identify customer requirements and incorporate them into our process design. Our primary mechanism for assessing whether our processes meet performance requirements is customer input, both during the design phase and introduction of new or enhanced products and services. Our performance review forums discussed in paragraphs 1.1b, 4.1, 4.2 and Figures 4-3 and 4-4 evaluates the performance of our processes. As new processes are developed and existing processes revised, they are designed to be incorporated into this formal measurement system. This ensures that performance requirements are not only designed into new processes, they are periodically assessed to determine if they continue to do so.

#### **6.1a(5) Design Process vs Key Operational Performance Requirements.**

We use the same process in paragraph 6.1a(4) for our key operational performance requirements which are mostly determined and established by our higher headquarters and by a detailed dendritical analysis of the goals, objectives, measures, and control strategies that support our key business drivers. The U.S. Army Training and Doctrine Command (TRADOC) has developed a command plan that articulates TRADOC mission, vision, priorities, and clearly defined goals and objectives across the entire command. Fort Bliss, as a subordinate command, has expanded upon the TRADOC Command plan. We have identified 16 prioritized goals and 75 objectives across our three key business drivers that support our overall mission, vision, and prioritized needs and requirements. Each objective 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. We are now working to integrate this plan into our continuous improvement plan.

**6.1a(6) Coordination and Testing of Processes.** The continuous improvement structure of our IEB, our performance review forums,

our performance evaluation system and our design model assures coordination 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 the customers are members of the IEB and other review forums. As a member, the process owner has an opportunity to discuss design flaws, implementation challenges, and low performance with the design owners. The customer as a member, has an opportunity to directly contribute to the transition of a new process from design to deployment and even modify the process as it is being deployed. The customer, through the IEB and review forums, reports their degree of satisfaction with the product throughout the process.

**6.1b Production and Delivery Processes.**

We manage our key processes from "cradle to grave," using a systematic approach to maintain process integrity and ensure our products and services meet operational as well as customer requirements. The responsibility for managing our processes rests with the process owners and extends to the leadership, commander, director, activity leader, and first line supervisor associated with each process. Each are involved in all phases of our production and delivery processes. Our review process (paragraphs 1.1a and 1.1b) formally reviews them to ensure integrity, to identify areas requiring process improvement, and as a forum for sharing information and continuous learning.

**6.1b(1) Key Processes and Performance Requirements.**

Our key processes and their requirements are depicted in Figures 4-1 and 4-2. Figure 6-3 depicts examples of two key processes we use to produce trained air defense soldiers and leaders.

**6.1b(2) Meeting Key Performance Requirements.**

The measurement and control of our various processes belongs to the process owners. Figure 6-3 shows how the Air Defense Artillery School uses criteria established by higher headquarters and local assessments of our abilities to achieve certain results in the individual training of soldiers and leaders. We continually monitor progress toward achieving our goals.

**6.1b(3) Process Control and Improvement.**

Our IEB and review forums provide balance of our process control and improvement by reviewing data provided by the process owners to assess if our products and services are meeting operational and customer requirement. Based on review data and other input, the IEB determines if the process is performed to standards and meets performance requirements. If the process is deemed inadequate then the process owners research the process and adjust it or make recommendations for corrective actions. This action is then reviewed during daily operations and subsequent meetings and corrected, as needed, using the same process.

**6.1b(4) Achieving Better Process Performance and Improvements to Products and Services.**

Continuous evaluation is the principal methodology used in our daily activities and review forums at Fort Bliss to ensure our production delivery processes are optimized. The management indicators reported quarterly

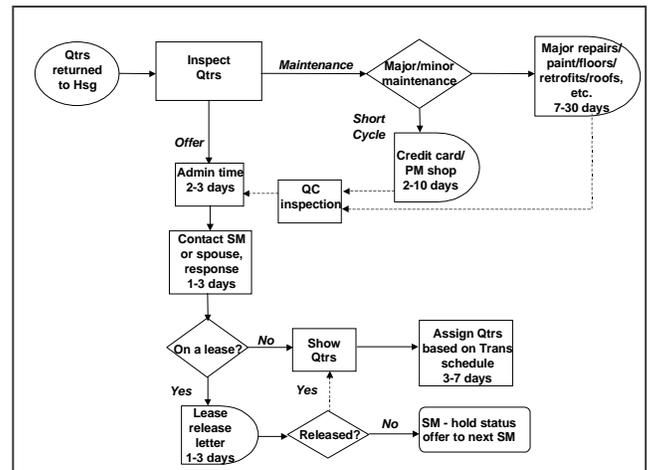


Figure 6-2

in our forums are accompanied by a flow chart describing the specific process we follow to achieve the desired results. For example, Figure 6-2 shows the process flow for preparing family housing for issue to the next family, following the move out by the previous occupants. The process owners, in this case the Housing Division, solicit feedback from customers and employees for ways to improve the process and shorten the time line.

<i>Key Processes</i>	<i>Requirements</i>	<i>Measures</i>	<i>Standards</i>	<i>Control Strategies</i>
<i>Train Air Defense Soldiers</i>	Effectively and efficiently train air defense soldiers	- Attrition - Holdovers - Trainee abuse - Equipment readiness	< 5% = < TRADOC average Zero > 90%	End of course reviews TSP Review, QTBs  Unit status reports
	Implement and advance air & missile defense training	- Develop milestone zero requirements document - Automated & digitized design capabilities - Needs assessment requirements identified - ORD requirements completes - STRAP completed	By 2002  By 2005  IAW milestone schedule  IAW milestone schedule  IAW milestone schedule	Periodic program reviews
	Support the Total Army School System	- Complete interactive multimedia instruction - All RC schools accredited	By 2005  By 1Q, FY 00	Periodic program reviews, QTBs
	Develop automated & networked doctrinal and training literature publishing system	- Install on training development computers	Within 30 days of receipt	Functional testing
	Leverage distance learning and embedded training technologies	- Complete on-line distance learning development - Capture virtual training requirements	By 2005  By 4Q, FY 99	Periodic program reviews, QTBs
	Oversee fielding of a synthetic environment of simulations for training and operational requirements	- Complete TIA, CTEA to determine TADSS - Develop ORD & STRAP requirements - Develop scenarios - Develop state of the art TADSS requirements - Design training around future capabilities	IAW milestone schedule  IAW milestone schedule	Periodic program reviews, QTBs Functional testing
<i>Develop confident, competent and adaptive leaders</i>	Effectively and efficiently train leaders	- Graduation rates  - Maintain accurate task lists - Incorporate technology and convert POI to ASAT format	100%, with 15 % on commandant's list or honor graduates Every 18 months  By 2005	End of course reviews, QTBs  Functional testing

Note: See glossary for acronym identification

**Figure 6-3**

**6.2 Support Processes.** 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. These process owners rely more on daily operational assessment along functional lines and routine staff and higher headquarters for determining requirements.

**6.2a Management of Support Processes.**

Fort Bliss has numerous key support processes that it uses to better achieve its mission objectives. Department of the Army (DA) dictates many of these processes. However, the installation has latitude to review and make adjust-

ments to the support processes as needed to provide the best service possible to our customer base.

**6.2a(1) Our Key Support Processes.** There are many key support processes that are common to the Fort Bliss installation as a whole. Garrison Command manages most of these processes with an eye towards quality of life. Our key support processes are shown in Figure 6-6. Our Quest for Quality program has been automated and added to the Fort Bliss web site to allow the customer to ensure that their voice is heard and reduce the amount of time between submission of the input and reply. Figure 6-4 depicts how we manage customer relations at Fort Bliss.

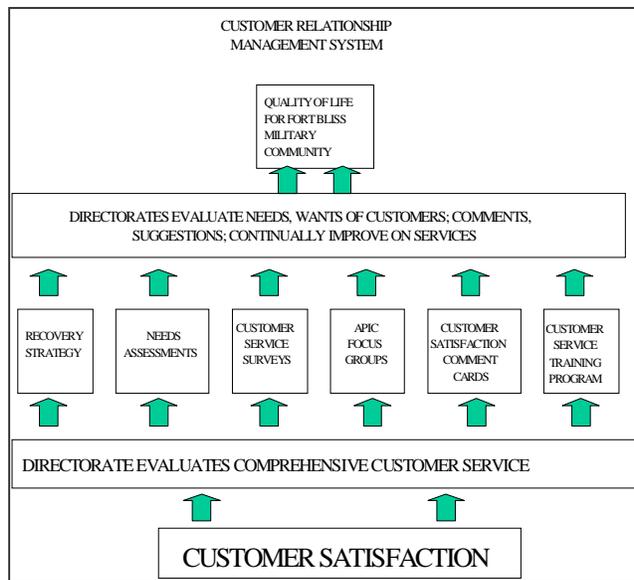


Figure 6-4

**6.2a(2) Determining key requirements.** We determine these requirements and incorporate customer input using our same mechanisms and listening and learning forums (paragraph 3.1), as is done with our key processes. Incorporated into the design are various directives, policies, regulations, command guidance, and customer requirements.

**6.2a(3) Design Process.** We design our support processes using our design model following its research performance steps, incorporating customer needs, and designing or modifying each support process. This approach includes process evaluation and data gathering, both functionally and cross-functionally, on customer needs and process measurements. This provides us with 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 both internally and externally to determine their effectiveness.

**6.2a(4) Day-to-Day Operations.** We formally assess support processes performance and compare results against established goals and standards (paragraph 6.1). We use our review forums (paragraph 1.1b) to manage our support processes. In addition to these forums, we are constantly gathering performance data and analyzing performance. This procedure immediately identifies and addresses irregu-

larities in performance levels. We initiate such actions as training, performance counseling, or work design changes to correct irregular performance. Repeated substandard performance is reported through channels for information and action.

**6-2a(5). Improvement of Processes.** We continually monitor and evaluate our support processes (paragraph 6.1a(4)), daily and in our review forums, to ensure they are meeting performance standards and customer requirements. Using our procedures (paragraphs 3.1 and 3.2) we continually assess the relative importance of our products and services against customer requirements. Examples of evaluation and improvement methods are internal/external audits, research and analysis, competitive comparison, customer feedback mechanisms and alternative technologies.

**6.3 & 6.3a Supplier and Partnering Processes.** We use a variety of suppliers and partners to supply us with goods and services (paragraph 3 of the Overview and paragraph 2.1a(2)). We have two categories of suppliers and partners, those selected by higher headquarters and those selected by the installation. We generally select service and administrative supply vendors from the private sector. We decide what services to buy based on our capability. We outsource large requirements if the contractor bid is the lowest cost to provide a product or service. We perform studies to determine the most economical method.

**6.3a(1) Key Products and Services.** Key products and services we purchase are at Figure 6-5.

Supplier and Partner	Requirements	Performance Indicators
<i>HVAC Contractor</i>	HVAC maintenance and service	Timeliness / Quality
<i>Food service contractor</i>	Subsistence for dining facilities	Timeliness / Quality
<i>Janitorial contractor</i>	Housekeeping services	Timeliness / Quality
<i>Aircraft maintenance</i>	Maintenance of aircraft	Timeliness / Quality
<i>UNICOR</i>	Laundry and dry cleaning	Timeliness / Quality
<i>Travel agencies</i>	Travel services	Accurate ticketing
<i>General Services Administration</i>	Various goods and services	Timeliness / Quality
<i>Federal prison</i>	Inmate labor	Timeliness / Quality

