



**284th Base Support Battalion**

**2002**

# Army Communities of Excellence



**Excellence in Action!**



# 284th Base Support Battalion

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284th Base Support Battalion

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# 284th Base Support Battalion

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# 284th Base Support Battalion

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## ORGANIZATIONAL PROFILE

**ORGANIZATIONAL PROFILE**

**P.1 ORGANIZATIONAL DESCRIPTION**

**P.1a Organizational Environment**

**P.1a(1) Main Products and Services:**

Our products and services, are defined in ASG Reg 10-1. The BSB mission also defines our products and services , as listed in Fig P1-1 below:

Products & Services	Delivery
Force Protection	Gate Guards Gate Security/National Guard CID Security Division Force Protection Office Installation Passes
General Welfare	Medical Clinics Dental Clinics DECA AAFES Recreation and Entertainment Adequate housing Religious Prog/Services
Morale	MWR Activities Youth Programs
Safety	Safety Office Safety inspections of facilities
Fire prevention and protection	Host Nation partnership Prevention by BSB
Law Enforcement	Military Police CID Host Nation Police partnership
Crime Prevention	Provost Marshal
Master Planning	DPW
Installation Support	Legal Services Administrative Services Transportation
Sanitation and Beautification within the BSB area of responsibility	DPW
Readiness and Deployment Support	ACS / Family Assistance FRG Support DOL Railhead Ops Fitness Centers/Wellness
Information, Communication, Mgt & Technology	ISD Office 5 <sup>th</sup> Signal (102 Sig BN)
Fiscal & environmental stewardship	DPW Environmental EQCC

**Fig P1-1 Products/Services and Delivery**

In addition the BSB is responsible to monitor all military related activities throughout the BSB and exercise through the Senior Tactical Commander (STC) BASOPs directive authority over all units and activities within the BSB AOR. The BSB also provides or coordinates base operations (BASOPS) support for assigned tenant units, military units, official agencies, accredited civil agencies, and authorized family members.

**P.1a(2) Organizational Context/Culture:** Our culture is influenced by our BSB commander’s mission and vision, as follows:

PURPOSE	
Provide or coordinate base operations (BASOPS) support for assigned tenant units, military units, official agencies, accredited civil agencies, and authorized family members in the BSB.	
MISSION	
Provide base operations support that enhances the readiness, safety, and quality of life of the Army family within the 284 <sup>th</sup> BSB. Support deployments and contingency operations. Practice sound environmental stewardship. Maintain positive host nation relations. Shape a capability to meet future needs.	
VISION	
ONE FAMILY – ONE TEAM ONE COMMUNITY	
284 <sup>th</sup> BSB VALUES	
<i>LOYALTY</i>	<i>INTEGRITY</i>
<i>DUTY</i>	<i>PERSONAL COURAGE</i>
<i>RESPECT</i>	<i>SELFLESS SERVICE</i>
	<i>HONESTY</i>

**Fig P1-2 Context and Culture:**

Our leader, LTC Bender, has a great understanding of the need for planning, team work, and demonstrating the values he expects of his workforce. “EXCELLENCE IN ACTION”, the BSB motto, sets the tone for the culture of the entire BSB operation.

**P.1a(3) Employee Profile:** See chart P1-3, on page 2.

**P.1a(4) Major Technology, Equipment and Facilities:**

Technological changes are rapid and constant. To maintain the BSB Information Management Systems (IMS) an Automation Advisory Committee (AAC) made

up of key players throughout the community was established. The AAC provides the most efficient automation services to our end users. This committee ensures the BSB communication systems continue to meet user needs and requirements. Additionally the committee ensures compliance, manageability, and monitoring of the USAREUR Information Assurance Program within the BSB. See Fig P1-4 and 5

<b>EMPLOYEE PROFILE</b>	
Total US Military	45
National Guard	69
Host Nation Local Nationals (LN)	138
Appropriated Fund Civilians	142
Non-Appropriated Fund Civilians	146
<b>TOTAL</b>	
<b>DIVERSIFICATION</b>	
Female	48.9%
Male	51.1%
White/not of Hispanic background	41%
Minority	59%
<b>WORKFORCE AND JOB DIVERSITY</b>	
Professional	
Service	
Administrative	
Blue Collar	
Work Council	7

**Fig P.1-3 Employee profile**

Additional process improvements include the Public Affairs Office (PAO) establishment of a BSB website which assists the BSB in educating and informing our customers. This website received high praise from our customers during the recent accreditation visit. The PAO continues to work with the community staff to add information, community activities, and special events and provide coverage of community leisure opportunities sponsored by the Directorate of Community Activities (DCA).

We look forward to further positive technological and equipment enhancements with the DOD standardized Interactive Customer Evaluation (ICE) program. Continuous customer feedback is essential to our success, and is required to ensure we meet our customers' needs. ICE is a work in progress and optimizes communication with those we serve. With customer comments immediately e-mailed to the appropriate facility manager, we anticipate prompt resolutions of problems and timely data on the quality of services we are delivering throughout the BSB to help maximize customer satisfaction.

<b>FACILITIES &amp; ASSETS</b>	
Total Quantity	667
Total Square Footage	8,732,713
<b>TRAINING ASSETS</b>	
Training Support Centers	2
UCOFTs	4
Training Areas	3
Helipads	2
Railheads	2
<b>HOUSING FACILITIES</b>	
Army Family Housing Units	1682
BOQ / SEBQ Rooms	143
Barracks Rooms	3092
Leased Housing Units	1
<b>AAFES FACILITIES</b>	
AAFES Retail Facilities	20
AAFES Warehouse Square Footage	1,114,267
<b>EDUCATION FACILITIES</b>	
Continuing Education Center	2
Elementary Schools	3
Middle / High Schools	1
<b>MWR FACILITIES</b>	
Army Community Service	3
Guest House Rooms	83
Youth Services	3
Child Development Centers	4
Multi-Craft Shops	2
Auto Craft Shops	2
<b>DeCA FACILITIES</b>	
Commissaries	2
<b>GROUNDS</b>	
Total Acres	11,044

**Fig P1-4 Major Facilities**

**P.1a(5) Regulatory Environment:** The BSB operates under the statutory and regulatory directives of the Department of Defense (DOD), Department of the Army (DA), United States Army Europe (USAREUR), and the 104th Area Support Group (ASG). In addition, the BSB is strongly impacted by the updated Status of Forces Agreement (SOFA) provisions in the NATO Agreement, by public laws of Germany and the state of Hessen, and health and safety regulations for Child Care and Rail Operations.

EQUIPMENT	TECHNOLOGIES
Railhead	Distance Learning Centers
Wash racks	Computer Labs and Internet access
Photo Lab	Remote Access to local server
Video Conference Equipment	Security Systems
Point of sale systems	TLMS
Defibulator	ICE Customer Satisfaction Program
SMARTCARD (ID system)	SITES
Vehicle Break Testing System	FMBS

**Fig P1-5 Equipment and Technology**

The Installation Status Report (ISR), Command Inspection Program (CIP) and the Army Communities of Excellence (ACOE) Criteria set many of the standards for BSB operation. DA has initiated accreditation standards for several MWR activities. Children and Youth Services (CYS), Army Community Service (ACS) and Community Recreation Division (CRD) are now expected to meet standard operating criteria and will undergo an accreditation process within the next year.

The BSB established an Environmental Quality Control Committee (EQCC) to promote and add command emphasis on environmental awareness. The EQCC consists of the BSB Commander or XO, representatives from all directorates, environmental coordinators from the tenant units, environmental officers from AAFES, MEDDAC, PAO and a representative from Legal Affairs.

The BSB operates under strict financial regulations mandated by Headquarters. The regulations provide the framework leading to good stewardship of taxpayer dollars. USAREUR execution standards of appropriated funds are established with goals of 30%, 60%, 80% and 100% rates for each quarter during the fiscal year. BSB level performance, compared to the plan, is systematically reviewed through a variety of planning sessions and meetings conducted throughout the year with results as depicted in Fig 7.2. Non appropriated (NAF) financial performance standards are established by Community and Family Support Center (CFSC) and the financial results are analyzed against the plan on a monthly basis as illustrated in Fig 7.2.

**P.1b Organizational Relationships**

**P.1b(1) Key Customer Groups and Market Segments Key Requirements:**

KEY CUSTOMER MARKET SEGMENTS	KEY REQUIREMENTS
Individual Soldiers Units Family Members Civilian Workforce	Timely Customer Driven Effective Efficient Value Quality

**Fig P1-6 Key Customer Groups**

Our BSB provides a variety of products and services to the diversified customer groups and market segments identified above. We have found that all our customers have the same customer contact requirements for the service we provide. The methods of determining our customer’s expectations and requirements are diversified. Our practiced methods range from structured formal meetings and surveys to very informal interfacing with our customers to define/refine requirements and pin-point customer expectations. This is a continuous process and remains in the fore-front of our daily operations.

We are vigorously implementing a Total Quality Management philosophy throughout the 284<sup>th</sup>. Every soldier, family member, civilian employee and all units are customers to someone. We treat each other as customers.

**P1b(2) Suppliers and Dealers:** We view our suppliers as valued customers. The types of suppliers we have, our supply chain requirements and our communications mechanisms are listed in Fig P1-7 below.

SUPPLIERS/ DEALERS	REQUIRE- MENTS	COMMUNICATION
Facility Maintenance Emergency Services Security Fleet Mgt Service Building/ Construction Administrative Services Communication	Timely Customer Driven Effective Efficient Value Quality	Telephone E-mail 2 way radios Correspondence Meetings Web-Page Face to Face <b>RELATIONSHIPS</b> Contractual Reciprocal Agreement Commercial Sponsor Inter Svc Support Agr MOUs

**Fig P1-7 Supplier types/requirements and communication mechanisms**

## P.2 ORGANIZATIONAL CHALLENGES

**P.2a(1) Competitive Environment:** The 284<sup>th</sup> BSB determines its' competitive position based on our progress toward Army Performance Improvement Criteria implementation. Based on our ACOE score for 2001, we consider our BSB to be number two of the four BSBs in the 104<sup>th</sup> ASG.

Our BSB is the smallest of the ASG organizations but the most geographically dispersed. Our footprint includes facilities and personnel within a 50 mile radius of our headquarters in Giessen. Our BSB is not presently expecting any growth, pending decisions from Department of Army on base closures.

**P.2a(2) Principle Factors Determining Success:** The 284<sup>th</sup> BSB's greatest strength is in the support and improvement of the ESC processes. This governing body, made up of the senior leadership of the BSB, develops, maintains and initiates the deployment of our strategic vision, mission and plan.

Success factors:

- Performance to plan
- Customer Satisfaction
- Strong BSB leadership
- Trained, caring, and knowledgeable staff
- Diversified workforce
- Host Nation relations
- Integrated programs and activities among all BASOPS organizations
- Productivity
- Managing Change

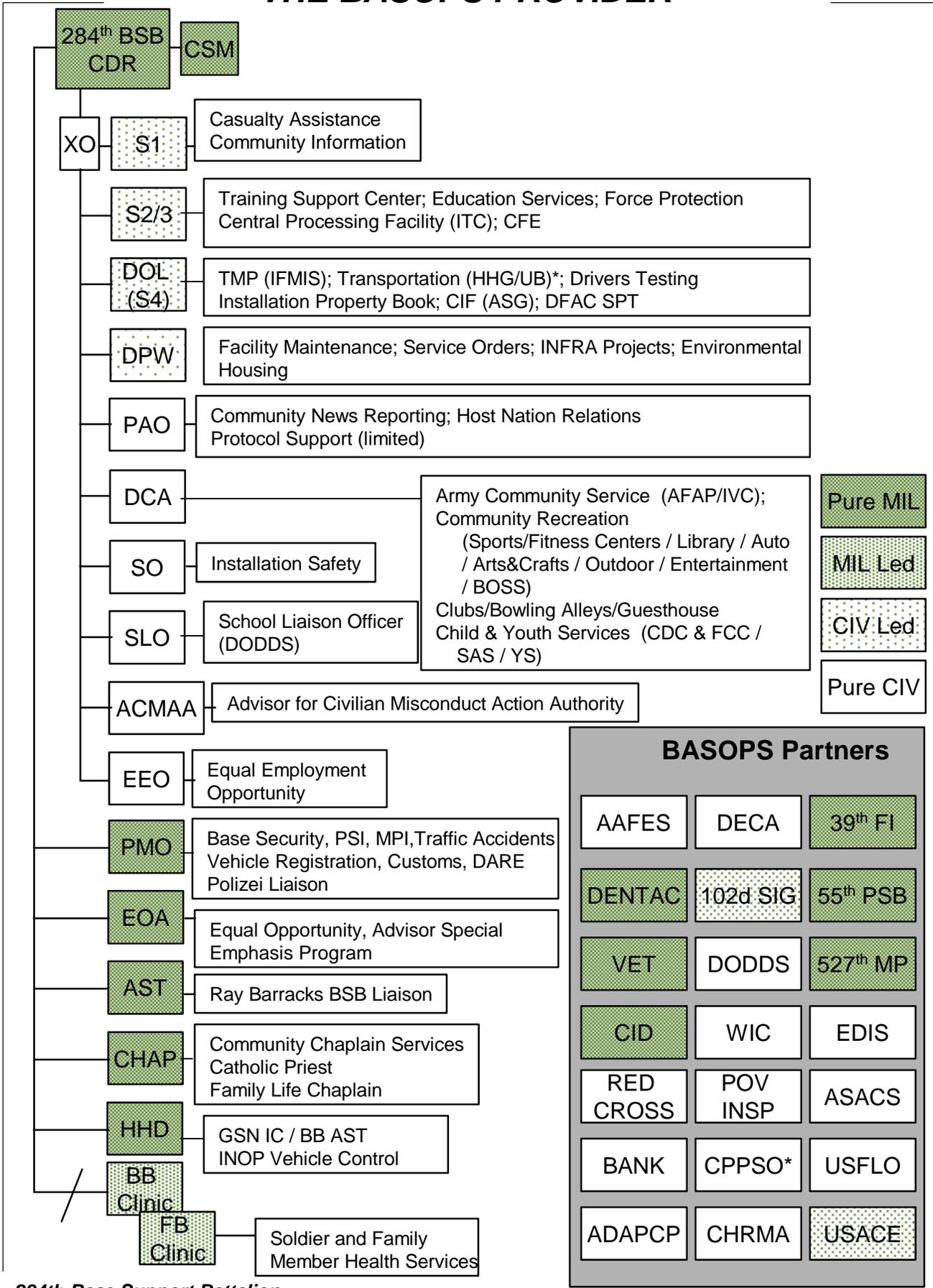
**P.2b Strategic Challenges:** See Fig P2-1

**P.2c Performance Improvement System:** The BSB uses the Army Performance Improvement Criteria as its' guide to improvement. Our Strategic Planning structure, is based on the Army model for Total Army Quality. Our "3 + 1 Plan" includes consideration of resources, employee development and sets the improvement direction of the BSB. Our ESC meets monthly to review the progress toward accomplishment of our Strategic Objectives and Actions.

Monthly R & A provides a forum for systematic review of critical business functions and identifies areas within each Directorate requiring improvement. This process identifies issues that may be inculcated into the "3 + 1 Plan" as a Strategic Objective for further action by the MDTs and ESC.

STRATEGIC CHALLENGES Fig P2-1 Key Strategic Challenges	LINKAGE TO SAP	
	Strategic Objective	Action
Identifying and analyzing customer expectations	QOL:	Q1 Q2
Force Protection for BSB population	R:	R1
Effective Deployment Support	R:	R2
QOL Infrastructure	QOL:	Q2 Q3
Customer Focused Programs	R: Q:	R2 Q1, Q2, Q3
Communications (Internal & external)	R: Q:	R2 Q1
Sustainable programs	Q:	Q1
Host Nation Relations	HN: R:	All R1
Environmental Stewardship	HN:	HN2
Prepare BSB workforce for the future	IB:	IB1 IB2
Resource management (financial and human)	IB:	IB3
Effects of "9-11"	R QOL HN IB	
Possible Base Closure	R QOL HN IB	

# THE BASOPS PROVIDER





# 284th Base Support Battalion

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## 1 LEADERSHIP

## ORGANIZATIONAL LEADERSHIP

### 1.1a Senior Leadership Direction

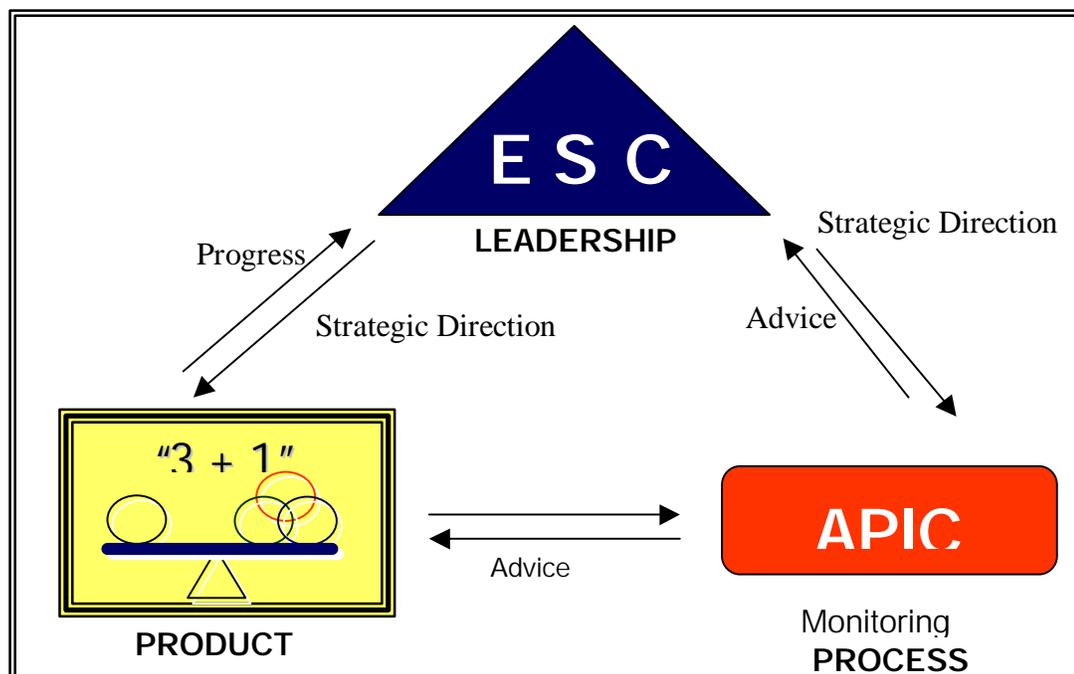
**1.1a(1) Senior Leadership's Direction:** Senior leaders in the BSB set, communicate and deploy our mission, vision, values (identified in Fig P-1) and place our focus on customer and stakeholders through our Strategic Management Triad (SMT) (see Fig 1.1-2), our Strategic Planning Process (as defined in Category 2), and through a series of forums set up to facilitate deployment of information (see Fig 1.1-1). Expectations and plans are deployed through the SMT and forums, specifically utilizing the planning process and included in the performance standards for each member of the BSB staff. This Planning and Expectations Cascade is illustrated in Fig 1.1-5.

The SMT, our strategic leadership system consists of three essential components: (1.) The Executive Steering Committee (ESC) provides the **Leadership**; (2.) the APIC Team monitors the **process**; (3.) "3 + 1 Plan" is the **product** that sets the direction and adds accountability.

The "3+1 Plan" and the planning process are designed to facilitate deployment of short and longer term direction. The APIC Team monitors the process and advises the ESC regarding continuous improvement issues. The ESC is the Senior Leadership Team that provides guidance and support to the BSB. Membership of this team is defined in the Organizational Profile.

FORUM	PARTICIPANTS
ESC	ESC Members
Community Info Brief (CIB)	FRG Community Members Community staff Employees Tenant Activities
Community Action Plan Review (CAPR)	Community Members Commanders Building Coordinators Community Staff Employees Tenant Activities
Employee Breakfast	Employees
Employee Townhall	Employees
Command Staff Meeting	Directors Special Staff
Quarterly Directorate Briefs	Division Chiefs Special Staff
MEDIA	PATRONS
Herald Union Newspaper	Community members All community staff 104 <sup>th</sup> HQ
Connection Magazine	All customers All community staff 104 <sup>th</sup> HQ
AFN TV and Radio	All customers Community Staff ASG and USAREUR HQ
Stars and Stripes Newspaper	All customers Community Staff ASG and USAREUR HQ

**Fig 1.1-1: Leadership Communication Forums and Media**



**Fig 1.1-2 Strategic Management Triad (SMT):** Leadership system for providing guidance and direction throughout the BSB.

**1.1a(2)** Senior leaders create an environment of empowerment by fostering a strong vision and a set of principles for their employees, giving them the confidence, freedom and authority to act. This empowerment is deployed as shown in Fig 1.1-3.

These methods in addition to our SMT provides empowerment, organizational agility and ensures that everyone understands how they fit into the BSB’s mission. This innovative approach empowers employees to initiate change and better manage their work environment. As the “3 +1 Plan” cascades down through the BSB organizations and Directorates, every employee receives performance standards and/or expectations which ultimately support the BSB Plan.

METHOD	PROPONENT	DEPLOYMENT
SAP from BSB to office plans	ESC, DIRECTORATES	DIV/OFFICE ACTION PLANS
Individual Job Standards	ALL	TAPES
Process Action Teams	Driver Teams	Strategic Plan
Directorate Town Hall Meetings	BSB CMD	Divisions & Offices

**Fig 1.1-3 Means of Empowerment**

Another noteworthy empowerment effort is our EEO initiated Mentoring Program within the BSB. Through this program junior staff members have the opportunity to work with and learn from a more senior staff member.

Senior leaders encourage employee learning through their support of the training opportunities available through USAREUR, DA, and industry training sources. The USAREUR MWR Academy provides classes for every occupation within the MWR field and requests feedback from supervisors for outcome measures. Additional opportunities have been provided within the BSB through on-site training.

**1.1b Organizational Performance Review**

**1.1b(1) Organizational Performance and Capabilities**

**Review:** The 284<sup>th</sup> BSB reviews performance in many ways. (See Fig 1.1-3) Senior leaders review BSB successes and competitive performance using methods outlined in Cat 4.1. The key performance measures and their findings can be found in Fig 1.1-4. Review of organizational performance and capabilities is accomplished internally via Review and Analysis (R&A) charts to assess BSB health.

**1.1b(2) Findings Translated into Priorities for Improvement:**

In the 284<sup>th</sup> the findings of the reviews identified in Fig 1.1-4 are used to set our priorities. Many of the issues presented in the reviews are deployed to the workforce through the Directors, who are members of or represented at these review forums. These issues are passed to the “action office” with the Commander’s empowerment to do the RIGHT thing for the customer and the BSB. All issues are tracked and followed up to ensure satisfaction of all. Issues pertaining to our partners/suppliers are handled much the same way – ensuring the follow up is accomplished for our customers.

Large issues affecting the entire BSB and/or resolutions demanding additional/new resources are systematically added to the BSB Strategic Action Plan to be addressed and prioritized for BSB consideration. Via SMT, small issues are tracked and checked weekly through Directorate updates and the Commander’s Tasker List.

**1.1b(3) Performance Review findings to improve leadership:**

Leadership in this BSB uses input and feedback from every source to improve the way we do business and lead the workforce. In our constant effort to improve, based on our ACOE Feedback, the API Criteria is used by leadership as a tool to identify processes and structures that will enhance operation. Category 1 and Category 2 have been a focus of our leaders this past year. As a result we now have a systematic leadership, planning and improvement system that guides the entire BSB. The BSB’s new Strategic Management Triad was developed from our study of these criteria. Our additional review findings are used to set leadership focus on financial, operational and customer driven enhancement. All the findings mentioned in Fig 1.1-4 are used to refine and define what and where the BSB must concentrate to improve all areas of operation for our customer.

<b>SUCCESS</b>		
- APIC Feedback Implementation	# of feedback issues addressed	# issues address
- ISR	Red/Green/Amber	“Green” in most
-APF Review and Analysis	Budget Execution	Budget on track
-NAF Review and Analysis	Actual to Plan USAREUR Standard	Below Plan -10.9%
- 104th ASG Command Inspection Program	Standard Checklist	All Green
-Accreditation Standards	Inspection Reports	Accredited
<b>COMPETITIVE PERFORMANCE</b>		
-ACOE	Annual score	155
- BRAC	Closure list	To be determined
<b>RELATIVE TO GOALS</b>		
- ESC Qrtly update of goals	Progress, milestones	Baseline set
- Qrtly Commander’s Directorate Review	Directorate Action Plans accomplished	Plans Set
-JSIVA Deficiencies Corrected	2002 Inspection Results	Corrections programmed
-PSI	Inspection Results	Corrections programmed
-AFAP Issue Resolution	# Resolved	Corrections programmed
-Host Nations Relations	Positive HN Articles # Cultural Events	Increasing
-Environmental Stewardship	ECAS Finding corrected	Corrected or programmed
-Installation Volunteers	# of Volunteers	Increasing
-BSB Staff	# Trained Staff	Increasing
<b>CHANGING NEEDS</b>		
-Tenant Unit Mission Requirements	CDR Interviews	Satisfied Customer
-Customer Satisfaction	Survey Results	Baseline set

**Fig 1.1-4. Sr. Leaders’ performance Review methods and recent findings**

**1.2 PUBLIC RESPONSIBILITY AND CITIZENSHIP**

**1.2a Responsibility to the Public**

**1.2a(1) Impact on Society of Products, Services and Operations:** The BSB demonstrates our concern pertaining to these impacts by prioritizing environmental issues as a Mission Drivers. Our Host Nation Support Mission Driver Team focuses on the social, environmental and other improvements and impacts.

BSB leadership sends a strong message of support of public responsibility in the BSB mission statement. The focus is on impact, risk management and adherence to safety, health and law enforcement, fiscal and environmental requirements as established by the U.S. federal agencies, DA, USAREUR and the German government. Staff directors ensure congruity and adherence to the integrity of regulations, policies, laws and guidelines. Fig 1.1-5 identifies some of the legal/regulatory and risks associated with operation and how we address them.

Processes Legal/ Regulatory	Measures	Targets
Fire and safety	Fire Suppression Measures	
Environmental	ECAS ISR II SORT	
Energy	Cost of Utilities	Decrease Costs
Host Nation Relations	# of Positive Articles	Increase 20% Ann
Community Health/Well Being	% At Risk behaviors # Participants Fit to Win	

**1.1-5 Process, measures and targets for regulatory and risks associated with operation**

The BSB takes a “hands on” approach in managing the impact on society of our products, services, and operations. Proactive stewardship of cultural, historical and natural resources within the footprint impacts our host nation relations and public relations posture in the German community.

**1.2a(2) Anticipation of Public Concerns:** The BSB takes a proactive approach in addressing public concerns about current and future development, to include deployment of our troops.

Local Training Area (LTA) usage is managed to schedule training activities in rotating zones to allow for the recovery of habitat and fauna, hydro-seeding is used to speed up the recovery of marred terrain and cultural and natural resources are distinctly marked so soldiers can recognize and avoid these areas. We monitor the local newspapers and maintain close relations with local elected officials and governmental administrative offices to assure the public understands our safety concerns when they enter our training areas.

**1.2a(3) Ethical Business Practices:** Our Commander demonstrates the importance of ethical business practices in our daily operations. His example sets the tone and clearly defines the corporate expectation concerning ethical business practices and behavior within the BSB.

The Staff Judge Advocate office conducts ethics training to key personnel and reviews business contracts for environmental and safety compliance during competitive awarding.

As our workforce is empowered leadership defines and explains the responsibilities of empowerment. One of those responsibilities is ensuring ethical practices above all in dealing with internal or external customers and/or any operation.

All APF and NAF employees are required to be processed in through the ASG CPAC office. During this process, ethical behavior is one of the items discussed.

**1.2b Support of Key Communities:**

In the 284<sup>th</sup> we identify our “key communities” as those within our BSB footprint and those surrounding that footprint.

Community relationships are a long-standing integral part of the U.S. military in Europe. The BSB strives to be a welcomed neighbor within the local community with well established and aggressively maintained civic, social, and professional partnerships with German officials and professional agencies.

Maintaining positive German-American relations is a part of our stated mission and an implied task as individual ambassadors of the United States. The Commander publicly recognizes and rewards community members, civic leaders and military and civilian employees for their contributions to the military and local community.

The BSB also hosts many German-American events such as the German-American Fests, brunches, an annual Thanksgiving dinner and the New Year’s Reception. Local German officials are also invited to military and social ceremonies, and events throughout the year. Furthermore, quarterly meetings are held with local mayors that have jurisdiction within our footprint. This serves as a tool to address concerns of our Host Nation and continues to build a good working rapport.



Fig 1.1-5. Planning and Expectations Cascade



284th Base Support Battalion

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# STRATEGIC PLANNING

## 2.0 STRATEGIC PLANNING

The 284th BSB Strategic Plan is our road map, reflecting what we must achieve in order to execute our mission and to strive toward our vision. It is designed to be flexible enough to allow us to adjust priorities within a changing resource and leadership environment while providing a clear and achievable target for the entire BSB to understand and internalize. The Mission Drivers (MD), Strategic Objectives (SO) and Action Plans relate directly to the ASG Regulation 10-1, which defines the BSB's reason for existence and is structured to support the ASG, USAREUR and DA Strategic Plan.

### 2.1 Strategy Development

#### 2.1a Strategy Development Process

**2.1a(1) Strategic Planning Process:** Our Strategic Planning Process (Figure 2.1-1) is a systematic approach to defining MDs and SOs. Action Plans and tasks are identified with measures and indicators of our progress toward meeting our Strategic Objectives. The process is managed by the Executive Steering Committee (ESC), comprised of the Commander, CSM, XO, DPW, DCA, S1, S2/3, PAO, and the DOL. The process began with our Strategic Planning offsite session. This facilitated two-day event, attended by the ESC, BSB Special Staff, and the APIC Team, constitutes Phase 1 (Situation Appraisal and Strategic Direction Setting) and Phase 2 (Mission Driver identification). Due to the change in our priorities after "9-11", the first Strategic Planning offsite under LTC Bender was delayed until December 2001. Future offsites are planned for the summer months. The time of the offsite session was selected to be shortly before the end of the fiscal year to review our changing mission requirements.