Figure 6-5

<i>Process</i>	<i>Requirements</i>	<i>Measures</i>	<i>Evaluation Strategies</i>
<i>Morale, welfare and recreation to soldiers and employees</i>	Quality morale, welfare, and recreation that ensure a high quality of life	<ul style="list-style-type: none"> <li>- MWR fund NIBD: within percentage of variance to budget</li> <li>- MWR fund cash to debt ratio &gt;1:1</li> <li>- Customer service: satisfaction &gt; previous year</li> <li>- MWR fund NIBD % total revenue: 7%</li> </ul>	Reviewed in the Installation Community Financial Resources Council
<i>Medical service</i>	Quality and timely health and patient care; fulfillment of patient's bill of rights	<ul style="list-style-type: none"> <li>- Medical readiness trained and certified: 98%</li> <li>- Quality satisfaction: 95%</li> <li>- JCAHO grid scores: Civilian average: 92</li> <li>- Dental readiness: 95% of active duty soldiers in Classification 1&amp;2</li> </ul>	Reviewed in Service and Activity Based Review and Evaluation
<i>Logistics support</i>	Efficient, timely and cost-effective support to areas of supply, transportation and maintenance	<ul style="list-style-type: none"> <li>- Personal property shipments : 90% RDD met</li> <li>- Bus occupancy program : 95%</li> <li>- Requisition processing time: 1 day</li> <li>- Maintenance cycle repair time: 10 days</li> <li>- Supply ship time: 10 days</li> </ul>	Reviewed in Service and Activity Based Review and Evaluation
<i>Facility management</i>	Adequate and reliable facility services	<ul style="list-style-type: none"> <li>- Housing downtime &lt; 5 days</li> <li>- Housing occupancy: 95%</li> <li>- Facilities management maintenance: 2hrs; 72 hrs; 30 days</li> <li>- Transient quarters occupancy: 75%</li> <li>- Maintenance management repair cycle: 10 days</li> <li>- DF participation rate: 65% TRADOC; 85% CG (stretch goal)</li> </ul>	Reviewed in Service and Activity Based Review and Evaluation and the Program Resources Advisory Council
<i>Law enforcement</i>	Safe and secure environment	<ul style="list-style-type: none"> <li>- Crimes against persons or property: zero</li> <li>- Driving while intoxicated: zero</li> </ul>	Reviewed in SABRE
<i>Legal services</i>	Accurate and timely legal advice/support	<ul style="list-style-type: none"> <li>- Courts-martial processing time: 120 days</li> <li>- Claims (small) processing time: avg 3 days; 65 % within 3 days</li> <li>- Claims (large) processing time: avg 15 days; 65% within 15 days</li> <li>- Legal assistance (wills) processing time: 7 days</li> <li>- Civil and administrative law action processing time: 10 days</li> </ul>	Reviewed in Service and Activity Based Review and Evaluation
<i>Personnel services</i>	Military strength, soldier readiness, soldier retention, timeliness, and quality	<ul style="list-style-type: none"> <li>- SIDPERS timeliness accuracy rate: DA goal 95% against requirements or authorizations of MTOE or TDA</li> <li>- One SRP per quarter and each soldier attend SRP twice per year</li> <li>- 100% of assigned active &amp; reserve component missions assigned by TRADOC and FORSCOM</li> <li>- Days to fill civilian jobs: 33 days</li> <li>- FECA: 5% annual reduction</li> <li>- Civilian performance appraisals: 100% on time</li> <li>- OER/NCOER rates: DA std: 2.5% late; Bliss std: 0% late</li> <li>- Awards: 5% or less of organizational budget</li> </ul>	Reviewed in Service and Activity Based Review and Evaluation
<i>Information management</i>	Reliable communications and automation support	<ul style="list-style-type: none"> <li>- Information technology metrics: GREEN in all rated areas</li> </ul>	Reviewed in SABRE and IMSC
<i>Contracting services</i>	Timely, economical, and quality acquisition of goods and services	<ul style="list-style-type: none"> <li>- Contract actions &gt; \$25K</li> <li>- Contract actions, small purchases</li> </ul>	Reviewed in Service and Activity Based Review and Evaluation
<i>Range support</i>	Quality management, maintenance, and operation of all ranges, maneuver areas, airspace and facilities	<ul style="list-style-type: none"> <li>- Services provided: 90% customer satisfaction</li> </ul>	Reviewed in SABRE, ISR and PRAC.
<i>Environmental stewardship</i>	Quality, uninterrupted training with a sustainable resource base	<ul style="list-style-type: none"> <li>- Negative deficiency inspection results and no notifications of violations</li> </ul>	Reviewed in ISR and EQCC
<i>Safety</i>	Safe and healthful environment and fire protection	<ul style="list-style-type: none"> <li>- Military injuries: &lt; 3.5 injuries per thousand persons</li> <li>- Army motor vehicle accidents: &lt; 1.5 accidents per million miles</li> <li>- FECA claims: 60 or less</li> <li>- Aviation accidents (class A): zero</li> <li>- Fatalities: zero</li> </ul>	Reviewed in Installation Safety Council and Service and Activity Based Review and Evaluation

Note: See glossary for acronym identification

Figure 6-6

**6.3a(2)(3) Incorporating & Meeting Performance Requirements.** We use the same procedures in paragraph 6.1 to design our sup-

plier and partnering processes to meet performance requirements. We incorporate supplier and partner data into our strategic

Supplier & Partners	Requirements	Measures	Control Standards
Higher Headquarters	Guidance, policy & Funding	- Unit mission rqmts - Training guidance - Manpower & fiscal resources	Regulatory parameters, Review forums Surveys, PRAC
Major Army Commands	Initial Term & Career Soldiers	- Quality Soldiers	Review forums Commander feedback
Defense Logistics Agency & Army Materiel Command	Equipment and vehicle repair	- Mission-capable vehicles, equipment and supplies	Review forums Maintenance reports
General Services Administration, various contractors & vendors	Administrative & logistical supplies, services & equipment	- Quality supplies & services & equipment	DoD, Army contractual mandates Feedback reports, Status reports, contract performance reviews, incentives, Quality assurance plans
Traffic Command	Transportation services	- Movement control	Airfield operations orders Exercise directives
U.S. Air Force	Air lift and supporting assets	- Airlift power projection capability	Orders/directives compliance
Army Corp of Engineers	Infrastructure, engineering & construction support	- Quality homes and working facilities	In progress reviews Verification monitoring
Health & Dental Commands	Medical & dental care	- Quality health care	Review forums JCAHO
Defense Finance & Accounting Office	Finance services	-Accurate, responsive and timely financial and accounting services	STANFINS reports Customer complaints Reconciliation

Figure 6-7

analysis process (Figure 2-3). The design of most of our supplier and partnerships are established by federal or military policies, especially in the area of logistics and procurement. However, we do directly influence the design of our local vendors and suppliers. Our contracts are our primary vehicles for clearly communicating our requirements, performance measures and evaluation factors such as quality, timeliness, and cost. We develop and use Interservice Support Agreements and Memorandums of Agreements for other suppliers and partners. We ensure our supplier and partner requirements are met by applying control standards and measures (Figure 6-7). Evaluations of supplier and partner feedback are specifically tailored to the type of services or products received. The primary mechanism for evaluating and improving supplier and partner performance is through informal feedback provided by our process owners based on contact and interaction.

**6.3a(4)(5) Minimizing Costs & Providing Assistance/Incentives.** Incorporating checks within the contracting process minimizes costs. As our contracts are written, meetings with Directorate of Contracting (DOC), the contractor and the end-user are coordinated to ensure that the specifications meet all standards in accordance with regulatory guidance, and quality

control. Quality assurance personnel provide periodic checks. The end-user ensures that all aspects of the contract are being met and interpreted correctly. Any discrepancies discovered are reviewed and modified if needed. Most contracts are written to reward good performance. Our cost plus method of contracting evaluates and rewards suppliers for their manner of performance. 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.

**6.3a(6) Improving Supplier and Partner Processes.** Figure 6-5 shows the key products, services, requirements and performance indicators expected from our suppliers. It is imperative they have an understanding of our goals and expectations to achieve expected performance results. DOC had formed partnerships and conducts training, seminars and demonstrations to assist them in meeting our goals. This allows them to see first hand how we do business. We have implemented a three-year plan that incorporates outreach and training as an integral part of the partnership process. This will enhance the overall competition for contracts to be awarded on Fort Bliss.

# Business Results



**7.0 BUSINESS RESULTS.** Fort Bliss is the largest installation in Training and Doctrine Command (TRADOC) and the second largest in the United States Army. The installation prides itself on being visionary, goal oriented and results driven. The three key business drivers (KBDs)—doctrine, training, leader development, organization, materiel and soldiers (DTLOMS), power projection (PP), and base operations (BASOPS)—identified in our Strategic Plan drive the selection of our performance measures. Each results chart includes a matrix that specifies the associated key process, goal, performance metric and comparative information or benchmark data.

**7.1 Customer Focused Results.** At Fort Bliss, we strive to make customer service a way of life – not a program. We determine customer feelings in several ways.

Repeat customers	Mystery Shopper program
Quest for Quality program	Complaints filed
Awards received	Activity-specific surveys
Face-to-face contact	On-site surveys
Patronage levels	Open fora

**7.1a Current Levels and Trends.** Typically, in a pure business environment, the best measurements of customer satisfaction are customer retention and repeat business. While most of Fort Bliss’ customers have no choice in which activities they patronize, some do. One example is the use of our ranges. An obviously satisfied, faithful repeat customer is the Japanese Air Self-Defense Force, which has sent surface-to-air missile units to our ranges for live-fire annual service practice for 35 years. Since 1963, they have fired about 200 Nike Ajax missiles, 370 Nike Hercules missiles, and 130 Patriot missiles.

Another example of how we compete on the international level is the presence here of the German Air Force Air Defense School (GAFADS). An organizational history published by GAFADS says, “On October 1, 1964, the German Air Force Air Defense School was established at Aachen [Germany]. At Aachen, it soon became obvious the infrastructure available would not be sufficient to handle the training demand for 15 air defense battalions. After close consideration of all circumstances and experiences, following cost effectiveness analyses and negotiations, the German Air Force Air

Defense School was moved to Fort Bliss in June of 1966.”

At Fort Bliss, the Germans found the infrastructure, training capabilities, and cost effectiveness they sought. They are still here 33 years later and have trained more than 40,000 German Air Force personnel during that time. The GAFADS is so pleased with our ranges, facilities, and training areas that they recently agreed to store excess equipment permanently at Fort Bliss. They return annually, in brigade strength, to use the equipment for field and missile firing exercises.

This year, both German Army and Air Force air defense units joined the air defense forces from the United States and several other allied nations as active participants in the world’s largest air and missile defense joint and multinational exercise, Roving Sands 1999. The Roving Sands series of joint training exercises and its predecessors, “First Fire,” “Blazing Skies,” and “Border Star,” represent a tradition of large-scale exercises conducted at Fort Bliss for several decades. The sustained execution of these type operations on the installation attest to Fort Bliss’ proven and potential value as a large-scale air defense and maneuver training center for joint and combined operations.

As we posture for the future, Fort Bliss will capitalize on its location, facilities, and capabilities by expanding its customer base, while optimizing and leveraging its diversity to provide enhanced service and joint components to the Army. On 21 April 1999, the Commanding General of Fort Bliss and the Adjutant General of Texas signed an Inter-Service Support Agreement that will facilitate an increased presence by the Texas National Guard on the installation. The initial plan includes the activation of a heavy equipment transport company, a Combat Arms Total Army Schools System (TASS) center, and the potential relocation of a mechanized armor task force to Fort Bliss. This is only the first step in a proposal that calls for significantly enhancing the presence of other active and reserve component organizations at the installation on a permanent or rotational basis. As we strive to meet the challenges of the 21st century, our intent is to make Fort Bliss a

model installation for total force cooperation that epitomizes the Army leadership concept of "One Team, One Fight, One Future."

As the U.S. Army Air Defense Artillery Center of Excellence, we compete with the air defense training facilities of other services and other nations. We are recognized, worldwide, as the finest air defense training facility in the world.

Both the U.S. Navy and the U.S. Marine Corps send personnel here to train on air defense weapons, though we sometimes vie with our sister services for missions and resources. A long-standing competition between the U.S. Air Force and the U.S. Army crops up every few years. Since its inception in 1947, the Air Force has periodically sought to assume the air defense mission. Yet time and again, most recently in 1995, the United States Congress and the Department of Defense have determined that Fort Bliss and the U.S. Army are already performing the mission in the safest, most cost-effective way possible.

The quality, consistency, compliance, standardization, and resourcing of the Non-Commissioned Officer Education System (NCOES) and the formal authority to conduct training are measured by accreditation. Our external customer for training is the Deputy Chief of Staff for Training with TRADOC as accreditation authority.

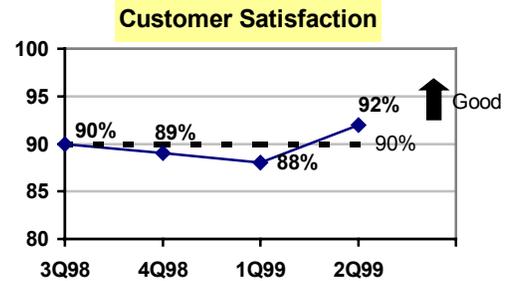
**Figure 7.1.1** reflects outstanding customer satisfaction for the last four periods of NCO Academy (NCOA) accreditation.

Accreditation Period	Accredit	Withhold Accreditation	Not Accredit
FY90	X		
FY92	X	Good	
FY94	X		
FY97	X*		

\*"Closed Book" Accreditation with no faults, meaning no report of corrective action required and no return by inspectors. Next accreditation due in FY2000

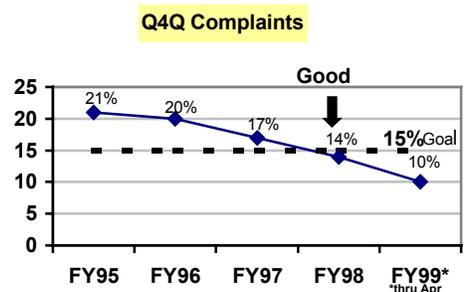
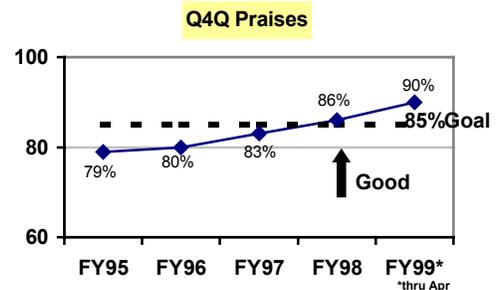
Key Process: DTLOMS
Goal: DTLOMS Goal #2, 3 & 6 train soldiers & leaders for battle
Performance Metric: Customer satisfaction, quality
Action/Requirement: Trained & confident soldiers
Comparative Info: Fort Bliss NCOA is benchmark for following NCOA academies: Forts Sill, Bragg, Lewis, Wyoming National Guard

**Figure 7.1.2** shows overall customer satisfaction at the ranges for scheduling, staff, range control, supply support, range quality, maneuver areas, billeting, dining facility, and maintenance facilities. Every customer receives a critique to measure his or her satisfaction in all areas.



Key Process: Power Projection  
 Goal: PP #2 to provide sufficient training areas, ranges & support services to rapidly mobilize and deploy combat forces worldwide  
 Metric: Customer satisfaction  
 Action/Requirement: Adequate & quality range facilities, areas & support services  
 Comparative Info: Benchmark is qualitative-range support tailored to meet customers' training needs. Goal is 90% customer satisfaction rate.

**Figure 7.1.3** reflects another way that we determine customer satisfaction—through our Quest for Quality (Q4Q) program.



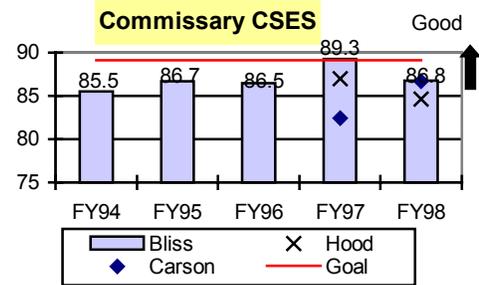
Key Process: DTLOMS, Power Projection & BASOPS  
 Goal: All - to meet customer expectations & requirements  
 Metric: Customer satisfaction, quality  
 Action/Requirement: Positive comments 85% or more; no more than 15%  
 Comparative Info: Continuous improved customer relations

**Figure 7.1.4** depicts the Joint Commission on the Accreditation of Healthcare Organizations (JCAHO) score and other measures, which demonstrates excellence at our hospital. We are committed to world-class healthcare for all our patients.

WBAMC ACCREDITATION		
Measures of Excellence	Our Score	Civilian Average
Overall JCAHO Score (100 is highest; 0 is lowest)	93	92
JCAHO Subscores (1 is highest; 5 is lowest)		
• <u>Credentialing</u> : Certifying that healthcare professionals are licensed and qualified to provide care:	2	
• <u>Competence Assessment</u> : Verifying that healthcare professionals are actually providing quality healthcare;	1	
• <u>Infection Control</u> : Monitoring the rate of hospital infections and taking measures to minimize their occurrence;	1	
• <u>Nursing</u> : Assuring that patients receive the highest quality nursing care and services.	1	
Percentage of Board-Certified Staff Physicians:		
MAJs	83%	
LTCs	92%	92%
COLs	91%	
Percentage of Military Registered Nurses with a Bachelor of Science Degree in Nursing	100%	34%
Percentage of Civilian Registered Nurses with a Bachelor of Science Degree in Nursing	70%	
Overall satisfaction with medical care at WBAMC (7 is highest; 0 is lowest)	5.77	5.5%
Ease of making a phone appointment to WBAMC (5 is highest; 0 is lowest)	3.74	3.58
Satisfaction with waiting time at WBAMC clinic before seeing health care provider (5 is highest; 0 is lowest)	3.58	3.49
<u>Timeliness Goals:</u>		
Urgent Care: Patient seen within 24 hours of call (WBAMC's average is less than 12 hours)		
Routine Care: Patient's appointment within 7 days (WBAMC's average is 4 days)		
Waiting time: Patient seen within 30 minutes after arrival at clinic (WBAMC's average is 90% of patients seen within 30 minutes)		
Wellness visits: Patients seen within 4 weeks (WBAMC's average is 7-14 days)		
Waiting times for major specialty services: less than 30 days		
Internal Medicine (avg) :	27 days	
Pediatrics (avg):	9 days	
Obstetrics/Gynecology (avg):	12 days	
Surgery (avg):	8 days	

Key Process: Base Operations  
 Goal: BASOPS #1, 2, 4 & 5 to meet or exceed customer expectations & requirements  
 Metric: Customer satisfaction, quality, timeliness  
 Action/Requirement: Provide quality & timely patient care  
 Comparative Info: Other Army hospitals and civilian healthcare systems

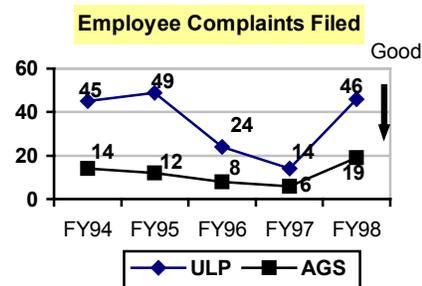
**Figure 7.1.5** shows customer service evaluation scores (CSES) for the commissary.



Key Process: Base Operations  
 Goal: BASOPS #1, 2, 4 to meet or exceed customer expectations & requirements  
 Metric: Customer satisfaction  
 Action/Requirement: Maintain highest possible quality of life, support the mission, and operate the installation and facilities  
 Comparative Info: Other commissaries: Forts Carson, Hood, Leavenworth, Riley, Sill, White Sands



**Figure 7.1.6** shows the history of employee complaints filed both unfair labor practices (ULPs) and Agency Grievance System (AGS) complaints. An increase does not necessarily indicate dissatisfaction.

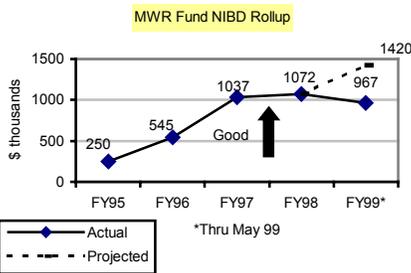


Key Process: Base Operations  
 Goal: BASOPS #1 & 4 to meet or exceed customer expectations & requirements  
 Metric: Customer satisfaction, quality  
 Action/Requirement: Support the mission and maintain highest possible quality of life  
 Comparative Info: Better than previous year

7.2 Financial Performance Market Results.

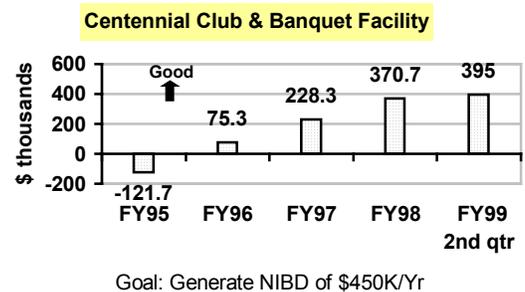
7.2a(1) Financial Performance

**Figure 7.2.1** shows a tremendous increase in profitability for the Morale, Welfare, and Recreation (MWR) fund. Since 1995, the Directorate of Community Activities (DCA) has shown steady growth in Net Income Before Depreciation (NIBD). Through May 1999, DCA has already exceeded budgeted NIBD by \$105K.



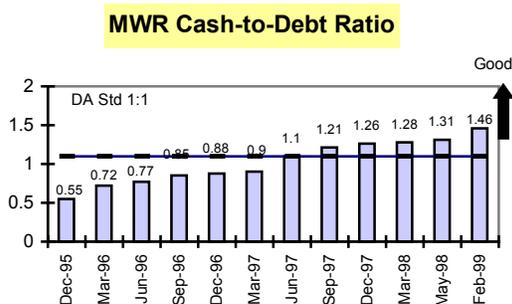
Key Process: Base Operations  
 Goal: BASOPS # 1, 2, 4 & 5 to ensure a high quality of life  
 Metric: Financial  
 Action/Requirement: Fund within % variance to budget  
 Comparative Info: Bliss has become the benchmark for TRADOC after Benning fell from top spot 1st qtr FY98. We also compare with FORSCOM installations.

**Figure 7.2.3** shows the net income before depreciation for the Centennial Club and Banquet facility. Since April 1995, the club has posted large profit percentages and is a tremendous revenue-producer for the MWR fund. As of the end of the second quarter FY99, the club rose to the top-performing club in TRADOC.



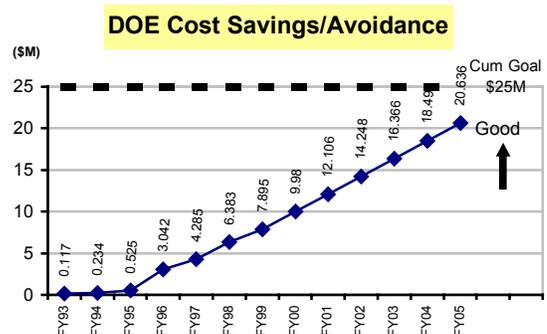
Key Process: Base Operations  
 Goal: BASOPS #1, 2, 4 & 5 to ensure high quality of life  
 Metric: Financial  
 Action/Requirement: Develop and sustain world class MWR  
 Comparative Info: Forts Sill, Benning, Lee

**Figure 7.2.2** shows the tremendous progress we have made in our cash-to-debt ratio. The MWR cash-to-debt ratio measures available cash deposited versus debts incurred. The DA standard for installation MWR funds (IMWRFs) is 1:1, meaning that for every dollar we owe, there is a corresponding dollar on deposit. By DA cash-to-debt ratio standards, our IMWRF ratio has continuously increased and is now exceeding those standards. In February 1999, our cash-to-debt ratio had already increased to 1.46:1.



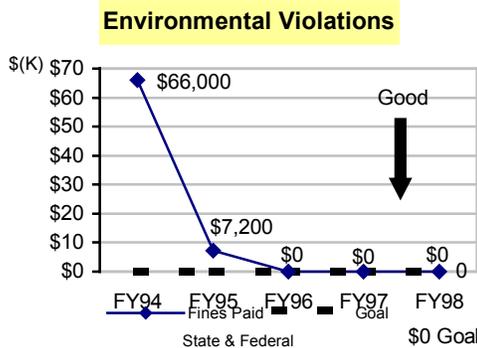
Key Process: Base Operations  
 Goal: BASOPS #1, 2, 4 & 5 to ensure a high quality of life  
 Metric: Financial  
 Action/Requirement: A profitable and solvent operation always above 1:1  
 Comparative Info: DA standard 1:1 cash-to-debt ratio

**Figure 7.2.4** represents cost savings and cost avoidance in the Directorate of Environmental through various initiatives as: long-time monitoring avoidance, exemption claims, changes in progress execution avenues, bold grants, and project savings and other innovative techniques.



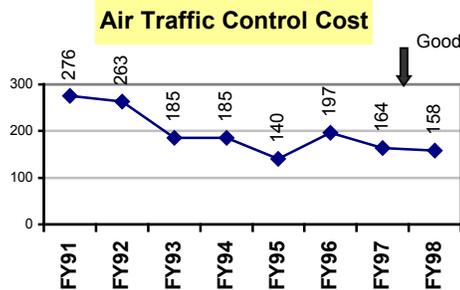
Key Process: Base Operations  
 Goal: BASOPS #3 to remain a guardian of the environment  
 Metric: Financial  
 Action/Requirement: Maintain emphasis on environmental management programs  
 Comparative Info: HQDA

**Figure 7.2.5** We have made tremendous progress over the past four years in improving environmental compliance with both state and federal regulators. We have reached our goal of paying no fines through aggressive in-house inspections and field training. No fines have been incurred thus far for 1999.



Key Process: Base Operations  
 Goal: BASOPS #3 to remain a guardian of the environment  
 Metric: Financial  
 Action/Requirement: Maintain emphasis on environmental management programs  
 Comparative Info: N/A

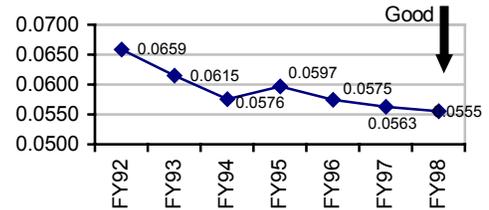
**Figure 7.2.6** depicts air traffic control costs from FY91 through FY98. Flying hours for all services have steadily decreased during this time period due to Department of Defense budget decreases. *Even so, our airfield, with the third longest runway in the United States, has retained its capability to accomplish all assigned missions, including supporting seven Space Shuttle cross-country transport aircraft landings.*



Key Process: Power Projection  
 Goal: PP #5 to maintain state-of-the-art air facilities and infrastructure  
 Metric: Financial  
 Action/Requirement: Timely & affordable air field services  
 Comparative Info: Other military air field operations

**Figure 7.2.7** reflects a continual decrease in the blended electric rate per kilowatt-hour since FY92 due to savings incurred by new generator plants.