During the offsite, the BSB's short and long term planning horizons were determined to be 2 years and 4 years respectively. The short-term horizon was chosen to be the length of the command tour for our primary customers. Experience has shown that there are significant changes to customer requirements after each change of command. The long-term planning horizon was chosen to be the length of time needed to design and build a military construction project. This time period allows the BSB time to identify projects to our higher headquarters for inclusion in budget projections. This ensures the BSB can maintain some stability in the plan, especially those MDs that have historically remained important to our customers, allowing flexibility to react to changing customer requirements and higher headquarters direction over a longer period.

**Phase 1: Situation Appraisal and Strategic Direction Setting** reassesses our operational environment and higher headquarters guidance, including current and future project resource allocation, and forms them into a unified direction for the BSB. Our Purpose, Vision, Mission and Values were determined, consensus was achieved among the participants and our "Strategic Direction" was published to the workforce and our customers.

**Phase 2: Mission Driver identification:** As our direction is confirmed and/or changed, our MDs are reviewed and validated by the ESC. These four Drivers (Readiness, Quality of Life, Host Nation, and Internal Business) form the BSB's "3+1" Strategic Plan and constitute an easily identifiable alignment between the Strategic Objectives and the BSB's Mission.

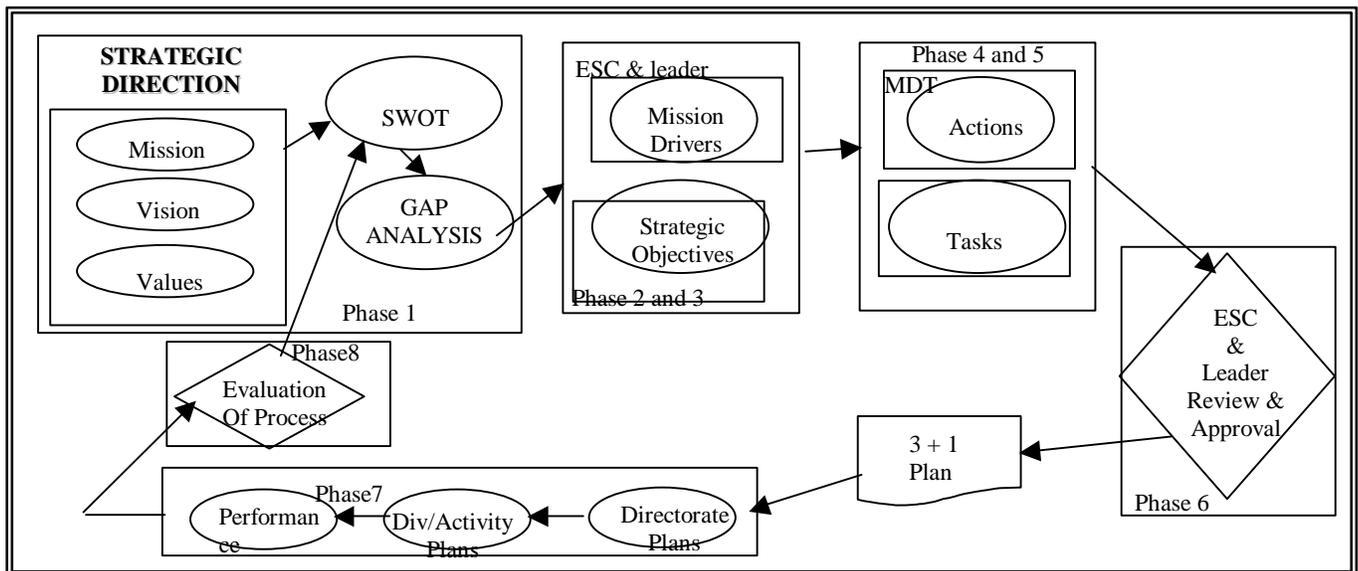


Fig 2.1-1 Strategic Planning Process

**Phase 3: Strategic Objective Development** is the third part of the Strategic Planning process where Strategic Objectives are identified by the ESC.

**Phase 4: Action Development.** The Mission Driver Teams meet monthly, or as required, to develop and/or review the actions necessary to execute the Strategic Objectives.

**Phase 5: The Mission Driver Teams identify and assign tasks** required to accomplish the actions, including identifying who is responsible to execute the task, what resources are required, indicators that show when the task has been completed, and any interdependencies among the tasks.

**Phase 6: ESC review and concur with the “3+1 Plan”.**

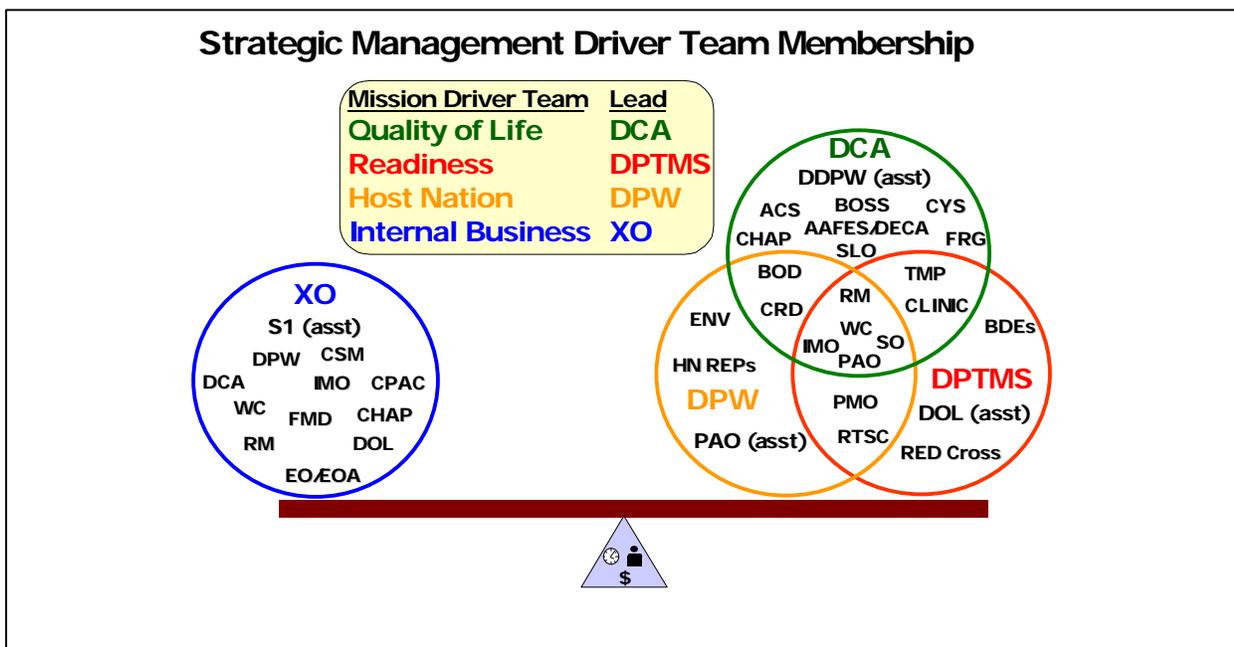
**Phase 8: Strategic Planning Process Evaluation:** Annually the ESC and MDTs discuss and evaluate the Strategic Planning Process. As the process is improved we begin our next cycle - continuously improving our planning efforts and the resulting plan.

Fig 2.1-2 illustrates the involvement of all stakeholders in the planning process. Each MDT consists of representatives from all stakeholder organizations. All needs are considered at every phase of our planning process.

**2.1a(1) Strategic Planning Factors:** See figure 2.1-3

**2.1b Strategic Objectives**

**2.1b(1) Key Strategic Objectives:** See Fig 2.2-1, for our strategic objectives, timetables and action plan contents.



**Fig: 2.1-2 Key Participants in the Strategic Planning Process**

**Phase 7: Deployment** is the final, most difficult and longest phase of the Strategic Planning Process. Each Directorate develops their Directorate Plan supporting the BSB with Strategic Objectives and Action Plans identified to accomplish the “3+1 Plan” Strategic Objectives. As the planning process cascades through the organization, each division and activity develop plans supporting their next higher plan. The final step in this deployment is the performance expectations written into each employee’s standard for accomplishment. (See Planning and Expectations Cascade at Fig 1.1-6).

**2.1b(2) Addressing Organizational Challenges:** Our strategic challenges and their link to our plan are indicated in Fig P2-1.

**2.2 Strategy Deployment:** Our Strategic Plan is deployed through the workforce via Tasks that comprise Action Plans. The relationship “cascade” is shown in Fig 1.1-5.

**2.2a(1) Developing and Deploying Action Plans:** Action Plans are the front line tool to achieve our Strategic Objectives. Action Plans are composed of discrete, measurable, finite tasks, and are formulated by the Mission Driver Teams (MDT).

Customer and Market Mission Needs/ Expectations and opportunities	Customer surveys, day to day customer interface, MDT Strategic Objectives to enhance customer relations are sources of data on current and potential customers. This data is analyzed to determine current as well as future customer needs. Ways to meet these needs are translated into objectives in the “3+1 Plan”.
Competitive and mission environment Capabilities relative to competitors	The ASG and BSB APF and NAF R&A process is designed to define the mission environment and capabilities relative to other ASG BSBs. This analysis provides information about APFs to determine our objectives pertaining to execution of funding. Unfunded requirements are then competed based on execution rate. The NAF NIBD is assessed in the comparative analysis to determine capital purchase minor construction projects while remaining focused on stewardship of tax dollars.
Technological and other key changes that might affect products/services and/or how you operate	One of the BSBs key changes relates to the possibility of base closure. This uncertainty affects long term planning. Should an announcement be made that a closure is certain, our planning would then focus on how to effectively and efficiently manage and remain accountable for resources, focusing on our most important asset – our employees.
Strengths/Weakness, including human and other resources	The BSB considers our staff its strength and sets goals based on the capabilities on board. We consider the costs of training and improvement in our strategic plan that cascades down to Directorate and Activity Plans. The weaknesses we are faced with are issues of uncertainty and information flow from higher HQ
Supplier/Partner Strengths and Weaknesses	Some of our contracted partners and suppliers provide focused and productive service to the BSB and our customers. This contributes to our overall success.
Financial/Social and other potential risks	The reviews of financial performance and force protection measures are how we address the risks on a continual basis.

### **2.1-3 Strategic Planning Key Factors**

The Mission Driver Teams estimate the resources required and assign a directorate, office, or person to be the lead for executing each task in the Action Plan. Tasks are intentionally designed to be narrow enough that a single organization or person can execute them without having to develop further cross-functional teams. This process highlights the importance for the empowerment of each representative on a Mission Driver Team. They must be able to speak and accept responsibility for fulfilling an assigned action for their organization. Action Plan updates are accomplished as discussed in 2.1-1 above. Since a single organization or individual can carry out each task in the Action Plan, the resources required can be quickly identified, programmed/budgeted, and utilized to accomplish the task. In the event that resources are identified as required to execute a task, but are not available to the person or organization assigned to the task, the resource requirement is elevated to the Mission Driver Team. Most likely, resources will be available at this level since nearly all stakeholders are involved in the Team, however, if the requirement can not be met, it is forwarded to the ESC for action, and if necessary on to Higher Headquarters as required. Resources required are identified on the Action Plan (Figure 2.2-1) and are annotated as necessary if the resource request has to be elevated to be satisfied.

**2.2a(2) Key Short and Long Term Action Plans:** Each of our Strategic Objectives has an associated Action Plan and set of Tasks. We are in the process of developing and publishing Action Plans for each Strategic Objective. The Action Plan format is shown in 2.2-1.

**2.2a(3) Key Human Resource Plans:** Our Key Human Resource Plans are part of our Internal Business Strategic Area. The Strategic Objectives for this Mission Driver are shown in Figure 2.2-1. These Objectives were developed at the Strategic Planning Offsite by a team including the Mission Driver Team Leaders and therefore inherently derive from the requirements of the other three Mission Driver and are designed to enhance the workforce’s ability to achieve the Strategic Objectives of those three Mission Drivers.

Each Mission Driver Team is lead by the Directorate Chief whose directorate mission is most closely related to the mission driver. Teams also include a team assistant talked with meeting coordination. Both leader and assistant are ”members of the team” and responsible for logistical and administrative functions only. (See Figure 2.1-2) Cross-functional teams of stakeholders assist in management of the Mission Driver and its subordinate Strategic Objectives. The Internal Business Mission Driver is an enabler and force multiplier that provides resources to the BSB in order to better execute the other three Mission Drivers. As can be seen in Figure 2.1-2, a balance between this enabler and the other three Mission Drivers is what is required to ensure the BSB is executing its mission over the long-term without adversely effecting its employees and other resources (the fulcrum on which the balance rests) in the process.

**2.2a(4) Key Performance Measures:** Our key performance measures for tracking Action Plan progress toward meeting each Strategic Objective are shown in Figure 2.1-4. Within each Action Plan, the status of each

Task is measured as shown in Figure 2.2-1. Each Task is assigned a Green/Amber/Red rating based on how well the Task is tracking compared to its schedule. A Green rating means the Task is on schedule; an Amber Rating means a Task is behind schedule but will not exceed the targeted timeline by more than 50% and; a Red rating means the task has run into a major problem (e.g additional unpredicted resources outside the control of the organization or individual assigned to the Task) requiring Mission Driver Team Leader or ESC intervention. When the measurement tools and Goals were defined and/or refined at the Strategic Planning Offsite, they were designed to ensure they cover all key deployment areas and stakeholders. If, during the course of Action Plan Deployment, it becomes evident this is not the case, the Mission Driver Team Leader will get the concurrence of the ESC to modify or replace the measure as required.

## **2.2b. Performance Projection**

### **2.2b(1) Performance Projections for Key Measures:**

Long and short term performance projections for each Strategic Objective are shown in Figure 2.2-1. The implementation of the DoD-standard ICE system is a very good example of how we expect to capitalize on valuable comparison data to help improve our performance projection in the coming years. We expect to fully integrate this comparison data into the day-to-day operations cascading down to decision-making at our front doors. Another important process initiated by the BSB is the establishment of a Quality Management office. This BSB has committed much needed funding and human resources to continuously improve processes and measures, to make more accurate projections, and to facilitate effective and efficient business decisions for our future.