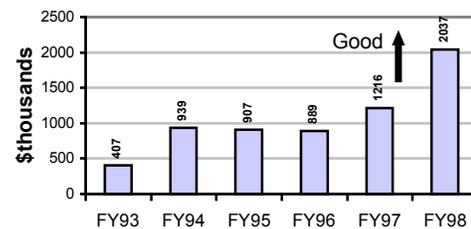
Electrical Rate per KWH



Key Process: Base Operations  
 Goal: BASOPS #1, 2, 4 & 5 provide exceptional services & maximize declining resources to improve efficiency  
 Metric: Financial  
 Action/Requirement: Quality and reliable facility services  
 Comparative Info: Goal is to be self-sufficient

**Figure 7.2.8** represents net savings gained from the interruptible rate offered by the El Paso Electric Company. In FY97, we added another 4.5-megawatt generator plant, resulting in even greater net savings. In FY98, we exceeded our expected net savings.

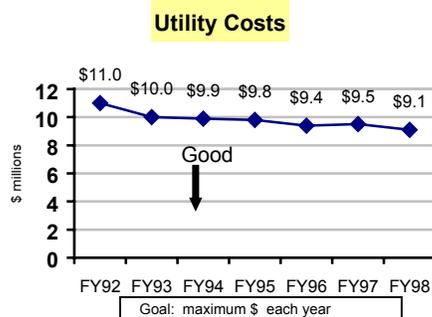
Electrical - Net Savings



Cumulative net savings thru FY98: \$6,395,000

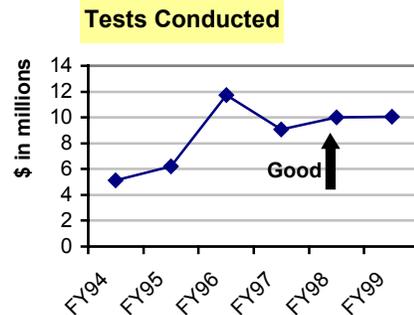
Key Process: Base Operations  
 Goal: BASOPS #1, 2, 4 & 5 provide exceptional services & maximize declining resources to improve efficiency  
 Metric: Financial  
 Action/Requirement: Quality & reliable facility services  
 Comparative Info: Goal is to be self-sufficient

**Figure 7.2.9** represents the total electric cost for Fort Bliss. Downward trend is due to the interruptible rate offered to Fort Bliss by the El Paso Electric Company.



Key Process: Base Operations  
 Goal: BASOPS #1, 2, 4 & 5 provide exceptional services & maximize declining resources to improve efficiency  
 Metric: Financial  
 Action/Requirement: Quality & reliable facility services  
 Comparative Info: Goal is to be self-sufficient

**Figure 7.2.11** represents another example of getting our share of the market. Performance in the research, development, testing and evaluation (RDT&E) arena is exemplary. Many tests accommodate repeat customers, also indicating continuous customer satisfaction.



Key Process: Power Projection  
 Goal: PP #1, & 4 to equip soldiers & units for power projection and establish and maintain Fort Bliss as the premier power projection platform for DOD  
 Metric: Financial  
 Action/Requirement: Effective & efficient state-of-the-art equipment  
 Comparative Info: Other TRADOC & FORSCOM installations

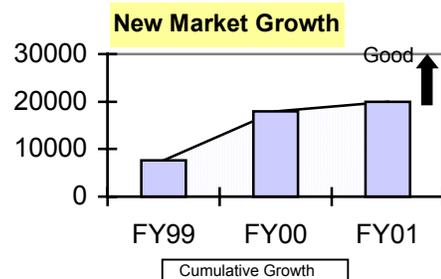
7.2a(2) Marketplace Performance.

**Figure 7.2.10** includes some of the countries representing students who came to Fort Bliss in FY98, to train at the ADA School, the U.S. Army Sergeants Major Academy, and William Beaumont Army Medical Center. We have been successful in getting allied nations to train here. Since 1953, more than 50,000 students from over 50 countries have come here to train, many of whom brought family members with them.

Countries		
Austria	Japan	Saudi Arabia
Bahrain	Jordan	Singapore
Belgium	Kenya	Slovenia
Croatia	Korea	Spain
Czechoslovakia	Kuwait	Taiwan
Egypt	Lithuania	Thailand
France	Nepal	Tunisia
Germany	Netherlands	Turkey
Greece	Norway	United Arab Emirates
India	Poland	Uruguay
Israel	Portugal	Venezuela
Italy	Romania	Zimbabwe

Key Process: DTLOMS  
 Goal: DTLOMS Goal #1, 2 & 3 – Sustain the vision of how air & missile defenses operate, train Air Defense soldiers for battle, and develop leaders at all levels  
 Metric: Customer satisfaction  
 Action/Requirement: trained, confident, battle-focused and technically & tactically proficient soldiers with satisfying career programs for ADA soldiers  
 Comparative Info: N/A

**Figure 7.2.12** Another area where we have increased our market share is being chosen over 10 other sites to train approximately 1,200 students per year as motor transport operators. We estimate economic growth to the installation at \$1,800,000 annually, adjusted for inflation.



Key Process: DTLOMS, Power Projection, & Base Operations  
 Goal: DTLOMS #6, PP #4, BASOPS #1, 2, 4 & 5  
 Metric: Quality  
 Action/Requirement: Increase market share  
 Comparative Info: Competed with ten other army sites

**Figure 7.2.13.** The Fort Bliss MWR activity has expanded its ability to do business in the military community by expanding existing facilities, entering new markets, and



expanding the patron base by allowing civilians to use Fort Bliss' MWR facilities. We increased our market share by capitalizing on the lucrative banquet catered events at The Centennial Club. In FY98, the club produced over \$494,000 in profit from food operations with over 75% of our business coming from catering operations and large banquet events.

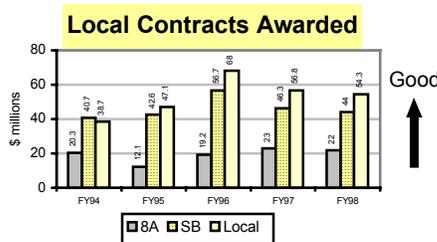
We also have two proposals for public private ventures (PPVs) in the arena of animal kennels and a full-service automobile car wash. PPVs are third-party contracts, whereby they build and manage the facility and MWR receives a percentage of sales. This allows us to enter new markets with little or no risk.

**Figure 7.2.14** There are financial indications that the Army and Air Force Exchange System (AAFES) is improving in terms of customer service and community service. We had an increase in sales, earnings and dividends for the past three years.

	FY96	FY97	FY98
Total Sales	71,887,000	82,422,000	104,095,000
Earnings	5,948,000	6,280,000	8,131,000
Dividends	1,278,000	1,315,000	1,224,000

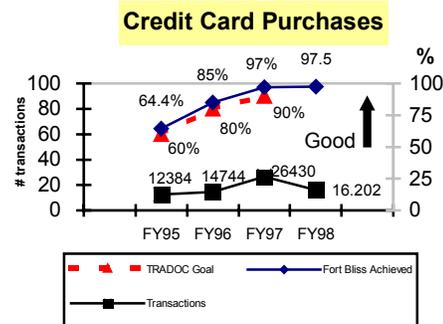
Key Process: Base Operations  
 Goal: BASOPS #1, 4 & 5 providing exceptional services, facilities and maximizing resources to improve efficiency  
 Metric: Financial  
 Action/Requirement: Support the mission, ensure highest possible quality of life and maximize declining resources for effectively  
 Comparative Info: Major department stores such as Dillards, Wal-Mart, Nordstrom

**Figure 7.2.15** represents the share of market from contracting with local businesses.



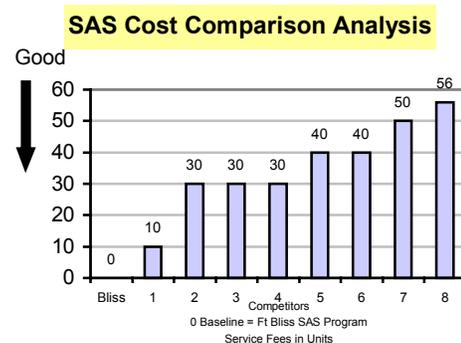
Key Process: Base Operations  
 Goal: BASOPS #1 & 5 to provide exceptional services while maximizing resources for effectiveness  
 Metric: Financial  
 Action/Requirement: timely, economical & quality acquisition of goods & services  
 Comparative Info: More dollars in local contracts than previous year. Benchmark against all TRADOC DOCs in all categories shown in graph.  
 GOALS: 8A-28.7%; SB-70%; Small Disadv-26.6%; Women Owned-4.2% Historically Black College/Universities-5%

**Figure 7.2.16** In FY95 TRADOC's goal was to acquire 60% of all micro-purchases (transactions valued at \$2,500 or less) with the government credit card. Fort Bliss exceeded that goal and each of the goals set by TRADOC in the following three years.



Key Process: Base Operations  
 Goal: BASOPS #1 & 5 to provide exceptional services while maximizing resources for effectiveness  
 Metric: Financial  
 Action/Requirement: timely, economical & quality acquisition of goods & services  
 Comparative Info: Other TRADOC DOCs

**Figure 7.2.17** In our continuing effort to provide outstanding quality-of-life services, we regularly compare our services and costs to outside competitors. The Fort Bliss School Age Services (SAS) program provides an excellent example of our leadership in cost competitiveness. Fort Bliss is the baseline, "0." Costs of all other centers range from 10% to 56% higher.

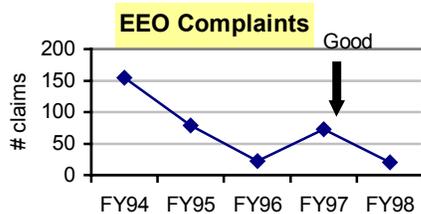


Key Process: Base Operations  
 Goal: BASOPS #1 & 4 provide exceptional services to ensure highest possible quality of life  
 Metric: Financial  
 Action/Requirement: Sustain quality MWR programs & services that ensure a high quality of life  
 Comparative Info: Local child care centers using our highest fee structure

**7.3 Human Resource Results.** Aggressive implementation and refinement of our Human Resources Plan have led to dramatic performance enhancements in all areas. Graphs and charts in this section address our human resource results – those relating to employee well-being, satisfaction, development, work system performance and effectiveness.

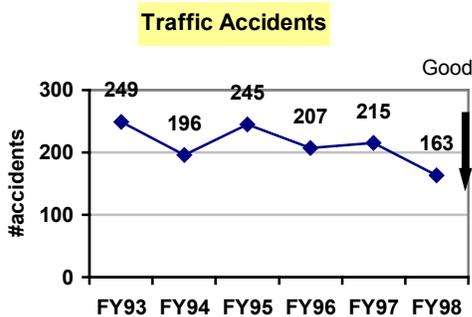
From numerous surveys, Fort Bliss employees have, on many occasions, provided management with information reflecting their well-being and satisfaction.

**Figure 7.3.1** Equal Employment Opportunity (EEO) complaints filed have decreased since FY94, indicating greater employee satisfaction.



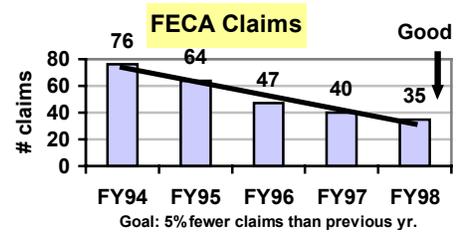
Key Process: Base Operations  
 Goal: BASOPS # 4 to ensure highest possible quality of life for our employees  
 Metric: Customer satisfaction, 100% resolutions  
 Action/Requirement: Maintain highest possible quality of life  
 Comparative Info: Previous years

**Figure 7.3.2** Traffic accidents on post dropped after a high in FY95. New units had moved both in and out of post, causing more congestion than usual for that year.



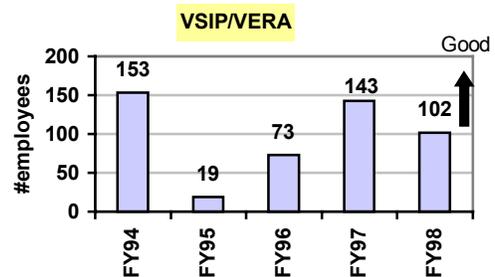
Key Process: Base Operations  
 Goal: BASOPS #4 to ensure highest possible quality of life  
 Metric: Quantity (fewer accidents)  
 Action/Requirement: Maintain highest possible quality of life  
 Comparative Info: TRADOC

**Figure 7.3.3** shows a downward trend in the number of Federal Employment Compensation Act (FECA) claims.



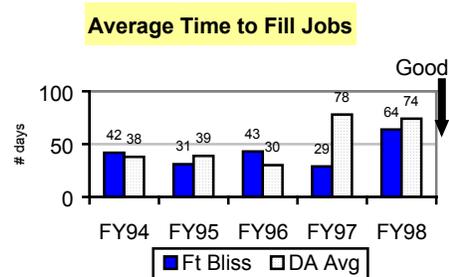
Key Process: Base Operations  
 Goal: Base Operations #4 ensure highest possible quality of life for our employees  
 Metric: Customer satisfaction, timeliness  
 Action/Requirement: Fill - 33 days staffing/commit  
 Comparative Info: DA average 78.2 days (FY97)

**Figure 7.3.4** reflects the number of employees saved from involuntary separation under the Voluntary Separation Incentive Pay and Voluntary Early Retirement Action (VSIP/VERA)



Key Process: Base Operations  
 Goal: BASOPS # 4 to ensure highest possible quality of life for our employees  
 Metric: Customer satisfaction  
 Action/Requirement: Maintain highest possible quality of life  
 Comparative Info: Previous years

**Figure 7.3.5** reflects the average time to fill a civilian position compared to the DA average



Key Process: Base Operations  
 Goal: Base Operations #4 ensure the highest possible quality of life for our employees  
 Metric: Customer satisfaction, timeliness  
 Action/Requirement: Fill - 33 days staffing/commit  
 Comparative Info: N/A

A key measure of the installation's efficiency is the ratio of supervisors to employees. A higher ratio reflects empowered employees who work as a collective team. As one example, the Directorate of Resource Management (DRM) supervisory to non-supervisory ratios improved from 1:6.7 in FY96 to 1:11.7 in FY99.

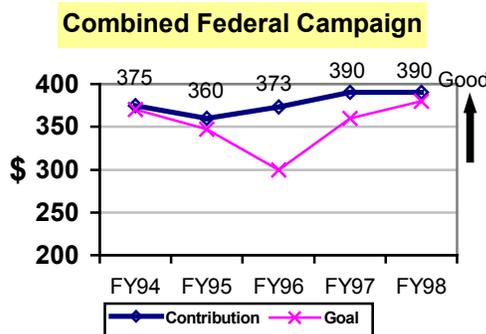
**Figure 7.3.6** shows just four examples of activities that have restructured their organizations and redesigned jobs to improve their work systems and effectiveness.

HIGH PERFORMANCE WORK SYSTEMS	
Structure	Results
DOE - restructured entirely to a team-based organization and redesigned all positions	1) Cross-trained within teams 2) Changed spending authority from 2 division chiefs to 8 team leaders
DCP - reclassified personnel specialists as generalists	1) Provides across-the-board advisory services 2) Provides one-stop service
SIA - 1) Cross-trained employees within 5 divisional lines 2) Rotated employees within 5 divisional lines 3) Delegated additional authority 4) Established PATs	1) Provides better service to customer 2) Prepares employees for positions of greater responsibility & career advancement
AAFES - Streamlined Accounting Office	Reduced accounting staff by 50%

\*Note: See glossary for acronym identification.

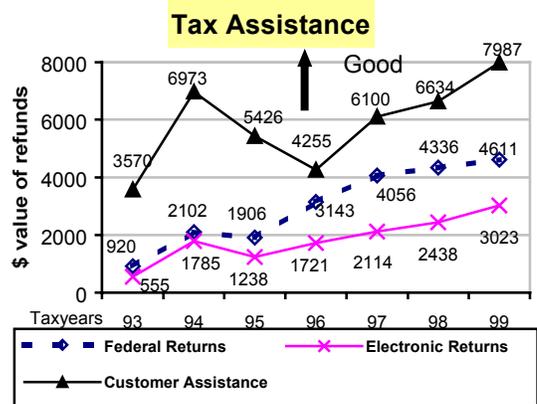
Key Process: DTLOMS, Power Projection & Base Operations  
 Goal: All  
 Metric: Customer satisfaction  
 Action/Requirement: Empower work teams & ensure strong programs are in place for high performance  
 Comparative Info: N/A

**Figure 7.3.7** shows the outstanding contribution Fort Bliss has made to the Combined Federal Campaign (CFC).



Key Process: Base Operations  
 Goal: BASOPS #4 & 5 ensure highest possible quality of life and maximize declining resources  
 Metric: Quantity  
 Action/Requirement: maintain highest possible quality of life  
 Comparative Info: N/A

**Figure 7.3.8** displays Fort Bliss' involvement in tax assistance offered to our soldiers, retirees, family members and civilian employees.



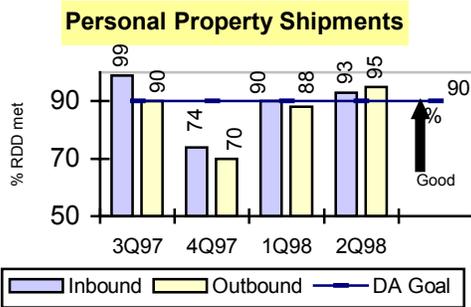
Key Process: Base Operations  
 Goal: BASOPS #1 & #4 provide exceptional services & ensure highest possible quality of life  
 Metric: Customer satisfaction  
 Action/Requirement: support the mission and maintain highest possible quality of life  
 Comparative Info:

**7.4 Supplier and Partner Results.** To ensure quality performance of our suppliers and partners, we assign a contracting officer's representative (COR) or quality assurance evaluator (QAE) to each of our contracts. As part of our quality assurance program, either a COR or QAE continually evaluates the contractor's performance, and these evaluations are rated based upon the respective performance requirement of the contract.

**Figure 7.4.1** Our food service contractor, in addition to operating dining facilities, also provides all housekeeping services to the military operated dining facility, which won the "Large Category CG's Best Dining Facility Award" for the 1Qtr FY99. In the past year, the contract-operated facilities have won two awards, 4Qtr FY98 and 2Qtr FY99.

	CG's Best Mess By Building #			
	1Qtr DF	2Qtr DF	3Qtr DF	4Qtr DF
FY93	1006		9510	1006
FY94	4674	4674	4674	4674
FY95	9510	9510	1006	4674
FY96		1006	1006	1006
FY97	1002	1002	1002	1002
FY98	1002	1002	1006	1006
FY99	2457	1002		

**Figure 7.4.2** We monitor carriers throughout the rate cycle to ensure they meet required delivery dates (RDDs). The graph below reflects the timeliness rates for personal property inbound and outbound shipments from 2Q98 through 2Q99



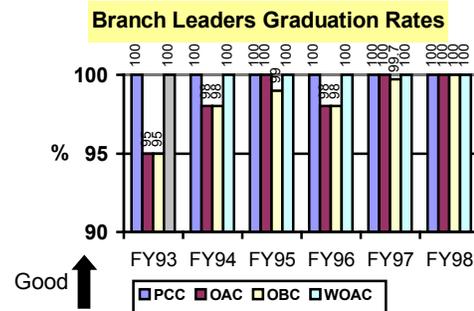
Key Process: Base Operations  
 Goal: BASOPS #1 & 4 provide exceptional services and ensure highest possible quality of life  
 Metric: Customer satisfaction  
 Action/Requirement: Required delivery date met 90% of time  
 Comparative Info: N/A

The Army Corps of Engineers awarded the job order contract (JOC) to J&J Group, with the administration responsibilities transferred to the Fort Bliss Directorate of Contracting (DOC). We have an employee co-located in Directorate of Public Works and Logistics (DPWL) to service this contract. The benefit of doing this provides hands-on knowledge of day-to-day operations. This liaison employee decides whether the contractor can handle the workload or if it needs to be awarded through our local DOC. Reductions in overtime for JOC engineers and supervisors pay the salary of the JOC liaison employee. This reinvention initiative increases productivity and efficiency through sound business practices. Our aircraft maintenance contractor continuously strives to improve the environment. In consideration of the environment and safety of its employees, it changed from a chemical paint stripping process to an abrasive process that uses plastic media to remove paint from airplane components. A recycle system allows use of the media. This change reduces or eliminates the use of a health-endangering chemical paint stripper known as a volatile organic compound and hazardous air pollutant.

**7.5 Organizational Effectiveness Results.** Key performance results not covered in paragraphs 7.1-7.4 that contribute significantly to our organization are in this section. These in-

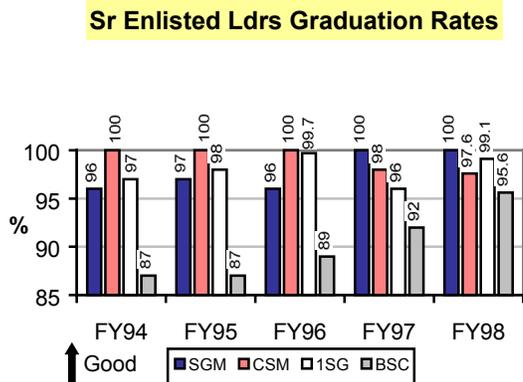
clude results from goals or actions and priorities identified in Category 2; goals or performance measures identified in Categories 3, 4, 5 and 6 and comparative data described in Category 2 and 4.

**Figure 7.5.1** shows graduation rates for the Air Defense Artillery Pre-Command Course (PCC), Officer Advanced Course (OAC), Officer Basic Course (OBC) and Warrant Officer Advanced Course (WOAC).



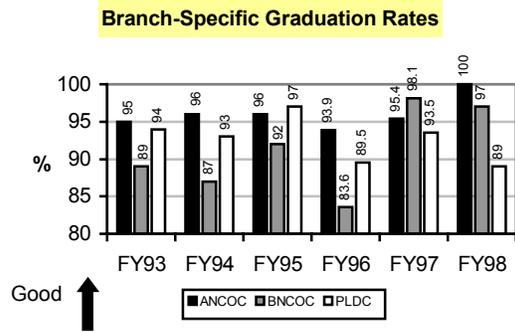
Key Process: DTLOMS  
 Goal: DTLOMS #2, 3 & 6 train Air Defense soldiers, develop leaders at all levels & provide the Army with the best trained soldiers  
 Metric: Customer satisfaction – meet Force XXI Army skill requirements  
 Action/Requirement: effectively & efficiently train Air Defense soldiers  
 Comparative Info: Forts Benning, Knox, Sill

**Figure 7.5.2** depicts graduation rates for the Sergeants Major (SGM) Course, First Sergeant (1SG) Course, Command Sergeants Major (CSM) Course, and Battle Staff Course (BSC).



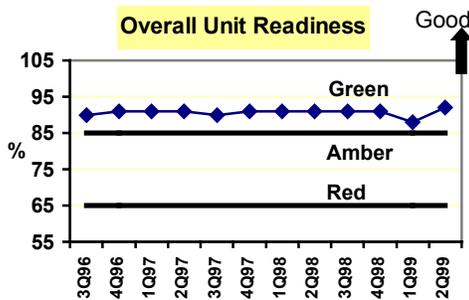
Key Process: DTLOMS  
 Goal: DTLOMS #2, 3 & 6 to train Air Defense soldiers for battle, develop leaders at all levels & provide the Army with the best-trained soldiers  
 Metric: Customer satisfaction- meet Force XXI skill requirements  
 Action/Requirement: effectively & efficiently train Air Defense soldiers  
 Comparative Info: CGSC & War College

**Figure 7.5.3** depicts graduation rates for ADA branch-specific training of junior enlisted leaders done at our NCO Academy in the Advanced NCO Course (ANCOC), Basic NCO Course (BNCOC), and Primary Leadership Development Course (PLDC).



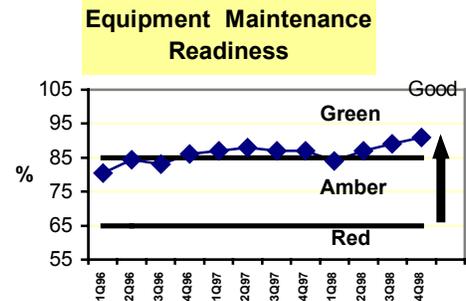
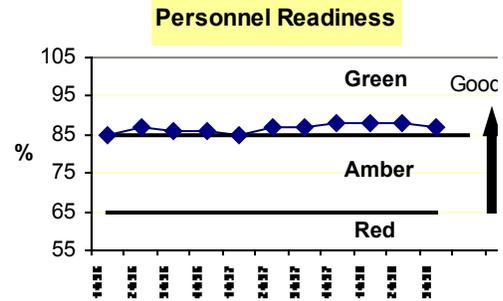
Key Process: DTLOMS  
 Goal: DTLOMS #2, 3 & 6 to train Air Defense soldiers, develop leaders at all levels & provide the Army with the best trained soldiers  
 Metric: Customer satisfaction- meet Force XXI skill requirements  
 Action/Requirement: effectively & efficiently train soldiers  
 Comparative Info: CGSC & War College

**Figure 7.5.4** shows the high level of overall unit readiness of our soldiers required to maintain combat-ready forces.