	Strategic					Time	Product/	
MD	Objectives	Pests	Actions	Customers	Findings	Table	Service	Results
R	<b>R1</b> Continuously Improve Force Protection & Anti-Terrorism Readiness	Performance Efficiency/ Effectiveness	R1-1 Correct JSIVA Deficiencies R1-2 Improve AT Info flow R1-3 Conduct AT/WMD EX Program	Civilians Fam Mem Soldiers Units	Increasing	Short Term	Force Protection Safety	7.2-9 7.4-6
R	<b>R2</b> Improve Deployment Support Capabilities	Performance Efficiency/ Effectiveness Satisfaction	R2-1 Provide Family Member Care Support R2-2 Improve Deployment Support	Fam Mem Soldiers Units	Increasing	Short & Long Term	Force Protection Safety	7.2-6 7.2-11 7.4-3 7.4-4 7.4-12
QOL	<b>Q1</b> Positive Germany Tour Experience	Satisfaction Costs Time Performance	Q1-1 Execute an effective first impressions prog Q1-2 Execute soldier & family member committee & action programs Q1-3 Provide Quality & sustainable MWR programs	Fam Mem Soldiers Civilians	Increasing	Short & Long Term	Morale General Welfare Sanitation Beautification Safety Master Planning	7.1-1,7.1-2,7.1-3 7.1-4,7.2-2,7.2-4 7.2-5,7.2-8,7.2-16, 7.3-4,7.3-6,7.4-3, 7.4-4,7.4-7
QOL	<b>Q2</b> Improve Living Environment	Satisfaction Costs Performance	Q2-1 Improve neighborhoods Q2-2 Improve Barracks	Soldiers Fam Mem	Increasing	Short & Long Term	General Welfare Morale Safety Sanitation Beautification	7.2-2,7.2-4,7.2-11, 7.3-2,7.3-3,7.3-4, 7.4-3,7.4-4,7.4-5 7.4-6,7.4-7
QOL	<b>Q3</b> Increase Effectiveness of Community Services	Satisfaction Performance Time Effectiveness/ Efficiency Costs	Q3-1 Increase Parking/Improve Roadways Q3-2 ACS Accreditation Q3-3 Improve CYS Programs	Fam Mem Soldiers Civilians Units	Increasing	Short & Long Term	Safety Morale	7.1-1,7.1-3,7.2-2 7.2-7,7.3-2,7.3-5 7.3-6,7.4-5,7.4-6 7.4-7,7.4-11,7.4-16

	Strategic	Performance				Time	Product/	
MD	Objectives	Measures	Actions	Customers	Findings	Table	Service	
HN	<b>HN1</b> Maintain & Improve Host Nations Relations	Performance	HN1-1 Increase LN Positive Assessment of US Forces HN1-2 Increase Number of Cross Cultural Events	Soldiers Family Mem Civilians Units	Increasing	Short	General Welfare Morale	7.4-17 7.4-18
HN	<b>HN2</b> Improve Environmental Stewardship	Performance Costs Effectiveness/ Efficiency Time	HN2-1 Correct ECAS Findings HN2-2 Revitalize SORT Program	Soldiers Fam Mem Civilians Units	Increasing	Short & Long Term	Sanitation Safety Beautification	7.2-15 7.4-1 7.4-2 7.4-5
IB	<b>IB1</b> Improve Employee Well Being	Satisfaction Performance	IB1-1 Improve Internal Communications IB1-2 Improve Sponsorship Program	Civilians	Increasing	Short	General Welfare Morale	7.2-16 7.3-2 7.3-3 7.3-4 7.3-6
IB	<b>IB2</b> Maintain Right Sized & Trained BSB Staff	Performance Effectiveness/ Efficiency \$Costs Time Satisfaction	IB2-1 Coordination (CPAC/BSB) Supvs # Filled vacancies IB2-2 Implement IDP link to Strategic Plan	Civilians	Increasing	Short	Law Enforcement Crime Prevention Installation Support Morale Safety Force Protection	7.3-1 7.3-5
IB	<b>IB3</b> Execute Critical Business Functions	Performance Effectiveness/ Efficiency \$Costs Time Satisfaction	IB3-1 Execute Budget to Annual Plan	Civilians Soldiers Units Fam Mem	Increasing	Short	Morale General Welfare	7.2-2,7.2-3 7.2-4,7.2-5 7.2-7,7.2-8 7.2-16,7.3-5 7.3-12



# 284th Base Support Battalion

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## CUSTOMER FOCUS

### 3 CUSTOMER FOCUS

#### 3.1 CUSTOMER AND MARKET KNOWLEDGE

##### 3.1a Customer and Market Knowledge

**3.1a(1) Determine and Target Customer Groups:** Our customer base and market segments are dictated primarily by assignment. Within those segments the APIC Team and the ESC identified our four customer groups (Fig P6) based on services provided, population and demographic figures. This information assists in pinpointing the customers and market segments included in and important to our community.

Another distinguishing feature of our customer groups is the location of their homes. The 284<sup>th</sup> BSB footprint includes Giessen, Friedberg, Butzbach, Wetzlar and Bad Nauheim, as well as the surrounding areas. Soldiers, family members and/civilian employees living within that 50 mile radius – whether assigned to the BSB or not, are also included in our customer base. These customers are considered “customers of one of our competitors”, the BSB in Hanau, Germany, located only a few kilometers down the road. As we survey 284<sup>th</sup> BSB customers, we include all eligible individuals and families in our determination.

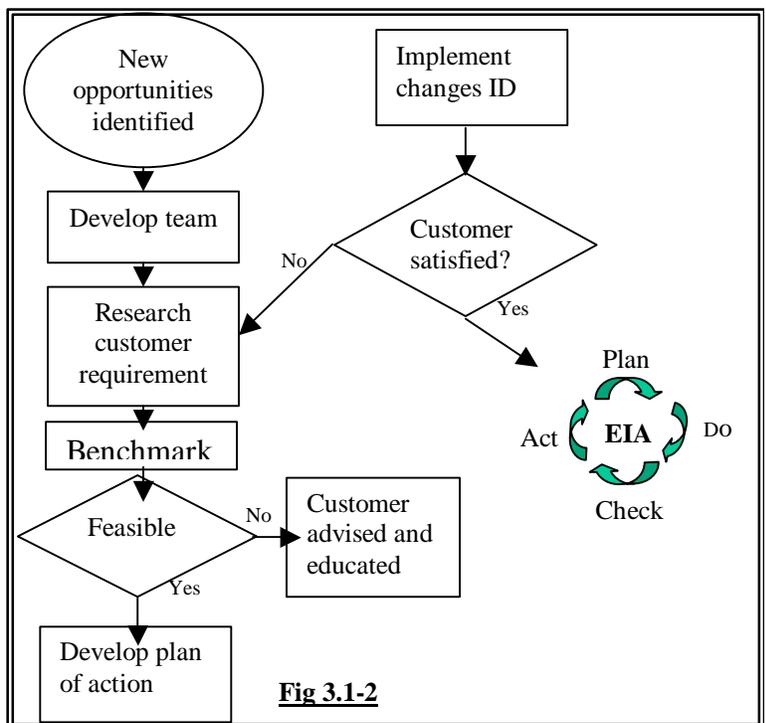
**3.1a(2) Listening and Learning Methods:** The BSB constantly utilizes various platforms as their listening and learning method. Customer comment cards are frequently used to determine customer requirements. Fig 1.1-1 and Fig 3.1-1 depicts some listening and learning forums used by the BSB to ensure we provide customer focused products and services.

The feedback and relevant information received from these forums is reviewed by the responsible organization and dispersed to the process owner for consideration and/or improvement. Should an issue be cross-functional in nature, the ESC assigns the action to the appropriate Mission Driver Team (MDT).

Our customers require timeliness, accuracy, etc. Determinations of our differing customer groups necessitate distinctly different listening and learning strategies. Based on the customer feedback derived from the various forums (Fig. 1.1-1), our organizations and the command are able to analyze their customer needs responsively and insure that the service offered to the customer meets the current requirements. Customer issues are reviewed and evaluated by the ESC. The ESC uses relevant information from customers to (including marketing, sales info, reimbursable services, customer retention, won/lost analysis, complaints) determine and project current and future customer needs. The newly deployed DoD wide Interactive Customer Evaluation Program (ICE) will serve as an important factor in reacting to customer requirements.

Requirements	Customer Group
BDE Training Calendar	Unit, soldiers, civilian workforce
ICE	Unit, soldiers, civilian workforce and family members
99 Line	Soldiers, Civilian workforce and Family members
Commander’s Open Door	Soldiers, Civilian workforce, family members
Employee Climate Survey	Civilian workforce
MWR Leisure Needs Survey	Soldiers, family members and civilian workforce
Community Web Site	Civilian workforce
CAPR Meetings	Soldiers, family members
Importance/Value	
Repeat customers	Unit, soldiers, civilian workforce and family members
ICE	Unit, soldiers, civilian workforce and family members
Commander’s Open Door	Soldiers, Civilian workforce, family members
MWR Leisure Needs Survey	Soldiers, family members and civilian workforce
CIB Meeting	Family members
Customer Comment Cards	Unit, soldiers, civilian workforce and family members

**Fig 3.1-1** Several Methods used we Listen and Learn to determine key requirements & importance/value and the different methods used by customer group



**Fig 3.1-2**

**3.1a(3) Keeping current with business needs/direction:** The 284<sup>th</sup> stays aware of new trends and improved ways of gaining customer input through our Executive Office. This office is tasked with the job of customer contact and response. While seeking improved customer comment processes/methods, we took advantage of the opportunity to implement the Interactive Customer Evaluation (ICE) system developed and deployed by DoD. This automated, web based system provides our customers with direct input to our programs from any computer. We have also developed hard copy cards, designed to compliment the ICE automated system, that are available in all facilities should our customer prefer. The ICE gives us the ability for the BSB to receive the input necessary to improve programs from a top management perspective. The system also allows each manager to identify specific needs for the survey. As this system is expanded throughout DoD, we will be able to obtain competitive/comparative information and data to further the usefulness in improving our processes and programs.

**3.2 CUSTOMER RELATIONSHIPS AND SATISFACTION**

Our customer base is ever-changing as we meet the challenge of re-stationing, recurring PCS moves, changing community requirements, the effects of “9-11” and considering the possibility of base closure. Each of our customer segments (Fig P6) has specific needs and requirements. Our customers are continually kept informed through customer feedback forums, media and publications. Our listening and learning forums help ensure their needs continue to be met and our quality standards continue to be increased.

**3.2a(1) Build Relationships with Customers:** Our BSB Commander’s focus is on building strong and responsive relationships with all customers. With the implementation of the various forums identified in Fig. 1.1-1 our commander, LTC Bender, increased the opportunity for our customers to provide feedback and input fostering the opportunity to build customer relationships. One of the improvements he has made is that we now take these opportunities to the customer. Several of the customer forums listed above are now provided in four of our five community locations.

The BSB feedback forums are an opportunity for the BSB to maintain good customer relationships with our customer segments. The feedback forums provide an invaluable source of information and are the cornerstone of our customer relationship process. The feedback forums serve two purposes: (1) Customer advocates and liaisons are given a concrete method to relay their concerns and (2) it is a systematic way to gather data, record concerns and evaluate customer contact performance and issues.

The greatest responsibility of building relationships with our customers lies with our frontline employees. Every contact we make with a potential customer is a determining factor in continued patronage

Key Access Mechanisms	Customer Requirements
Web page	<b>Timely</b> , easy access <b>Customer driven</b> format <b>Effective</b> presentation <b>Efficient</b> use of time <b>Value</b> added <b>Quality</b> information
Face to Face	<b>Timely</b> response <b>Customer driven</b> courtesy <b>Effective</b> response <b>Efficient</b> service & referral <b>Value</b> focused <b>Quality</b> service <b>Quality</b> information
Phone contact	<b>Timely</b> answering <b>Customer driven</b> courtesy <b>Effective</b> response <b>Efficient</b> reply <b>Value</b> of information <b>Quality</b> information
Forums	<b>Timely</b> and consistent <b>Customer driven</b> agenda <b>Effective</b> results <b>Efficient</b> use of time <b>Value</b> added <b>Quality</b> information
Manager “walk through”	<b>Timely</b> and accountable response <b>Customer driven</b> schedule <b>Effective</b> emphasis <b>Efficient</b> use of time <b>Value(able)</b> interaction <b>Quality</b> information
Remote location facilities	<b>Timely</b> and reliable <b>Customer driven</b> programming <b>Effective</b> management <b>Efficient</b> use of time <b>Value</b> added activity <b>Quality</b> information
E-mail	<b>Timely</b> response <b>Customer driven</b> accessibility <b>Effective</b> results <b>Efficient</b> reply <b>Value(able)</b> interaction <b>Quality</b> information

**Fig 3.2-1 Customer Access mechanisms and requirements**

The most important aspect of building a lasting relationship with our customers is to ensure that the

credibility and confidence of the customer never lessens or breaks. To ensure this, all of our front-line employees are empowered to provide on-the-spot resolution to the customer with a complaint.

**3.2a(2) Key Customer Contact Requirements:** The BSB uses a variety of ways to determine what our customers’ contact requirements are. These sources include historical data and business trends from the BSB and throughout DoD and industry, information on competitors and their customers, benchmarking like organizations and surveying our customers to determine their preferences for these requirements.

We have found that customer access requirements are basically the same for all access mechanisms, however, there are different applications of the same requirements as illustrated in Fig. 3.2-1 above.

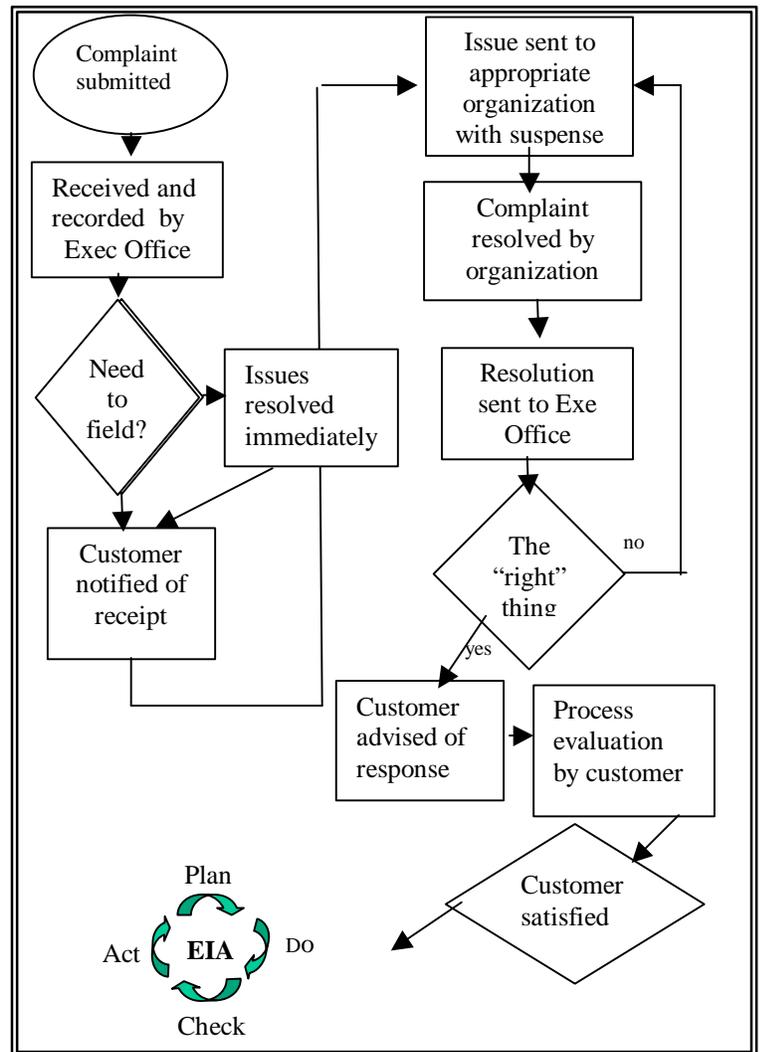
Customer contact is made upon arrival at the BSB through the Central Processing Facility and ACS. Service members are required to be fully inducted into the community through various classes at the ITC. Family members, as well as civilian workforce, may attend the ACS Newcomer Orientation and Welcome (NOW) course and/or the Headstart course with their sponsors to become familiar with the BSB and the local area.

In our BSB customer contact requirements are identified and deployed through the workforce through our management chain in each Directorate. The commander ensures that his managers understand his expectations of timely, customer driven, effective, efficient, valuable and quality service. These requirements are then deployed through staff meetings and performance counseling throughout the BSB.