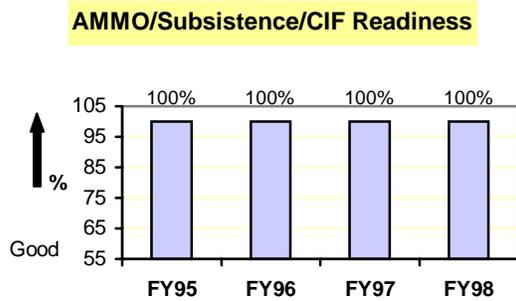
Key Process: Power Projection  
 Goal: PP #1 to organize, equip, and train soldiers & units for power projection  
 Metric: Quality, timeliness  
 Action/Requirement: Maintain soldiers, training, equipment & supplies at high state of readiness capable of meeting deployment requirements  
 Comparative Info: DA standard

**Figure 7.5.5** reflects high readiness level of our soldiers, equipment and training required to maintain combat-ready forces in support of power projection.



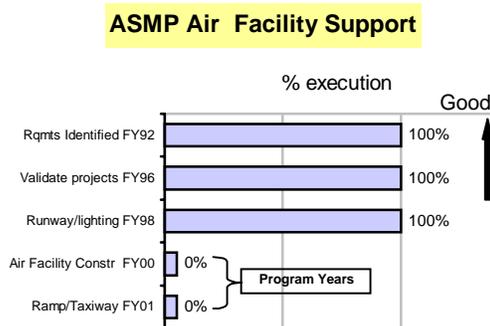
Key Process: Power Projection  
 Goal: PP #1 & #2 to organize, equip and train soldiers & units and to provide support and services for facilities to rapidly mobilize and deploy combat forces worldwide  
 Metric: Quality, timeliness  
 Action/Requirement: provide support & services for facilities to rapidly mobilize & deploy combat forces worldwide  
 Comparative Info: DA & TRADOC standard

**Figure 7.5.6** reflects 100% readiness in the area of ammunition and subsistence basic loads, plus central issue facility (CIF) issues. We have completed Phase I of a Military Construction Army (MCA) project to construct a new ammunition supply point at McGregor Range. Phase II will add bunkers and a surveillance workshop scheduled for completion in FY99. These initiatives further enhance our ability to support deploying troops.



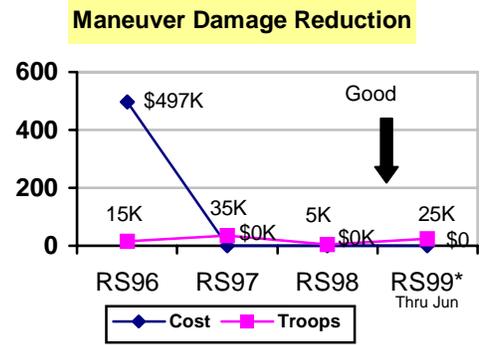
Key Process: Power Projection  
 Goal: PP #2 to provide supply & service for facilities to rapidly mobilize and deploy combat forces worldwide  
 Metric: Quality, timeliness  
 Action/Requirement: provide supplies & services for rapid mobilization & deployment  
 Comparative Info: DA & TRADOC standard

**Figure 7.5.7** shows Fort Bliss Army Strategic Mobility Plan (ASMP) air facility support displaying planning, validation, and approval at 100%. Separate projects are shown with estimated program years for FY00 and FY01 (funding approved).



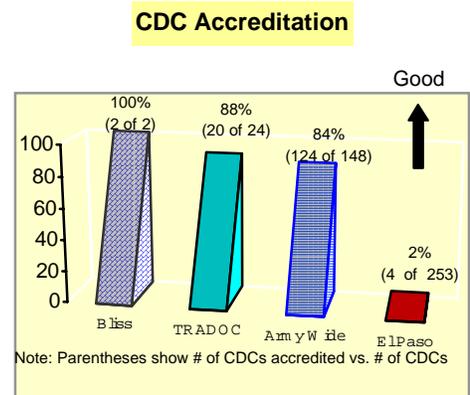
Key Process: Power Projection  
 Goal: PP #5 to establish the force structure and maintain state-of-the-art rail, air, road infrastructure and facilities  
 Metric: Quality, timeliness  
 Action/Requirement: Complete upgrade to Biggs Army air field (runway, lights, navigation system, DAACG facility, apron repair)  
 Comparative Info: DA & TRADOC standard

**Figure 7.5.8** shows a decline in damage costs to maneuver areas during each of the last three years Roving Sands (RS) exercises resulting from operational improvements, establishing maneuver damage prevention teams and lessons learned from after-action reports from previous exercises.



Key Process: Base Operations  
 Goal: BASOPS #3 & 5 4 to remain a guardian of the environment and maximize declining resources by using better business practices  
 Metric: Customer satisfaction  
 Requirement: Maintain strong commitment to the environment

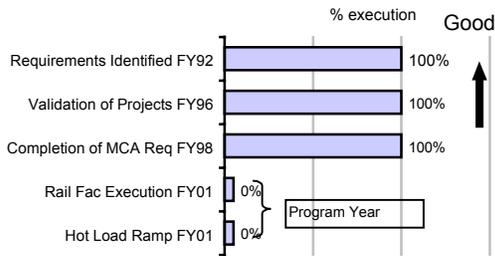
**Figure 7.5.9** depicts Fort Bliss' accreditation for child development centers (CDCs) as compared to others. Our CDCs are critical components of the quality of life services. Center programs meet the rigorous standards of both DA and the child care industry for accreditation. *Fort Bliss centers set the standard for care in El Paso.*



Key Process: Base Operations  
 Goal: BASOPS # 1 & 4 to provide exceptional services and provide highest possible quality of life  
 Metric: Customer satisfaction, timeliness, quality  
 Requirement: Maintain quality facilities  
 Comparative Info: TRADOC & DA; *we are the benchmark*

**Figure 7.5.10** shows Fort Bliss Army Strategic Mobility Plan rail facility support displaying planning, validation, and approval at 100%. Separate projects are shown with estimated program year of FY01 (funding approved).

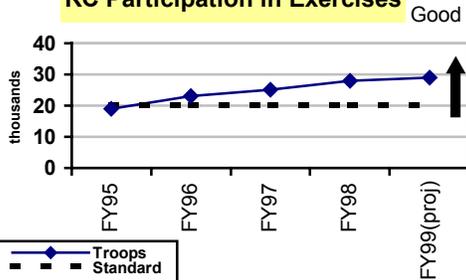
**ASMP Rail Facility Support**



Key Process: Power Projection  
 Goal: PP #5 to establish the force structure and maintain state-of-the-art rail, air and road infrastructure and facilities  
 Metric: Quality, timeliness  
 Action/Requirement: Provide adequate rail facilities at high readiness level  
 Comparative Info: DA & TRADOC standard

**Figure 7.5.11** reflects reserve component (RC) participation in exercises. Their participation is determined by exercise troop listings. FY98 troop participation in Roving Sands was decreased by Forces Command (FORSCOM) and reduced monetary resources. Also, the Rio Bravo exercise, which is U.S. Army Reserve Command (USARC) driven and FORSCOM sponsored, has increased since its inception in FY97.

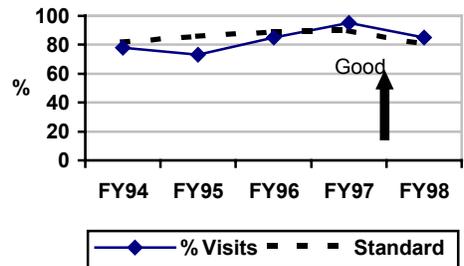
**RC Participation in Exercises**



Key Process: Power Projection  
 Goal: PP #4 to establish and maintain Fort Bliss as the premier Power Projection platform for the Department of Defense  
 Metric: Quality, timeliness  
 Action/Requirement: Integrate all units in training, maintaining, and equipping  
 Comparative Info: DA standard

**Figure 7.5.12** Reserve component mobilization visits to the installation is a way for the installation and the reserve component units to determine if the unit can deploy in an effective and orderly fashion.

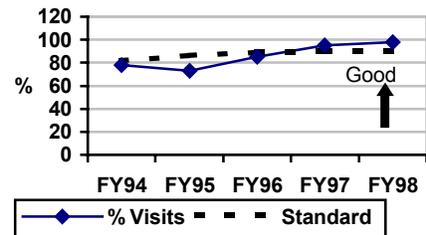
**RC Mobilization Visits**



Key Process: Power Projection  
 Goal: PP #4 to establish Fort Bliss as the premier Power Projection platform for the Department of Defense  
 Metric: Quality, timeliness  
 Action/Requirement: Integrate RC units in training, maintaining, and equipping  
 Comparative Info: DA standard

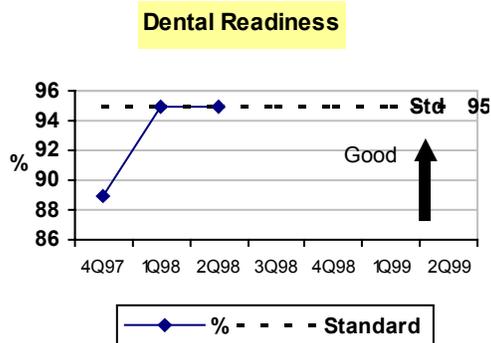
**Figure 7.5.13** Updating mobilization plans is a key process for units that will deploy at this installation. This process improves the responsiveness of deployability from home station to mobilization station.

**RC Mobilization Plans**



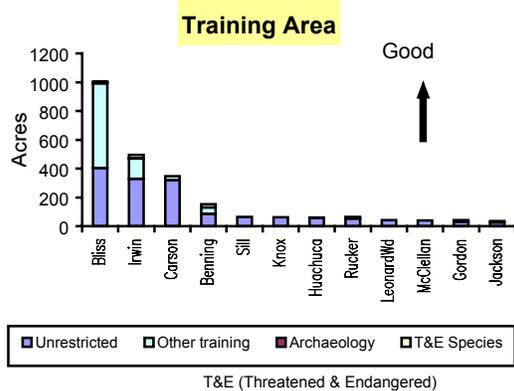
Key Process: Power Projection  
 Goal: PP #1 to organize, equip, and train soldiers and units for power projection  
 Metric: Quality, timeliness  
 Action/Requirement: Develop & standardize plans, policies & procedures directing the allocation & employment of resources in support of power  
 Comparative Info: DA standard

**Figure 7.5.14** shows dental readiness' continuous progression toward achieving and maintaining the DA goal of 95%.



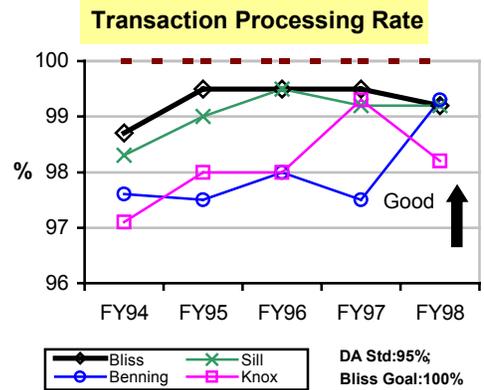
Key Process: Base Operations  
 Goal: BASOPS #1 & 4 to provide exceptional services & ensure highest possible quality of life  
 Metric: Quality, timeliness  
 Action/Requirement: 95% of active duty soldiers Classified 1 & 2  
 Comparative Info: DA standard

**Figure 7.5.15** Through sound, proactive management of our cultural and natural resources, Fort Bliss has more unrestricted training area for military field exercises than any other Department of Army installation. Archaeological sites continue to be mitigated to further expand Fort Bliss training area. The graph below reflects the magnitude of our training area and comparison to other installations.



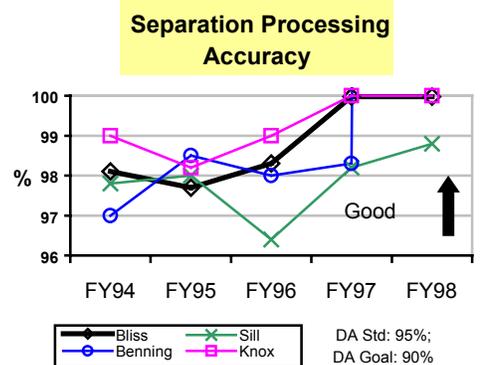
Key Process: Power Projection  
 Goal: PP #2 to provide sufficient training areas & ranges, support & services to rapidly mobilize & deploy combat forces worldwide  
 Metric: Quality, timeliness  
 Action/Requirement: Maintain proactive management of cultural and natural resources  
 Comparative Info: DA standard

**Figure 7.5.16** Our performance in the military personnel arena reflects our commitment to quality and to customer service. Our transaction processing rates for the Standard Installation Division Personnel System (SIDPERS) are well above the DA standard.



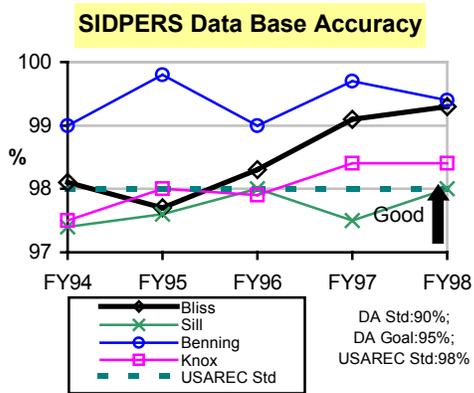
Key Process: Base Operations  
 Goal: BASOPS #1 & 4 to provide exceptional services and ensure highest possible quality of life  
 Metric: Customer satisfaction; timeliness  
 Action/Requirement: 100% completion within 3 days  
 Comparative Info: Forts Benning, Knox, Sill and DA standard

**Figure 7.5.17** shows our rate for separation processing accuracy has consistently exceeded the DA standard of 90%.



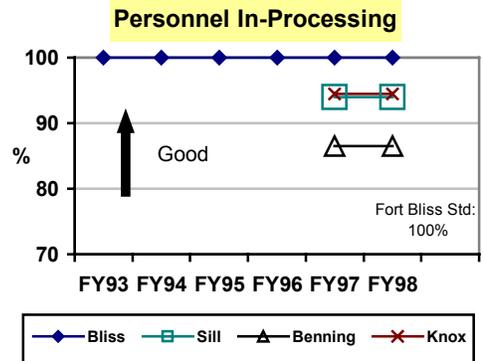
Key Process: Base Operations  
 Goal: BASOPS #1 & 4 to provide exceptional services & provide highest possible quality of life  
 Metric: Customer satisfaction  
 Action/Requirement: 99.5% data base accuracy  
 Comparative Info: DA standard and Forts Benning, Knox, Sill

**Figure 7.5.18** Standard Installation/Division Personnel System (SIDPERS) data base accuracy rates have consistently exceeded the DA standard.



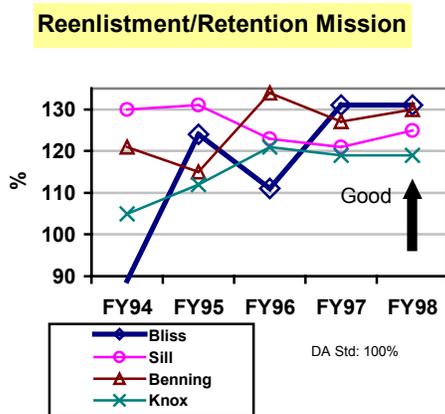
Key Process: Base Operations  
 Goal: BASOPS #1 & 4 to provide exceptional services & ensure highest possible quality of life  
 Metric: Customer satisfaction; quality; accuracy  
 Action/Requirement: 100% accuracy of retirement processing  
 Comparative Info: DA and U.S. Army Recruiting Command (USAREC) standards

**Figure 7.5.20** In-processing rates for individuals processed within three days have held at a constant 100% for the past four years.



Key Process: Base Operations  
 Goal: BASOPS #1 & 4 to provide exceptional services and ensure highest possible quality of life expectations and requirements  
 Metric: Customer satisfaction; timeliness  
 Action/Requirement: 100% processing within three days  
 Comparative Info: Forts Sill, Benning, Knox

**Figure 7.5.19** Our reenlistment and retention mission rate increased considerably over FY94, well exceeding the DA standard for the past three years.



Key Process: Base Operations  
 Goal: BASOPS #1 & 4 to provide exceptional services and highest possible quality of life  
 Metric: Percent accomplished  
 Action/Requirement: 100% assigned mission  
 Comparative Info: DA standard and Forts Benning, Knox, Sill

**Figure 7.5.21** Fort Bliss has maintained a perfect 100% accuracy and timeliness over the last three years for key personnel.

Program	Annual Workload	FY94-97 Accuracy/Timeliness
Congressional Correspondence	431	100%
Casualty Reports	276	100%
Enlisted Promotions	644	100%
Retirement Processing	516	100%
Officer Promotions	183	100%
Out-processing	4300	100%
In-processing	3800	100%

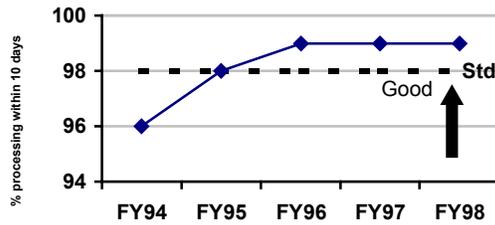
Also, the TRADOC Personnel Management Assistance System (PERMAS) Office cited four personnel support programs at Fort Bliss as outstanding and exceeding Army standards.

- In/out processing programs
- Retirement processing and retiree services
- Casualty operation
- Adjutant General (AG) training and quality programs

Key Process: Base Operations  
 Goal: BASOPS #1 & 4 to provide exceptional services & ensure highest possible quality of life expectations and requirements  
 Metric: Customer satisfaction; accuracy; timeliness  
 Action/Requirement: Meet each program's respective timeliness & accuracy  
 Comparative Info: DA Standard and Forts Sill, Benning, Knox

**Figure 7.5.22** depicts the Army Training, Resources, and Requirements System (ATRRS) accuracy and timeliness of military students and trainees data.

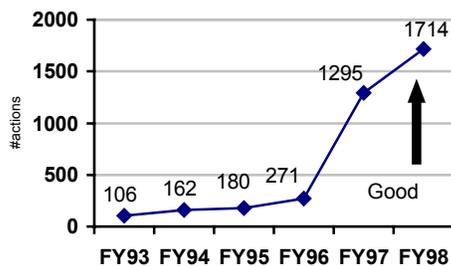
**Personnel ATRRS Timeliness**



Key Process: Base Operations  
 Goal: BASOPS #1 & 4 to provide exceptional services and ensure highest possible quality of life  
 Metric: Customer satisfaction; timeliness  
 Action/Requirement: 100% processing within ten days  
 Comparative Info: Forts Sill, Benning, Knox

**Figure 7.5.23** shows a steady increase in contract actions over \$25,000 since 1993, even though the number of contracting employees decreased from 38 to 22.

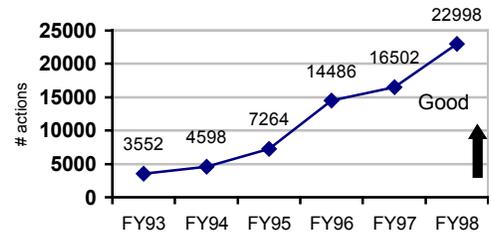
**Contract Actions >\$25K**



Key Process: Base Operations  
 Goal: BASOPS #1, 4 & 5 to provide exceptional services, ensure highest possible quality of life, and maximize declining resources by leveraging technology  
 Metric: Customer satisfaction  
 Action/Requirement: Provide timely, economical & quality acquisition of goods &  
 Comparative Info: All TRADOC Directorates of Contracting

**Figure 7.5.24** We more than tripled all our contract actions compared to 1995, while operating with fewer people. Through implementation of the internal credit card and the Federal Acquisition Streamlining Act, we eliminated processes and functions and now use employees more efficiently.

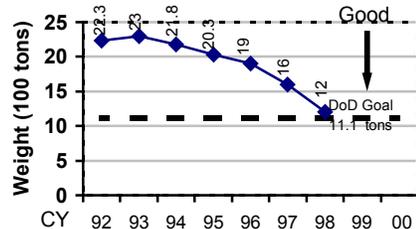
**Contract Actions \$2.5K - \$100K**



Key Process: Base Operations  
 Goal: BASOPS #1, 4 & 5 to provide exceptional services, ensure the highest possible quality of life and maximize resources by using better business practices to improve efficiency and effectiveness  
 Metric: Customer satisfaction, timeliness  
 Action/Requirement: Support the mission, maintain highest possible quality of life and leverage technology  
 Comparative Info: All TRADOC Directorates of Contracting

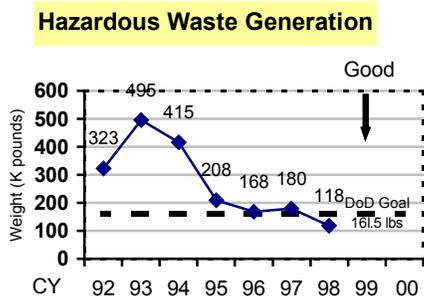
**Figure 7.5.25** A 50% reduction of the CY92 solid waste generation by CY00 the DOD measure of merit was met, ahead of schedule. This superior performance was achieved through aggressive management, to include installation of weight scales at the landfill in the fall of 1996 and a comprehensive waste reduction educational campaign.

**Solid Waste Generation**



Key Process: Base Operations  
 Goal: BASOPS # 3, 4, 5 to remain a guardian of the environment, ensure highest possible quality of life, maximize declining resources by using better business practices to improve effectiveness and efficiency  
 Metric: Customer satisfaction  
 Action/Requirement: Maintain emphasis on environmental management programs, maintain highest possible quality of life and leverage technology to improve effectiveness and efficiency  
 Comparative Info: 50% reduction of CY92 generation by CY00

**Figure 7.5.26** represents the success of the hazardous waste minimization program at Fort Bliss. Waste minimization is obligatory under federal law, and the goal is set by a DoD measure of merit, which requires 50% reduction in hazardous waste between CY92 and CY00. Fort Bliss has achieved 33% reduction, with two years remaining.



Key Process: Base Operations  
 Goal: BASOPS #3 & 4 to ensure the highest possible quality of life and remain a guardian of the environment  
 Metric: Customer satisfaction  
 Action/Requirement: Maintain emphasis on environmental management program ensure the highest possible quality of life  
 Comparative Info: 50% reduction in hazardous waste between CY92 & CY00

**Figure 7.5.27** Many of our buildings on post are World War II vintage and not economical to maintain. To cut operating expenses, we began in FY87 with a goal to dispose of 2,016,841 square feet by FY00; we surpassed that goal by the end of FY97.

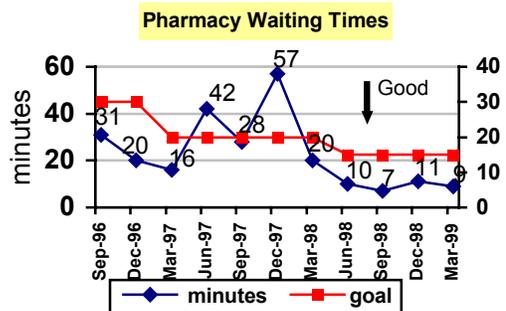


Key Process: Base Operations  
 Goal: BASOPS # 1, 2, 3, 4, 5 to provide exceptional services, provide quality facilities, infrastructure, remain a guardian of the environment, ensure the highest possible quality of life and maximize declining resources  
 Metric: Customer satisfaction  
 Action/Requirement: Support the mission, maintain & operate installation & facilities, maintain emphasis on environmental management maintain highest possible quality of life and leverage technology facilities  
 Comparative Info: Compare progress made against disposal goal

One of our most precious quality indicators is in safeguarding the lives and well being of our soldiers and employees and their families. The ultimate benchmark for safety is zero accidents, zero injuries with no fatalities, and no Army property damage due to vehicle or equipment accidents. In reality, this is difficult to achieve, so the best competitive comparison is the safety program with the fewest accidents and injuries. For three years (1994-1996) the TRADOC Safety Office named Fort Bliss as the winner of the Extra Large Installation Safety Program Award. TRADOC changed rating criteria in FY97.

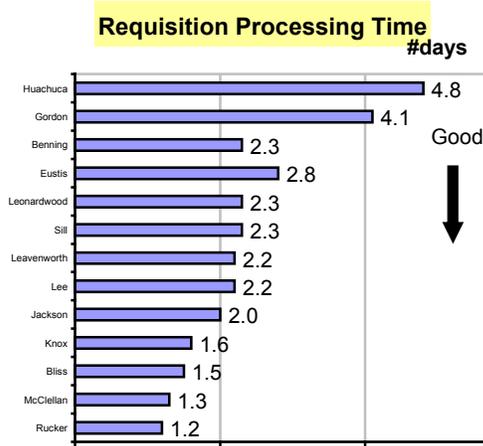
At the hospital we have greatly improved effectiveness and efficiency through the implementation of prime vendor contracts for pharmaceutical, dental, medical, and surgical supplies. In keeping with the just-in-time (JIT) philosophy, existing stocks are reduced by 90% while maintaining a 24-hour demand rate above 85%. In addition, we eliminated the need for over 100,000 square feet of warehouse space.

**Figure 7.5.28** reflects the improvements made in the pharmacy resulting in significant decreases in prescription waiting time at our hospital. Waiting time is an important part of the patients' perception of quality of the pharmacy. In May 99, the pharmacy underwent a renovation that optimizes the ergonomics and time-motion considerations of the prescription-filling process.