**3.2a(3) Complaint Management Process:** Customer complaints are determined by reviewing customer comment cards, contact with customer service representatives, open forums, the new ICE program, as well as the BSB telephone “action line”. The customer complaints are gathered, tracked and reviewed by the BSB Executive Assistant. The complaints that can be resolved immediately are resolved and the customer contacted with resolution. If the complaint cannot be resolved by the Executive Assistant, the customer is contacted and informed that the complaint has been forwarded to the appropriate organization and the anticipated timeline for resolution. See Fig 3.2-2 for process flow.

To further ensure complaints are handled appropriately, employees are trained to handle complaints and dissatisfied customers through various CPAC courses, DPW Academy Courses and MWR Academy Courses. Employees are authorized to resolve complaints on site when practical. DPW and DCA front-line managers are

all trained to provide face to face customer complaint resolution .



**Fig 3.2-2 Complaint management process**

An aggregate database of customer complaints is being developed for ESC consideration for possible inclusion in Strategic Action Plan.

**3.2a(4) Keeping current with business needs and directions:** The BSB Commander received information on building customer relationships and providing customer access at the recently attended Garrison Commander’s Course and has deployed that knowledge to his senior leaders. Through higher echelon, each Directorate, receives info and instructions on building customer relationships. The aggregate knowledge gained through these sources keeps the BSB in the fore front of building relationships and providing customer access mechanisms.

### 3.2b Customer Satisfaction Determination

#### 3.2b1 Determination Methods and Measures

The 284<sup>th</sup> BSB is increasing their access to satisfaction/dissatisfaction mechanism by placing kiosks and more customer comments card drop boxes at each customer service area. The kiosks will enable customers to rate the facility online using the ICE program.

METHODS	CUSTOMER GROUPS
Observation	Soldiers Civilian Workforce Family Members Units
Repeat Business	Soldiers Civilian Workforce Family Members
Surveys	Soldiers Civilian Workforce Family Members Units
IG Sensing Sessions	Soldiers Civilian Workforce
CDR Open Door	Soldiers Civilian Workforce Family Members
Action line	Soldiers Civilian Workforce Family Members
Financial Results	Soldiers Family Members Civilian Workforce
Referral	Family Members Soldiers
Complaints	Soldiers Civilian Workforce Family Members Units

#### 3.2-3 Determination Methods for Customer Satisfaction and Dissatisfaction

To ensure that our measurements capture actionable information, we encourage use of the 5 point Likert scale as used in the ICE system and customer comment cards throughout the BSB.

**3.2b(2) Follow-up with customers:** When designing and improving processes in the BSB we build in a customer evaluation phase in order to receive prompt and actionable feedback. Our listening and learning forums (Fig 1.1-1) provide the BSB the opportunity to provide prompt and actionable feedback to our customers. The BSB commander meets with customers regularly to resolve concerns immediately if the resolution is feasible and “makes sense”.

**3.2b(3) Customer Satisfaction Relative to Benchmarking:** Information on customer satisfaction is provided by higher headquarters and leisure needs surveys and is used to review our position in comparison to other BSBs. We maintain contact with those agencies that are considered the benchmark for quality and customer service. In addition, we strive to exceed the higher headquarters standards.

When the BSB receives satisfaction data indicating our competitor is preferred, we review and research the data received and begin our Product/Service Design process as indicated in Fig. 6.1-1.

**3.2b(4) Keeping current with business needs and directions in Satisfaction/Dissatisfaction Determination:** We are continually seeking new and better ways to determine customer satisfaction/dissatisfaction. In this effort, we implemented the ICE system on our local homepage.

The BSB constantly evaluates our processes to ensure that we do not lose the focus on our customer driven processes.



# 284th Base Support Battalion

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## INFORMATION & ANALYSIS

## **4.0 INFORMATION AND ANALYSIS**

### **4.1a Measurement and Analysis of Organizational Performance:**

The BSB is developing a common sense approach in the areas of performance management and our performance measurement system that will directly connect employee behavior to the organization strategies and goals.

Major components of the BSB performance measurement system focus on “**Why We Do It.**” This consists of the standardization of R&A charts, yearly CIP visits and the results of the ISR Part I, II and III. The data and information relates directly to our MD’s and is used to make and prioritize decisions about resources, organizational structure, and personnel manning.

Information within the BSB develops into knowledge when the information is compared over time, to other BSB’s, situations and the consequences of the outcomes are considered. The MDTs ensure the BSB’s measures are sound and targeted towards the BSB’s key processes. Working with a facilitator, the ESC and MDTs identified five measurements important to BSB operations. They are defined in Fig 4.1-4. The BSB measurement system allows the BSB to monitor performance at every level in the organization and troubleshoot failures. This gives the BSB the ability to track faulty processes and individual performance.

**4.1a(1) How do you gather and integrate data and information from all sources to support daily operations and organizational decision-making** The BSB has revisited the challenge of gathering, organizing, analyzing, integrating and managing the data provided by the many reporting systems, services offered and customers served. Fig 4.1-1 lists several of our sources of information and data. This data is gathered on a regular schedule, based on the reporting requirement and proponent organization.

The data and information is integrated at the point of decision making by the Commander, the Directors and/or MDTs. The Commander and the MDTs work with data from more than one Directorate and/or source due to the cross-functional nature of their responsibilities and community application.

The Strategic Plan calls for four distinct teams representing our four MD’s. Lead by a directorate chief, the teams are comprised of a combination of members from each directorate. The four MDTs are charged with determining performance actions, tasks, associated measures and timetables for execution.

The MDT members gather data from functional area chiefs and are charged with analyzing the data. The MDTs meet individually on a regular schedule to review

the performance measurement data for the teams objectives and actions. The MDTs are then brought together at the strategic planning session to track progress.

Customary BSB R&A charts are derived from the measurements and standards required by DA, USAREUR, ASG and the BSB, and are the integral part of measuring the success of many different fields. See figure 4.1-1.

Quantifiable units used to measure our success consist of cost, revenue, customer satisfaction, safety certification, accreditation, capacity vs enrollment, accessibility, productivity as well as technological capabilities. (see figure 4.1-3).

**4.1a(2) How do you select and align measures/indicators for tracking daily operations and overall organizational performance?** Measurement is the key to achieving alignment within the BSB because it informs employees of the extent to which they are achieving the goals in key strategic areas such as quality and customer service. It is the primary tool for communicating direction, establishing accountability, defining roles, allocating resources and monitoring and evaluating performance.

Our higher headquarters establishes measurements in many areas. In the BSB we use the five measurement categories identified as important to operation by the ESC (see Fig 4.1-3). As Strategic Objectives, Action Plans and Tasks are developed and included in the SAP, pertinent measurement categories are selected and applied to the objective, action and/or task. These five measurement categories provide a systematic approach to measurement for the ESC and the strategic management system.

Measurement identification consist of the following questions:

1. What process is to be measured?
2. Which part of the process is to be measured?
3. Why was this part chosen?
4. Define MD
5. How will the data be collected?
6. Who will be responsible for collecting the data?
7. What kind of chart will be used and how is it labeled?
8. Who will be responsible for recording information?
9. Who routinely needs to be aware of the data?
10. How will the information be communicated?
11. Who should be responsible for taking action?

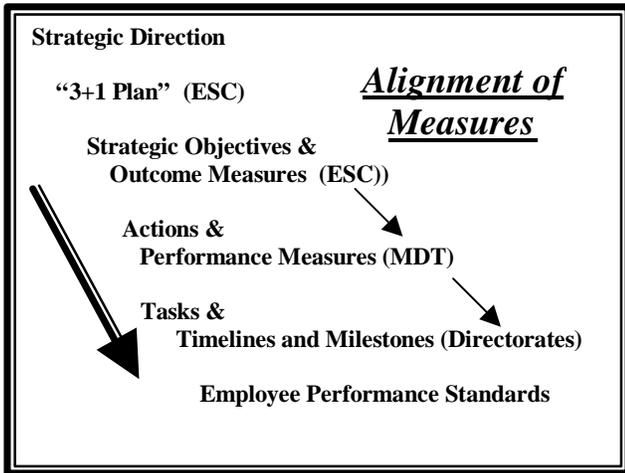
Alignment of measures is accomplished using the cascade through the organization, just as the alignment of Strategic Objectives, Actions, Tasks and Results. Each employee is tied to the strategic plan through their performance expectations and standards. We have

established this cascade process and are deploying it in the workforce as we progress on our journey toward continuous improvement.

We are establishing an alignment of measurements that will include:

- Outcome Measures** – Set for Strategic Objectives
- Performance Measures** – Applied to Action Plans
- Timelines and Milestones** – Indicators for Tasks

This will give us better indicators for short and longer term objectives and actions.



**Fig 4.1-2 Alignment of Measures**

**4.1a(3) How do you select and insure the effective use of key comparative data and information.** Our two main sources of comparative data at the 284<sup>th</sup> BSB are the Installation Status Report and the Army Community of Excellence packets from other BSBs. The ICE system will provide us a third comparison source as we increase the use of and effectiveness of that asset.

Information provided in the ISR evaluates the performance of the major BASOPS provided within the “footprint” of an installation and other BSBs in the ASG. It includes services delivered on and off-post to our customers. The ISR consist of 7 major areas:

- ☞ Personnel and Community
- ☞ Information Technology (IT)
- ☞ Operations
- ☞ Logistics
- ☞ Engineering
- ☞ Health Services
- ☞ Command and Staff

Several activities are rated to determine the overall rating of Green, Amber or Red.

The ISR baseline is the same set of 95 Army funded base support services used in the Service Based Costing. It includes additional, non-Army funded services of interest of installation, MACOM, and Army leadership. ISR-

Services does not focus on who (contractors, civil servant, soldier) delivers. Rather, with Service Based Costing (SBC), it focuses on performance-based management, measurement, and budgeting. Together, ISR and SBC address requirements of the Government Performance and Results Act (GPRA) of 1993, the National Performance Review, and Army performance measurement initiatives like Army Performance Improvement Criteria (APIC). The ISR rates our services in Friedberg and Giessen based on quality. This documents the changes that the community services have made to better their quality of service. Some ratings stayed the same compared to others that have gotten better or worse. These rating are based upon standards written by DA and give DA an idea of which areas need additional funding.

The BSB staff continues to seek new sources of comparative data, benchmarking opportunities and service providers to enhance our ability to become the best in class.

Additionally, the functional area chiefs compare internal data on a weekly, monthly, quarterly and yearly basis. The comparative data drives decisions based on four factors:

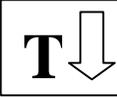
- ☞ Negative Trend – Cannot be improved immediately
- ☞ Status Quo – Performance meets but does not exceed requirements
- ☞ Better Services - Other organizations offer products and services that is not provided by BSB
- ☞ New Services – Future process performance that cannot be premeditated

All BSB’s within the 104<sup>th</sup> ASG are compared using R&A charts and all ASG’s within USAREUR are compared using R&A charts and performance measurement systems.

The ICE program will give us the opportunity to compare our customer satisfaction information and data with other DOD organizations around the world. This data will help us focus on the areas for improvement of most interest and value to our customer.

**4.1a(4) How do you keep your performance measurement system current with business needs and directions?** The 284<sup>th</sup> is constantly seeking new and improved ways to accomplish our mission that are more efficient and effective. As good stewards of tax payer dollars, this BSB reviews winning ACOE submissions to identify ways we can improve and, in addition, we listen and learn from new civilian and military community members as they bring their “good ideas” and experience to the BSB.

**4.1b. Performance Analysis**

<p><b><u>PERFORMANCE</u></b></p> 	<p>Level of quality output compared to a standard of some other recognized excellence or criteria.</p>
<p><b><u>EFFECTIVENESS &amp; EFFICIENCY</u></b></p> 	<p>Measures the effective use of resources, manpower, money, materials, etc.</p>
<p><b><u>SATISFACTION</u></b></p> 	<p>Measures how well you meet your customers' requirements, preferences and expectation.</p>
<p><b><u>TIME</u></b></p> 	<p>Usually a time to respond to or complete a single cycle of a task or process</p>
<p><b><u>COST</u></b></p> 	<p>Cost per unit of work, cost per task, cost per completed repair order, cost of BTU of energy use, cost per soldier trained</p>

**Fig 4.1-3 Key Performance Measurements (PEST\$)**

**4.1b(1) Analysis performed to support our senior leaders organizational performance review and Strategic Plan:** Once the appropriate mission is identified at the strategic planning session, we use five questions to assess and analyze whether the mission will allow for assessment and accomplishment:

**Accomplishment:** Is it an accomplishment? Value- added result of actions. Takes less time to define, makes collecting data less costly and focuses on what's important.

**Control:** Do people have control over the accomplishment that affects the fulfillment of the mission?

**Overall Objective:** If the result is completely achieved, would anything else be expected?

**Reconcilable:** If this goal is perfectly executed, will it be possible to execute all the other goals perfectly?

**Numbers:** Can numbers be attached to the mission statement and the measures? When determining performance dimensions and appropriate measures ask three questions:

1. If performance varies on the given measure, does it matter?
2. Does performance typically vary on the measure of interest?
3. If the performance does vary on the given measure, is the variation large enough to require action?

We have a balanced approach to our measurement system to ensure the BSB is meeting USAREUR standards and the expectations of our customers, stakeholders, and employees. Our R&A charts include financial data. The R&A charts are coded to articulate red, green and amber designators. Those codes align with the criteria in the ISR using "C-Status". This method allows the BSB to easily view and quickly identify Strengths, Weaknesses, Opportunities, and Threats (SWOT) that require corrective action.

**4.1b(2) Communicate and Ensure Effective Utilization of the Results or Organizational Level Analysis to Enable Effective Support for Decision Making:** Data related to quality, customer satisfaction, operational performance, and relevant financial data are integrated and analyzed to evaluate compliance with established performance standards identified by USAREUR and in the strategic plan.

Currently the ESC conducts an operational performance review during weekly staff meetings. The data and measurements are cascaded down to Division levels in the Directorates. The Divisions review and facilitate in the identification of the best measurement and availability of the needed data for all levels. Data needs are also identified during the development of the Strategic Action Plan, strategic objectives, and actions.

The cascade illustrated in Fig 4.1-2 also represents to deployment cascade for results to every level in order to identify improvement opportunities.

**4.1b(3) Align the Results of Organizational-Level Analysis with Key Business Results, Strategic Objectives, and Action Plans:** As the BSB designs and develops the products and services that support the customer, comprehensive metrics (R&A) are evaluated by directors and office chiefs for relevance, significance, correlation to customer requirements and relationship to mission drivers in the SAP. Types of metrics used in R&A assessments are shown in Figure 4-1-3.

**4.2 INFORMATION MANAGEMENT**

The BSB SAP is the key to ensuring that data is available and used at the lowest possible level in the BSB. There are few restrictions on who may access data. System access is provided at all levels to employees and to our partners.

**4.2a(1) Data and information available and accessible to employees, suppliers/partners, and customers as appropriate:** Data is made available to the community through the aggressive use of viable networked computer systems that allows access to resources such as email, file servers, and the Internet. Organizations are encouraged to disseminate information to employees via email, traditional staff meetings and bulletin boards. The BSB Commander disseminates information to employees at the employee breakfasts and Quarterly Employee Townhalls. The BSB community website is used to reach the members of the community and employees. All organizations provide customer information on the BSB community website. Employees have access to other military websites and community websites to access information on financial issues, personnel issues, employment, transportation, military units and DA information.

**4.2a(2) Data integrity, reliability, accuracy, timeliness, security, and confidentiality:** Our network connectivity is strictly controlled by secured systems that are managed by the U.S. Army HQ, USAREUR, and 5<sup>th</sup> Signal Command. We manage and replace our Information Systems using the guidance of USAREUR Regulation 25-1, to help us increase reliability. The LANs are managed by a Directorate or managed by a partner organization. All databases are password protected to ensure only the end users make necessary changes to data. Systems are scanned for viruses on a periodic basis, and System Administrators make additional safeguards to ensure the security and integrity of our data on a daily basis.

The functional area chief is responsible for ensuring accuracy of information for R&A charts and items posted on the BSB community website. Confidential items are identified in headers or footers of a document and limited for review by pertinent staff members.

The BSB encourages 'read only' items disseminated via email. All computer users are required to participate in the information assurance brief and have a Computer User License on file with their Information Assurance Officer.

**4.2a(3) Data and information availability mechanisms current with business needs and directions:** Current, timely and accurate information is needed to make wise business and personal decisions. The BSB customers and employees are computer literate and have access to computers to retrieve much needed information. The BSB community website ensures the availability of information throughout the community. This enables the BSB to disseminate information to all our customers quickly.

**4.2b(1) Hardware and software are reliable and user friendly:** Utilization and monitoring of automation assets throughout the community is conducted annually with the community Directorate's system administrators. The life cycle data is collected after proactive interaction with the

community system administrators. Each directorate utilizes various systems that must be able to interface with that directorates main computer system. System Administrators are required to ensure the proper interface with the servers and Information Assurance Managers are required to meet security requirements.

**4.2b(2) Software and hardware systems current with business needs and directions:** Throughout the BSB the computer systems are chosen and managed by higher headquarters. The BSB has only minimum involvement in selecting hardware and software. System Administrators within the BSB work to ensure a high level of computer system performance. Computers are used in almost every aspect of business within the BSB to track information and communicate information. It is critical to our business and to our partners to maintain an effective and consistent computer system operations.

Figure 4.1-1

## Performance Management, Measurement, Analysis, and Reporting Systems

System	Used For	Period
FMBS – Financial Management Budget System	Financial management system for our NAF activities	Daily use
TLMS – Time Labor Management System	Collects time and attendance information; reports on labor costs, overtime, IRS gratuity and tip reports, etc.	Daily use in NAF areas
SMIRF – Standard Management Information Reports for Finance	On-line access for financial data; used for managing MWR data throughout the Army	Daily use in NAF areas
STANFINS	Financial database. Used to understand the status of funds and status of reimbursements – used by the DRM	Daily use
PBAS	Provides detailed information about annual funding, allotment, and limitations – used by DRM	Daily use
DCAS	Resource control ledger. Provides obligations, commitments and reimbursements – used by DRM	Daily use
WAR Report (Weekly Activity Report)	Review of BSB and ASG significant events, projects, and status	Weekly
DCA R&A Process	Used within DCA to determine the success of programs	Monthly
BSB R&A Process	Review by BSB Commander	Monthly
ASG R&A Process	Review (all) by ASG Commander	Monthly
SBC – Service-Based Costing	Tracks the “Cost of Service “ of 95 BASOPS services	Monthly
ASG	Functional review of ASG, BSB, and primary staff functions	Quarterly
Installation Status Report, Part 1	Status of the 104 <sup>th</sup> ASG’s infrastructure	Annual
Installation Status Report, Part 2	Status of the 104 <sup>th</sup> ASG’s environment	Annual
Installation Status Report, Part 3	Status of the 104 <sup>th</sup> ASG’s services	Annual
APIC/ ACOE	Provides feedback on Strengths and Opportunities	Annual
EPR – Environmental Program Requirements Report	Used for identifying, prioritizing, and validating environmental projects	Annual
ECAS – Environmental Compliance Assessment Process	A snapshot in time of compliance status	Triennial



# 284th Base Support Battalion

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## HUMAN RESOURCE FOCUS

## 5.0 HUMAN RESOURCE FOCUS

The 284<sup>th</sup> BSB takes great pride in the expertise, motivation, and satisfaction level of its workforce. Each employee is dedicated to “**Excellence in Action**” and our chain-of-command promotes individual initiative and empowers the workforce by encouraging independent decision-making and creative problem solving.

### 5.1a Work Systems

**5.1a(1) How do we organize/manage work and jobs? How do we share knowledge/skills?** Given the diverse nature of our mission, the challenges of geographic dispersion, and the growing diversity of types of employment (Federal Service, Local Nationals, US Government Contractors, Independent contractors and service members) emphasis is placed on working as a team and on design of our work and jobs to meet these challenges.

The BSB workforce supports three large Directorate organizations (with activities located throughout our five locations) and several special offices and tenant units. The work and jobs needed to accomplish these diverse missions are, by necessity, designed and managed by the individual directorate/organization or are dictated by higher headquarters.

However, the BSB has several cross functional teams and committees in place to work specific focus areas. Having all stakeholders represented on these teams/committees we are able consider all aspects of every issue. These teams serve this integration purpose, but we are also able to learn from and share our talents and skills with other workforce members.

Fig 5.1-1 lists several of these teams/committees, participant organization and focus. These teams or committees promote cooperation among participants and encourage innovation as they are empowered to do the right things - for the right reasons.

The MDTs are cross-functional in structure to ensure strategic objectives, action and measures are “REAL”, measurable and achievable. With representatives from all stakeholder organizations it is possible to identify roadblocks and/or challenges while in the process of determining what is doable.

Team/Committee	Participants	Focus
Relocation Assistance Committee	ACS, ITC, Schools, CYS,	Relocation Issues
EFMP Coordinating Committee	Med, EDIS, ACS	EFMP admin and support issues
Automation Steering Committee	IMOs from all Dir., ISD staff	Automation
Safety and Occupational Health Council	CMD/XO, DPW, DOL, DCA and Special Offices	Safety
Special Emphasis Program Committee	DPW, DCA, DOL, XO	Diversity in the workforce
Environmental Quality Control Committee	DOL, DPW, DCA, Special Offices, Environmental	On and off the BSB Environmental issues
ISR/CAP	DOL, DPW DCA and Special Offices	Infrastructure Services
Joint Action Working Group	DOL, DPW, DCA	Security issues
Crisis Mgt Team	ACS, CYS, MP, CID, SWS	To develop and support the plan of action in case of crisis.
Casualty Assistance	ACS, MP, CID, MEDDAC, SWS	Develop and support a plan for casualty response
Executive Council Meeting	US and German representatives in all BASOPs functions	Joint concerns in each of these areas of focus

### 5.1-1 Work/Job Teams and Committees

Communication is a difficult issue with the dispersion of our facilities and workforce. Our commander and the ESC have included “Internal Communication” as one of our strategic objectives in the Internal Business Mission Driver in our SAP.

The BSB is constantly improving communication processes such as the Community Calendar. In an effort to un-complicate scheduling for program planning our Executive Office has experimented with several benchmarked designs. As these designs are initiated, an informal customer opinion poll is launched to determine satisfaction levels with the new design.

**5.1a(2) Employee Motivation**

The motivation level and personal initiative on the part of our employees is a key factor in the success of our organization. The feedback from the Employee Climate Survey initiated in 2001 helped us to gain a better understanding of how we are meeting the mission of serving our employees.

The commander of the 284<sup>th</sup> has established office and facility “walk-through” visits and Employee Town Hall meetings with each organization. He conducts open forums for employees to address their issues and concerns. Recognizing that the employees are the backbone of the total organization, monthly employee breakfast forums are also held to allow a diverse group of employees (two employees from each directorate) to exchange ideas and suggestions. During this period, each employee is asked to give a “30-second” commercial about themselves and the organization they represent. This allows the commander face-to-face contact with each employee and he learns something about each of them, the job they do for the BSB and how they feel about being here.

In order to shape and build an organization, unearthing the strengths of the employees is one of the most valuable discoveries a leader can make. Therefore, the Special Emphasis Program Committee is in the process of initiating a Mentoring Program. The mentoring program is a developmental program that can help employees acquire skills, open doors, increase confidence, widen their perspectives, and instill responsibility for individual career development. These goals may be oriented as developmental opportunities or improved effectiveness in performance of the employees’ current position.

FORMAL	INFORMAL	SUPERVISOR
Cross training	Professional certifications	IDP planning
Developmental positions	Professional societies	Mentors
Mentoring program	Cross functional team participation	Nominate for training
LEAD	Volunteer experience	Support attendance at pro conferences/societies
PME I & II		Job design and classification

**Fig 5.1-2 Mechanisms for Career Development**

Fig 5.1-3 identifies some formal and informal mechanisms, and the role our supervisors play in employee career development.

**5.1 Performance Management System**

**5.1a(3) Employee Performance Management System:**

The U.S. personnel (including military) work under a formal **performance management system**, which requires annual appraisal (TAPES, OER and/or NCOER). U.S. Federal Service employees (APF/NAF) and service members have performance standards developed annually with measured goals and set standards for performance.

The Tariff Agreement for Host Nation (German) employees does not require a formal performance management system. However, activity managers and team leaders conduct regular counseling sessions.

Our government and independent contractors’ performance is governed by their Statement of Work. This document outlines specifically what the individual or organization must do to meet the needs and intent of the contract.

As indicated in Fig 5.1-4, the Performance Management Process in the BSB relates to all types of employees in the workforce.

In the rapid changing environment of a continuously improving organization such as the 284<sup>th</sup>, the workload and mounting number of tasks at all levels constantly Provides opportunity for award and recognition. Supervisors recommend eligible subordinate employees for monetary or honorary awards on a regular basis. A fast and informal method to recognize employees for a job well done is the \$500.00 “on-the-spot” cash award. The BSB Commander encourages managers to exercise this recognition whenever exceptional performance is observed.

The XO reviews monetary awards to ensure budget constraints are not hindering recognition of performance. The BSB Commander presents all awards in a public forum during the BSB Awards Ceremony. All employees (civilian and military) are invited and activity managers are encouraged to allow employees to attend the ceremony. The ceremony is held quarterly and conducted in a public forum, and is also published in the Community Herald Union.

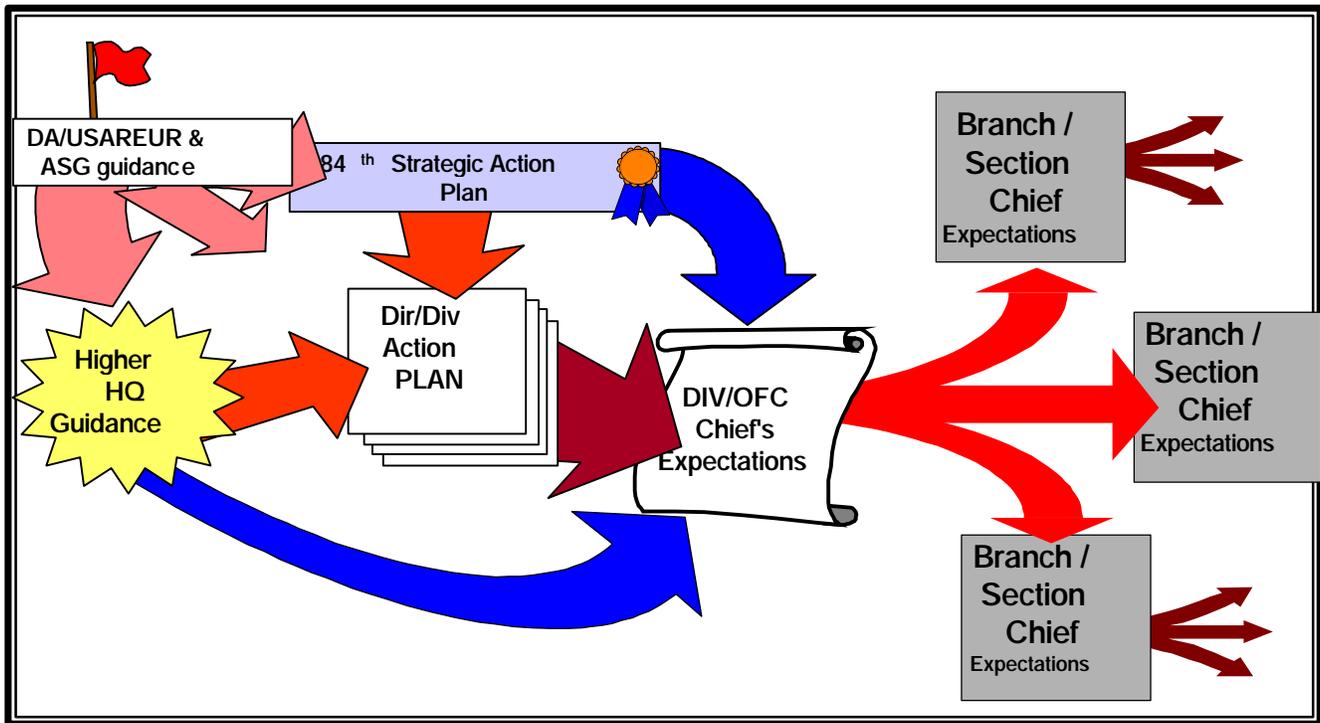
To stimulate and reinforce employee motivation, the 284<sup>th</sup> BSB applies the full spectrum of U.S. Army and German host nation regulated awards and recognition options. (See Figure 5.1-3)

Awards/recognition
On-the-spot Cash Award
DA Certificate of Appreciation
DA Certificate of Accomplishment
Special Act and Service Award
Time Off Awards
ASG/USAREUR MWR Award
Commanders Coins
CFSC MWR Program Specific Awards
PR Foot In The Mouth Award

Although we are bound by the five-year rule in USARUER and local succession planning is not possible for the American workforce, we do encourage and support career building initiatives, such as LEAD, PME I & II, Command and General Staff College for workforce members interested in gaining leadership positions in government throughout the world.

The Upward Mobility Program is used by our leadership for succession planning, rewarding employees who prove themselves capable of greater responsibilities.

**5.1a(5) Identification of Characteristics:** The job descriptions identify the general knowledge, skills and ability of the position; however management has the latitude to identify characteristics and skills



**Fig 5.1-3 Awards and Recognition**

**5.1-4 Performance Management Process**

**5.1a(4) Leadership Succession Planning:** The 284<sup>th</sup> BSB maintains the following recruitment process: The XO maintains the official five-year rotation matrix, which outlines the Date of Expected Return from Overseas (DEROS) date for all Department of the Army Civilian's (DACs). This step provides early identification for proposed departures of personnel and allows planning, recruitment and screening of personnel.

required based upon the needs of the organization and to modify the job descriptions. All requests are routed through the XO who serves as "quality control", ensuring job requests and/or description meet current and future organization's skill and characteristic requirements. We utilize local means of advertising positions such as newspaper ads, radio spots, and signage within the immediate community to target spouses and dependants. Also, we post all Appropriated Funds and Non-Appropriated Funds positions on the World Wide Web and with the ACS Employment Readiness Office in Friedberg and Giessen.

The recruitment of our US and LN civilian positions is centralized at the regional Civilian Personnel Operations Center (CPOC). CPOC is responsible for the recruitment of our positions; our Civilian Personnel Advisory Center (CPAC), assists in developing creative and innovative methods to recruit qualified candidates, completes the individual announcement and returns referral and selection lists and commits hiring.