Key Process: Base Operations  
 Goal: BASOPS #1, 2 & 4 to provide exceptional services, provide quality facilities and ensure highest possible quality of life  
 Metric: Customer satisfaction, timeliness, quality  
 Action/Requirement: Support the mission, Maintain exceptional health services  
 Comparative Info: Other military hospital pharmacies

**Figure 7.5.29** shows comparison of requisition processing time (days to leave the installation) against other TRADOC installations. Processing time is a key measurement of service quality.

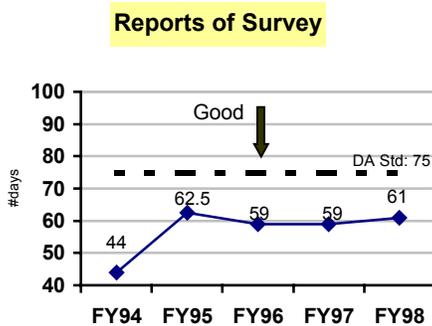


Key process: Base Operations  
 Goal: BASOPS # 1 & 4 to provide exceptional services and ensure highest possible quality of life  
 Metric: Customer satisfaction, timeliness  
 Action/Requirement: Requisition processing time: 1 day  
 Comparative Info: All TRADOC logistics activities

A Process Action Team (PAT), chartered as a result of concerns voiced by senior commanders at the senior leaders' mid-year conference to deal with contractor problems, has developed a handbook that can be used as a guide to the overall procurement process. The guide is written in precise, simple language and is easy for the average layman to understand. The Director of Resource Management led the PAT with member representatives from the Directorates of Contracting, Public Works and Logistics, Resource Management, Inspector General and the Office of the Staff Judge Advocate. Upon review, the Department of the Army, Assistant Chief of Staff for Installation Management, determined the handbook of such quality that it should be shared with the rest of the Army. He included it in his notes to the Chief of Staff of the Army. It is now advertised on the Fort Bliss web page at [www.bliss.army.com](http://www.bliss.army.com).



**Figure 7.5.30** Processing time for reports of survey has remained below the DA requirement over the past five years.



Key process: Base Operations  
 Goal: BASOPS #1 & 5 to provide exceptional services and maximize declining resources by using better business practices to improve effectiveness and efficiency  
 Metric: Timeliness  
 Action/Requirement: to support the mission and maximize declining resources  
 Comparative Info: DA standard

**Figure 7.5.31** Overall we have had great success with Process Action Teams. We have implemented numerous changes to improve our way of doing business. Some examples from the Directorate of Public Works and Logistics are listed below.

Eliminated 8 of 44 major steps in processing work requests
Proprietary approval process was streamlined to allow quick turn-around time on requests and reduce potential anti-deficiency act violations
Public folder established on Fort Bliss mail system to identify status of all funded reimbursable work requests for easy tracking by customer
Meters installed to capture utility usage
Purchased carbon monoxide testers for self-help to eliminate cost of contracting
Reimbursable handbook developed for functional personnel to provide clarification and instruction for reimbursables
Expanded self-help classes to provide better information to housing tenants, e.g., state-of-the-budget, manning levels, best hours for customer service, lead-based paints

A recent DoD survey gave Fort Bliss physical fitness centers its highest rating, joining only 137 installations world wide to receive this rating. Army had 65 installations rated excellent. Evaluations were based on basic equipment meeting physical therapy requirements, core equipment equivalent to the YMCA's and YWCA's, and premier equipment equivalent to that found in private gyms.



Practicing good corporate citizenship is part of our way of doing business. Examples listed

below show events participated in by our Directorate of Environment.

- Fort Bliss annual environmental awards
- Far West Texas regional water planning group
- Desert Seep ("Keep El Paso Beautiful" event) Fort Bliss annual environmental awards
- School Earth Week activities
- Household Hazardous Waste Collection Day
- Texas pollution prevention partnership
- School nature tours
- Archeological volunteer dig

## **STRIVING FOR EXCELLENCE**

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, and Fort Bliss is very proud of those organizations and people who attained them.

AWARD	RECIPIENT
TRADOC Technical Excellence in Civilian Personnel Award 1995	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 (1st military installation in TX)	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 1997	DOC*
Minority Small Business Advocate of the Year 1997	DOC*
TRADOC Small & Disadvantaged Business Utilization Specialist of the Year 1995	DOC*
"Keep it in El Paso" Advocate Award 1995	DOC
Federal Executive Association of El Paso & Southern New Mexico Distinguished Public Service Award 1996	DOC*
TRADOC Engineer of the Year	DPWL
Keep El Paso Beautiful "Media" 1997	PAO (Monitor)
Outstanding Ethics Program Award 1998	OSJA
<i>* indicates awards to individuals</i>	
<i>Note: See glossary for acronym identification.</i>	

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	DOC
Army MWR Commercial Sponsorship Top Performance Award 1999	DCA
Carroll Award for Top Performing NCO/Enlisted Clubs 1999	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	OSJA
Judge Advocate General's Award for Excellence in Claims Support 1996 and 1998	OSJA
<i>* indicates awards to individuals</i>	
<i>Note: See glossary for acronym identification.</i>	

We are ready to meet the next Millennium head-on.  
HOOAH !

## GLOSSARY

1SG	First Sergeant
AAFES	Army and Air Force Exchange System
AAMDC	Army Air and Missile Defense Command
AAR	After-Action Review
ACOE	Army Community of Excellence
ACS	Army Community Services
ACSIM	Assistant Chief of Staff for Installation Management
ADA	Air Defense Artillery
ADAMP	Air Defense Artillery Modernization Plan
ADL	Air Defense Lab
AFGE	American Federation of Government Employees
AG	Adjutant General
AGS	Agency Grievance System
AIEP	Army Ideas for Excellence Program
AIT	Advanced Individual Training
ANCOC	Advanced Noncommissioned Officer Course
APIC	Army Performance Improvement Criteria
AR	Army Regulation and/or Army Reserves
ARNG	Army National Guard
ASAT	Automated System Approach to Training
ASLC	Annual Senior Leaders' Conference
ASMC	American Society of Military Comptrollers
ASMP	Army Strategic Mobility Plan
ATBG	Appropriation U.S. Army Training and Doctrine Command Budget Guidance
ATRRS	Army Training Resources and Requirements System
BAAF	Biggs Army Airfield
BASOPS	Base Operations
BDE	Brigade
BN	Battalion
BNCOC	Basic Noncommissioned Officer Course
BRAC	Base Realignment and Closure
BSC	Battle Staff Course
BSNCO	Battle Staff Noncommissioned Officer Course
BTRY	Battery
CD-ROM	Compact Disc – Read Only Memory
CDR	Commander
CEO	Chief Executive Officer
CDC	Child Development Center
CFC	Combined Federal Campaign
CG	Commanding General
CGSC	Command and General Staff College

## GLOSSARY

CI	Continuous Improvement
CIF	Central Issuing Facility
CINC	Commander in Chief
CIV ED	Civilian Education
CO2	Consideration of Others
COB	Command Operating Budget
COL	Colonel
CONUS	Continental United States
COR	Contracting Officer's Representative
CP	Civilian Personnel and/or Command Plan
CPAC	Civilian Personnel Advisory Center
CS	Chief of Staff
CSES	Customer Service Evaluation Score
CSM	Command Sergeant Major
CTEA	Cost Training Effectiveness Analysis
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
DeCA	Defense Commissary Agency
DENTAC	Dental Activity
DETACH	Detachment
DF	Dining Facility
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
EDRE	Emergency Deployment Readiness Exercise
EEO	Equal Employment Opportunity
EO	Equal Opportunity
EQCC	Environmental Quality Control Council

## GLOSSARY

FAST	Function Academic Skills Training
FBI	Federal Bureau of Investigation
FECA	Federal Employee Compensation Act
FIN	Finance
FM	Force Modernization and/or Field Manual
FMP	Facility Management Plan
FMS	Foreign Military Sales
FORSCOM	U.S. Army Forces Command
FSC	First Sergeant Course
FY	Fiscal Year
GAFADS	German Air Force Air Defense School
GC	Garrison Commander
GM	Garrison Manager
GSA	General Services Administration
HQ	Headquarters
HR	Human Resources
HRDMP	Human Resource Development & Management Plan
HSG	Housing
HVAC	Heating, Ventilation and Air Conditioning
IAW	In Accordance With
IDP	Individual Development Plan
IEB	Installation Executive Board
IG	Inspector General
ILAP	Integrated Logistics Accounting Program
IMAP	Installation Management Action Plan
IMWRF	Installation Morale, Welfare and Recreation Fund
INS	Immigration and Naturalization Service
IPR	Installation Performance Review
IRAC	Internal Review and Audit Compliance
ISP	Installation Strategic Plan
ISR	Installation Status Report
JCAHO	Joint Commission on the Accreditation of Healthcare Organizations
JIRSG	Joint Interservice Regional Support Group
JIT	Just-in-Time
JOC	Job Order Contract
JTF6	Joint Task Force 6
K	Thousand
KBD	Key Business Driver
KWH	Kilowatt Hours

## GLOSSARY

LEB	Law Enforcement Battalion
LNO	Liaison Office
LTC	Lieutenant Colonel
M	MOS designation (e.g. 88M)
MACOM	Major Command
MAJ	Major
MCA	Military Construction Army
MEO	Most Efficient Organization
METL	Mission Essential Task List
MOBEX	Mobilization Exercise
MOPS	Mobilization and Operations Planning System
MOS	Military Occupational Specialty
MSC	Major Subordinate Command
MWR	Morale, Welfare and Recreation
NAFTA	North American Free Trade Agreement
NAGE	National Association of Government Employees
NCO	Noncommissioned Officer
NCOA	Noncommissioned Officer Academy
NCOER	Noncommissioned Officer Efficiency Report
NCOES	Noncommissioned Officer Evaluation System
NFFE	National Federation of Federal Employees
NIBD	Net Income Before Depreciation
NLT	No Later Than
OAC	Officer Advanced Course
OBC	Officer Basic Course
OCADA	Office, Chief of Air Defense Artillery
OER	Officer Efficiency Report
OOB	Operating Officials Board
OP	Operating
OPLAN	Operational Plan
ORD	Organizational Requirements Document
OSHA	Occupational Safety and Health Administration
OSJA	Office of the Staff Judge Advocate
PAO	Public Affairs Office
PAT	Process Action Team
PBAC	Program Budget Advisory Committee
PCC	Pre-Command Course
PERMAS	Personnel Management Assistance System
PERSCOM	Personnel Command
PLDC	Primary Leadership Development Course

## GLOSSARY

PMO	Provost Marshal Office
POI	Program of Instruction
PP	Power Projection
PPV	Public Private Ventures
PRAC	Program Resources Advisory Council
PSB	Personnel Support Battalion
PT	Physical Training
Q	Quarter
Q4Q	Quest for Quality
QAE	Quality Assurance Evaluation
QOL	Quality of Life
QTB	Quarterly Training Brief
QTR	Quarter
RAG	Red/Green/Amber
RC	Reserve Component
RDD	Required Delivery Date
RDT&E	Research, Development, Testing and Evaluation
RS	Roving Sands
SABRE	Service and Activity Based Review and Evaluation
SAS	School Age Services
SF	Square Foot
SGM	Sergeant Major
SGS	Secretary of the General Staff
SIDPERS	Standard Installation/Division Personnel System
SJA	Staff Judge Advocate
SLPC	Senior Leaders' Planning Conference
SMC	Sergeants Major Course
SRP	Soldier Readiness Process
STD	Standard
STRAP	Systems Training Plan
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TAA	Total Army Analysis
TADSS	Training Aids, Devices, Simulators and Simulation
TAPES	Total Army Performance Evaluation System
TAQ	Total Army Quality
TASS	Total Army School System
T & E	Threatened and Endangered
TEBG	U.S. Army Training and Doctrine Command Estimate Budget Guidance

## GLOSSARY

TEXCOM ADATD	Test and Experimentation Command Air Defense Artillery Test Directorate
TIA	Training Impact Analysis
TMG	U.S. Army Training and Doctrine Command Manpower Guidance
TRADOC	U.S. Army Training and Doctrine Command
TSM	U.S. Army Training and Doctrine Command System Manager
TSP	Training Support Plan
TSR	U.S. Army Training and Doctrine Command Status Report
ULP	Unfair Labor Practice
UNICOR	Of or relating to the Federal Prison System (not an acronym)
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
USARC	U.S. Army Reserve Command
USAREC	U.S. Army Recruiting Command
USASMA	U.S. Army Sergeants Major Academy
USR	Unit Status Report
VERA	Voluntary Early Retirement Act
VSIP	Voluntary Separation Incentive Pay
WBAMC	William Beaumont Army Medical Center
WOAC	Warrant Officer Advanced Course
WSMR	White Sands Missile Range
X	Brigade
YMCA	Young Men's Christian Association

# **Force XXI**

# **Force Protection**



---

**The Next Millennium**  
**Crossing the Line of Departure**

---