The Status of Forces Agreement and USAREUR guidelines mandate that we hire Host Nation employees and the local community provides the market for our Local National workforce members.

Government and Independent Contractors are recruited through several means ranging from world-wide professional journals to local flyers and announcements.

Department of the Army (DA), based on our mission and identified in DA military manpower documents, directs military personnel assignments.

Retaining US Government workforce members is difficult beyond the 5 years allowed. Our LN and Contractors are eligible to remain employed with the 284<sup>th</sup> for their entire career if they chose. To retain these individuals and/or organizations, the BSB provides steady and proportionally well-paid employment to both groups.

One of our mission drivers in our “3 + 1 Plan” is Internal Business to ensure that we keep our focus on improving life not only for our external customers, but also for the professional and dedicated workforce we depend on to accomplish our mission.

## **5.2 Employee Education, Training & Development**

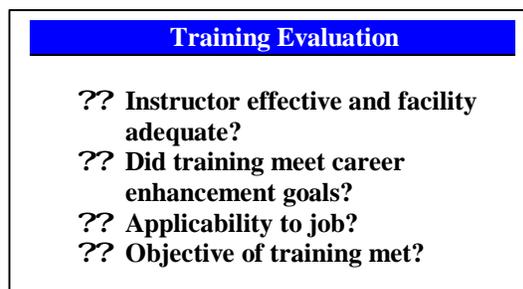
**5.2a(1) Education and Training:** To the 284<sup>th</sup> BSB continuous learning is a process that is beneficial to the organization as well as to the individuals. By continually training and educating our employees, we increase employee competence, innovation, maximize efficiency to meet our long- term goal as part of the Strategic plan, preparing the BSB Team for Future Requirements. An action in our SAP sets the standard that 100% of the workforce will have Individual Development Plans (IDP’s) in FY2003 ensuring training requirements are identified and a plan is in place to meet that requirement.

Throughout our SAP we identify the requirement for training in order to accomplish our strategic objectives. This training is considered in BSB and individual Directorate/organization budgets at every cycle.

Employees, at all levels, are always encouraged to pursue higher educational levels, whether job related or extended scholastic development

**5.2a(2) Employee and Supervisory Input on Education and Training needs:** As the BSB continues to offer new improved programs and services, each affected Directorate identifies new training needs for their employees. As plans are carried out to initiate new efforts, the employee and supervisor discuss the new design and training needs involved, how extensive those needs are within the Directorate and which deliver option is appropriate. The BSB has hosted several trainings in the MWR and management areas, realizing more workforce members are able to be trained if the training is handled locally. We have also utilized the “Train the Trainer” concept in some MWR areas that has saved resources and time.

We use all sources of feedback to evaluate and improve training plans, and enhance on the job training. By analyzing student’s perceptions and comments, we can determine if the training was worthwhile to the employee and to the organization. Supervisors and employees discuss the training and ask key questions (Fig 5.2-1) to monitor the effectiveness of training.



**Fig. 5.2-1 Training Evaluation**

**5.2a(3) Education and Training in technological change, management, new employee orientation, safety, performance management and diversity.** Basic and advanced computer skills as well as other technological change and improvements are predominately trained by CPOC and the 104<sup>th</sup> ASG. The 284<sup>th</sup> has an Information Management Officer position in recruitment. When filled, this individual will be responsible for identifying training needs and training available to further educate our workforce in the area of automation.

To promote management/leadership development, the Special Emphasis Program Committee, initiated by the EEO Office, is in the process of initiating a Mentoring Program. Its goal is oriented to developmental opportunities and to improve effectiveness in

performance of the employee's current position. Our EEO and EO conduct special ethical training that focuses on diversity. Our safety office conducts safety training which is tailored to meet the needs of specific types of jobs and work systems.

The BSB Commander established the job of Quality Manager who will periodically conduct Quality Management training tailored for the 284<sup>th</sup> BSB as well as other trainings as identified.

**5.2a(4) Delivery of Education and Training:** The 284<sup>th</sup> delivers training internally and externally, including on-the-job, formal classroom training and correspondence training. Ninety-seven percent of the training available is announced and disseminated through electronic mail to directors/managers to be forwarded to the employees. Training supported by the BSB goes through a supervisory review to ensure it is realistic, attainable, affordable and meets the objectives of the community, the activity and the employee.

**5.2a(5) Reinforcing Knowledge and Skills:** Upon completion of training, personnel apply learned techniques in their daily responsibilities. Also, supervisors encourage those employees to brief their co-workers on lessons learned. In addition, some managers conduct meetings with employees when training is completed. During this time, skills and knowledge gained through training are discussed for immediate on-the-job application. This process will be implemented throughout all of the directorates in the future.

An example of reinforcement measures taken by the MWR Training Center. When an employee is trained in a program area they are required to develop a plan of action for when they return to their jobs. The employee keeps a copy of this plan, and one is sent to the supervisor to ensure learning objectives are known and understood.

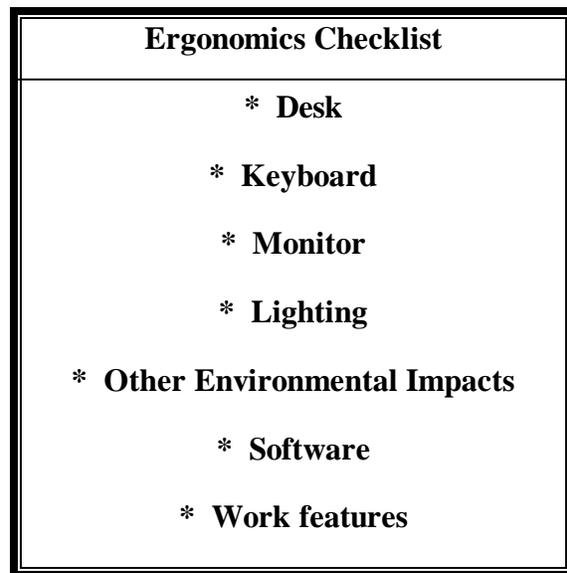
### **5.3 Employee Well being and Satisfaction**

**5.3a (1) Work Environment:** Mission support, quality of life, and customer service remain key considerations in creating a work environment that attracts, retains, and motivates quality employees to perform to their maximum potential.

Our Safety and Occupational Health Programs focus on BSB activities and operations. Our safety programs integrate U.S. and host nation standards, adopting the standard that provides the higher level of protection. Safety SOPs are written in English and German to ensure all employees understand them. Safety information is disseminated immediately to enhance employee awareness. The Safety, Industrial Hygiene,

and Occupational Health Professionals conduct a joint survey. Their purpose is to gather, analyze, and evaluate all workplace-specific data on occupational hazards.

The Safety Office has established a Safety and Occupational Advisory Council. One of the Advisory Council's responsibilities includes Ergonomics. An ergonomics workstation evaluation checklist has been established and provided to the employees of each Directorate within the 284<sup>th</sup> BSB. This evaluation checklist is based on the regulatory foundation of the *Bildschirmarbeitsverordnung* (Monitor Worksite Ordinance). Employees complete the questions for their worksite according to safety regulations within the evaluation checklist. (See Figure 5.3-1)



**Fig 5.3-1 Ergonomics Checklist**

Ergonomics can play a crucial role in a working environment. For example, ergonomics will be taken into consideration when requesting office furniture. Safety personnel will be available to consult and advise in the most efficient physical layout and the best equipment. Safety personnel inspect all facilities and individual work places to promote safety compliance and assist in work place improvement. If an inspection reveals potential facility hazards, our safety manager immediately submits service/work orders to eliminate the risk and conducts a follow up inspection to ensure hazards and deficiencies are corrected in a timely manner.

The 284<sup>th</sup> BSB's Directorate of Community Activities Community Recreation Division Sports Branch sponsors the annual Health and Wellness Fair for employees, soldiers and the community, offering personal wellness information as well as minor diagnostics.

The 284<sup>th</sup> introduced the new Civilian Employee Physical Fitness Program this year. The Commander encourages and supports employees to take this opportunity to help maintain a healthy lifestyle. This program allows employees three on-duty hours per week for six months to exercise and also encourages employees to maintain good health.

**5.3b Employee Support Climate**

**5.3b(1) Key Factors affecting employee work environment:** The way we determine the key factors that affect employee well-being, satisfaction and motivation includes benchmarking with other similar organizations. This is the second year of surveying our employees to determine our employee climate. The APIC team analyzed and reviewed our first year survey questions and results, and as a team determined the key factors to be included in the current survey. The APIC team also considered and reviewed the key factors to ensure all segments of our BSB population were included. After every question was reviewed, discussed and a consensus decision reached, the survey enabled us to gather information gauging employee climate. Employee feedback is invaluable and important to accomplishing our SAP. We are in the process of developing and determining key factors to include in an Employee Exit Survey to capture feedback from personnel leaving the BSB.

<b>EMPLOYEE FEEDBACK MECHANISMS</b>
<ol style="list-style-type: none"> <li>1. Commander’s Open Door</li> <li>2. Initial and Midpoint Counseling</li> <li>3. Final Performance Evaluation</li> <li>4. Staff Meetings</li> <li>5. Works Council Meeting</li> <li>6. Breakfast with the Commander</li> <li>7. Commander Walk-Through</li> <li>8. Employee Townhalls</li> </ol>

**Figure 5.3-2 Employee Feedback Mechanisms**

**5.3b(2) Employee services benefit policies:** The 284<sup>th</sup> maintains a variety of community support services that provide a positive, balanced quality of life for our employees. Our employees enjoy a host of employment and personal benefits including: locality pay, honorary and cash awards, annual and sick leave, home leave, military leave, an employee assistance program, temporary living allowances, travel and relocation allowances, a thrift savings plan, and retirement benefits.

The Equal Employment Opportunity and Equal Opportunity offices constantly assess and monitor the diversity of the workforce. The Special Emphasis Program Committee is a committee designed not only to celebrate diversity programs, which are supported by each Directorate of the 284<sup>th</sup> BSB, but also strives towards achieving a healthy civilian workforce.

**5.3b(3) Assessment methods and measures to determine employee well-being:** This year our 2<sup>nd</sup> Annual Employee Climate Survey was distributed to all employees in each Directorate and is one of the informal assessment methods and measures used to determine employee well-being, satisfaction, and motivation. The feedback remains positive. However, we have found over time that members of our workforce prefer various systems of satisfaction tracking. While the Employee Townhall Forums may work well for some, other employees prefer written feedback through their chain.

We recognize our employees as internal customers; therefore, we apply the same process to determine their satisfaction. We use complaints as indicators to determine employee well being and are proud to say that only two complaints have been filed in the EEO office for civilians.

The EEO/EO offices are attuned to statutory requirements ensuring fair treatment for civilians and soldiers. When faced with adverse employment practices, civilian employees know they can contact the EEO office, where they are provided avenues of redress if they feel that they have been discriminated against. Employees and soldiers receive training in the areas of cultural diversity, consideration of others, and prevention of sexual harassment.

Our Special Emphasis Program Committee (SEPC) is a group of employees from each Directorate who are collaterally assigned to the EEO office. They capture the accomplishments and address the needs of every diverse group within our workforce through ethnic observances, Interactive Career Development Workshop. The EO office also planned cultural awareness and education trips such as a tour to the Dachau Concentration Camp.

**5.3b(4) Assessments versus key business results:** Our employee satisfaction and well-being is included in the internal process of our strategic plan. They are directly linked to our goal and future direction. Our designated goals are: (1) to prepare the BSB Team for future requirements and (2) sustain team effectiveness and morale. Our Commanders vision encourages employees of the 284<sup>th</sup> BSB to work together in a motivated productive workforce providing “Excellence In Action”.



# 284th Base Support Battalion

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## PROCESS MANAGEMENT



work to determine what the customer needs and then refines the requirements in light of organizational needs such as safety, fiscal, schedule, and other operational constraints. These customer and organizational needs are the key operational performance requirements.

**6.1a(6) Coordinating and Testing Processes:** The testing part of the process as mentioned in Fig 6-1-1 above is the trial phase and is designed into our process to ensure trouble free and timely introduction of products and services. During and following the test phase, various review and analysis techniques such as In-Process Reviews (IPRs), monthly R&A performance charts, and customer feedback help to preclude costly rework and

validate the high quality product/service we strive to provide.

**6.1b Production/Delivery Processes**

**6.1b(1) Key Production and Delivery Processes:** The BSB has begun identifying and charting the processes used to execute the mission. This process began with the annual SAP offsite on 20-21 June, 2001, and continued with the development of the BSB SAP in December 2001 and March 2002. Key production and delivery processes are indicated in each Key Mission Driver section of the SAP.

Key Process Production/Delivery By MD	Key performance requirements	Measures and indicators	Inspections, tests, and audits	Link to SAP MD SO
<b>Readiness</b>				
Force Protection	Effective Gate Guards, limit access to facilities,	P, E, \$	JSIVA Inspection PSI Inspection, CIP	R: R1
Deployment Support	Ready soldiers and families Family	P, E, S, T, \$	CIP, ISR I, Soldier Surveys ACS Accreditation	R: R2
<b>Quality of Life</b>				
Housing Services	Quality housing in a timely manner	T, S, \$	AFAP, ISR III, ISR II Housing Placement time	QOL Q1 Q3 Q2
Family Support	Healthy, self-sufficient families	S, E, P, \$	Monthly Vol Hours report Accreditation, ISR III AFAP Issues resolved	QOL Q1 Q3
Community Services	Effective child/youth programs and improved access to facilities	P,E,S,T,\$	Accreditation MWR Standards Survey results, ISR III	QOL Q3
<b>Host Nation</b>				
Quality Environment	Meet or exceed environmental standards	P	ECAS	HN H2
<b>Internal Business</b>				
Communications	Improve the workplace by developing systematic communications processes	E, P		IB IB1
Sponsorship	Establish sponsorship program for civilian workforce	E, P		IB IB1
Care of Workforce	Ensure IDPs are in place and improve coordination with CPAC	E, P, S		IB IB2
Budget Execution	Execute APF and NAF budgets IAW standards	\$, P, E	NIBD APF execution rate	IB IB3

**Fig 6.1-2 Key Production/delivery processes**

**6.1b(2)(3) Ensuring Key Performance Requirements are Met:** Our planning process cascades through the BSB from our 3+1 Plan to plans developed at front door level, as illustrated in Fig 1.1-5. Action Plans and tasks accomplished at the activities are written to support the key requirements of our processes. For instance, our

Family Support Key Process includes requirement for “Healthy, Self-sufficient families”. Our ACS plan includes actions and tasks designed to assist families in becoming self-sufficient. Real time customer data and input is used as indicators of our success.

**6.1b(4) Inspections, process/performance audits & prevention-based processes:** Key inspections and audits are performed throughout the year in the form of CIP, ISR III/SBC reports, the ACOE submission, accreditation processes and IG inspections, as well as the internal R&A with the BSB Commander. Costs are minimized by the improvements we develop and incorporate in our business processes as a result to the input provided by these inspections & audits.

**6.1b(5) Production/Delivery Process Improvement:** The process shown in Figure 6.1-1 is used to modify and improve our production/delivery processes once an R&A or customer feedback mechanism identifies a need in the same way that Figure 6-1.1 is used to design a process when the need is identified. The ESC and APIC Team meetings regularly throughout the year and monitors the processes and shares lessons learned across the organization. During SAP off-sites throughout the year, the ESC focuses on key and major improvements to ensure all organizations are implementing these lessons learned.

**6.2a Business Process Improvement:** The process shown in Figure 6.1-1 is used to modify and improve our business processes once an R&A or customer feedback mechanism identifies a need in the same way that Figure 6-1.1 is used to design a process when customer input identifies the need. The ESC and APIC Team meetings regularly throughout the year and monitors the processes and shares lessons learned across the organization. During SAP meetings throughout the year, the ESC focuses on key and major improvements to ensure all organizations are implementing these lessons learned.

**6.2a(1) Key Business Processes:** Figure 6.2-1 shows the BSB’s key business processes.

**6.2a(2) Determining Business Process Requirements:** Figure 6.2-1 shows requirements for each key business and support process. Our authority in business, the Army Performance Improvement Criteria guides our planning and improvement processes. Host Nations relations process is dictated by requirements from USAREUR and the local surrounding host nation leadership.

**6.2a(3) Design and Perform Key Business Process Requirements:** We use our design process in Fig 6-1-1. Reference 6.1b (2) and (3) for explanation of performing to meet or exceed key business requirements.

**6.2a(4) Key Performance Measures/Indicators:** Figure 6.2-1 shows the key performance measures and indicators. These measures are tracked and if performance indicates a negative trend, the plan is reviewed.

**6.2a(5) Minimize Costs of Inspections, Tests & Audits:** We rely on outside agencies to perform many audits, inspections, and tests in order to minimize cost. Agencies, such as the Inspector General, are mandated by law or policy to perform many inspections, so we seek to ensure that we do not duplicate their efforts. Also, the inspection level is adjusted to the success of the process (i.e. as a process matures and shows that it works, the level of effort placed on inspection is correspondingly reduced).

**6.2a(6) Business Process Improvement:** As with business and production process, the process shown in Figures 6.1-1 is used to modify and improve our support processes once an R&A or customer feedback mechanism identifies a need. The ESC and APIC Team meet regularly throughout the year and monitor the processes and share lessons learned across the organization.

## **6.3 SUPPORT PROCESSES**

**6.3a(1) Key Support Processes:** Figure 6.2-1 shows the BSB’s key support processes identified.

**6.3a(2) Determining Support Process Requirements:** Figure 6.2-1 shows requirements for each key process identified in the SAP off-site. Figure 6.1-1 also shows the process for identifying the need for a support process where the customer is an internal customer (employee).

**6.3a(3) Key Performance Measures:** Key Performance Measures are identified in Figure 6.2-1. An R&A system and customer feedback mechanism is created during the development of each process. The MDT owner monitors R&A daily and reports monthly to the chain of command to ensure requirements are met.

**6.3a(4) Designing Key Support Processes:** As with production/delivery processes, support processes are designed as shown in Figure 6.1-1 and incorporated into the SAP as shown in figure 6.2-1.

**6.3a(5) Key Performance Measures:** Figure 6.2-1 shows the key performance measures. These measures are tracked and if performance indicates a negative trend, the plan is reviewed.

**6.3a(6) Minimizing Inspection Costs:** We rely on outside agencies to perform many audits, inspections, and

tests in order to minimize cost. Agencies, such as the Inspector General, are mandated by law or policy to perform many inspections, so we seek to ensure that we do not duplicate their efforts. Also, the inspection level is adjusted to the success of the process (i.e. as a process matures and shows that it works, the level of effort placed on inspection is correspondingly reduced).

**6.3a(7) Designing Key Support Processes:** As with business and production process, the process shown in Figures 6.1-1 is used to modify and improve our support processes once an R&A or customer feedback mechanism identifies a need. The ESC and APIC Team meet regularly throughout the year and monitor the processes and share lessons learned across the organization.

Key Business Processes	Key requirements	Measures and Indicators	Inspection, test, Audit	Link to SAP
Strategic Leadership System	Provides strategic direction, advice, feedback and progress toward our vision	P, E, S,T, \$	ESC/MDT Regular review and update of “ 3 + 1 Plan”	All
Host Nation Relations	Improved LN perspective of US forces, increased involvement with HN	S, P	# News articles # Events	HN H1
Key Support Processes	Key Requirements	Measures and Indicators	Inspections, test, audit	Link to SAP
Resource Management	Accurate financial analysis, professional budget assistance,	P, E, S, T, \$	PBAS, APF/NAF R&A	IB
Logistics Management	Property accountability, dependable transportation	P, E, S	Property Book Inventory	IB
Information Technology	Current automation systems, timely response	T, E, S	ISR	IB
Safety	Safe work environment, ergonomically sound	P, E, S, T	Ergonomic check sheet	IB
Public Affairs	Up to date, accurate information	E, S, T	ISR	IB
Security	Secure facilities, information and security clearances	P, E, S, T	ISR, JSIVA, AT/WMD EX	IB

**Fig 6.2-1 Key Business and Support Processes**



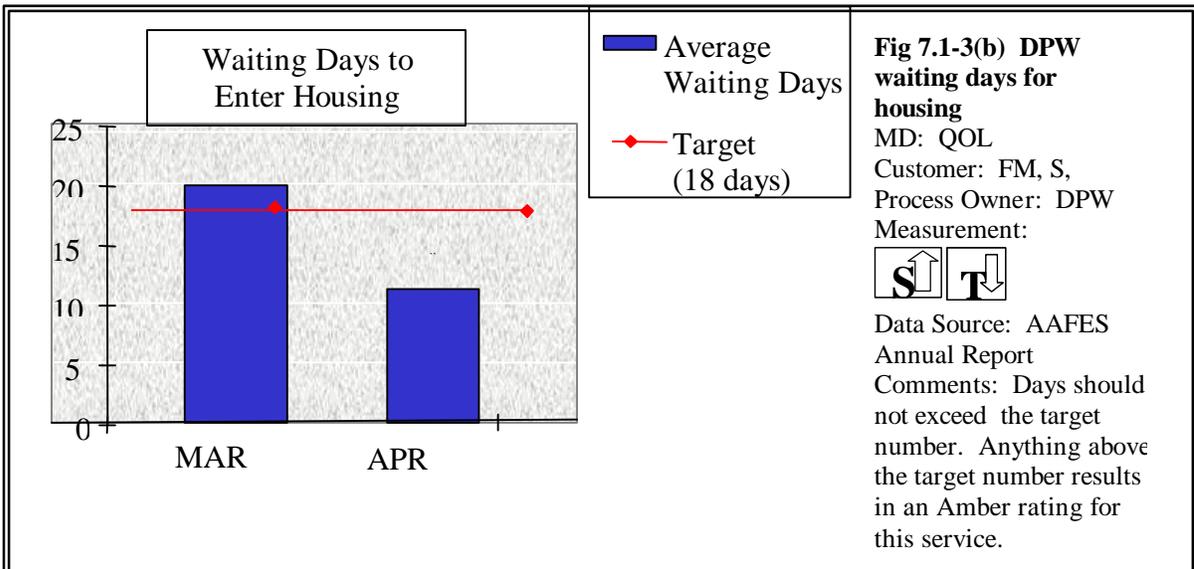
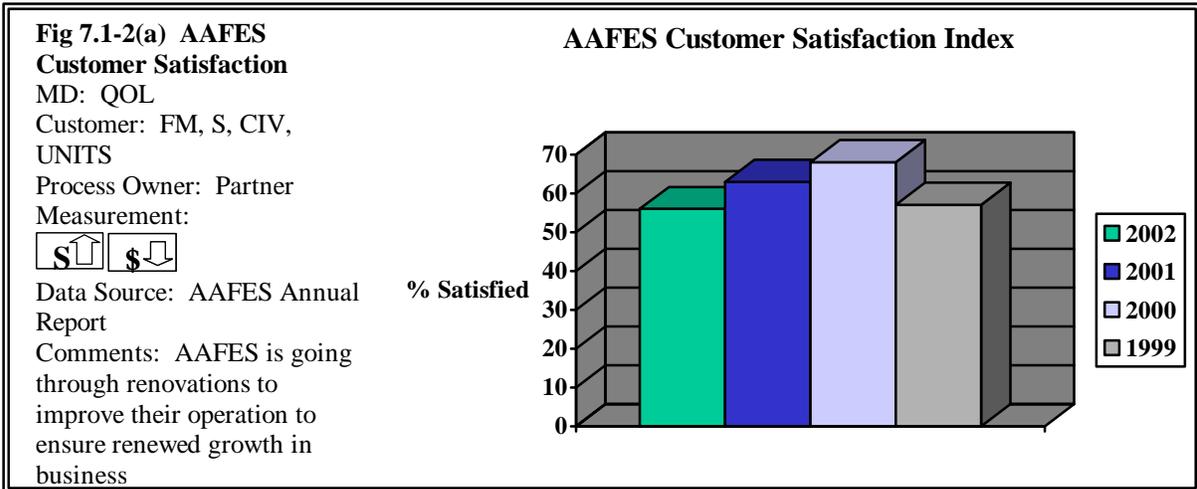
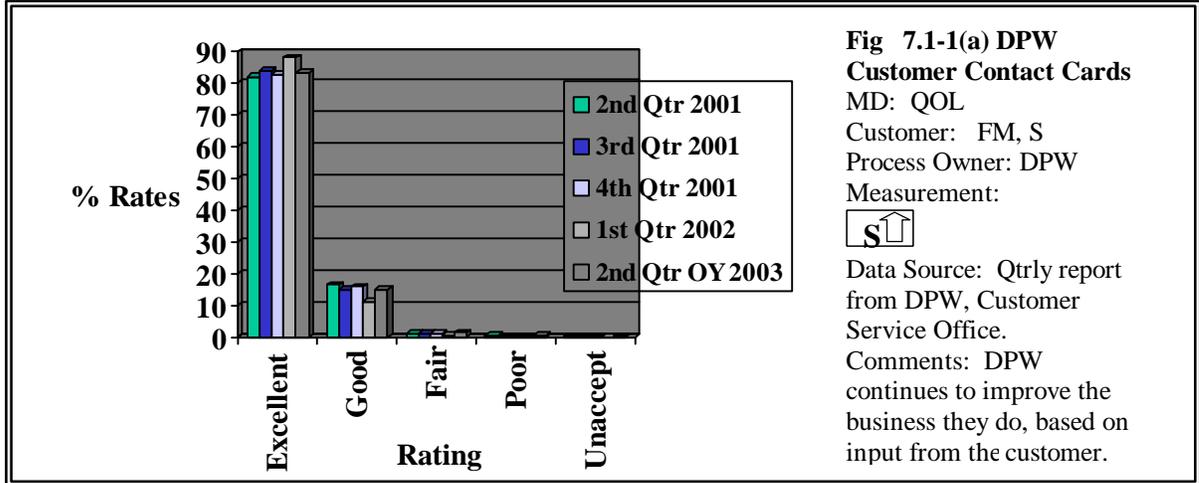
# 284th Base Support Battalion

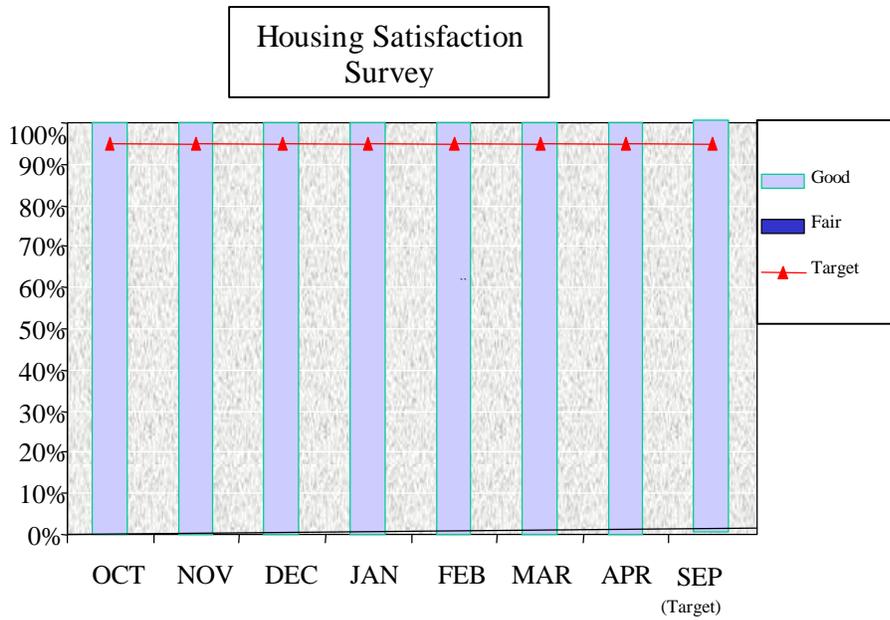
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## BUSINESS RESULTS

7.0 Business Results

7.1 Customer-Focused. Product and Service Results (a & b)





**Fig 7.1-4(b) DPW Satisfaction rating from survey**

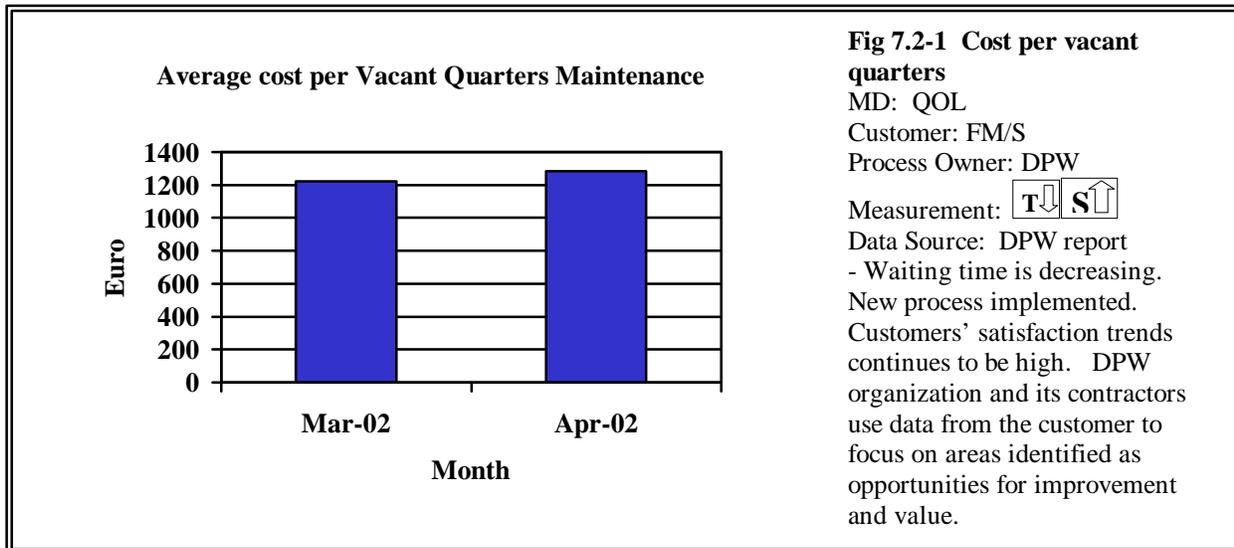
MD: QOL  
 Customer: FM, S  
 Process Owner: DPW  
 Measurement:



Data Source: Monthly Report on customer satisfaction from DPW  
 Comments: DPW's and their partner's focus on customer has resulted in a literal "100%" satisfaction rating. For FY '02 to date.

**.7.2 Financial Performance Results**

7.2 (a)(b) Financial and Market, Products and Service Results

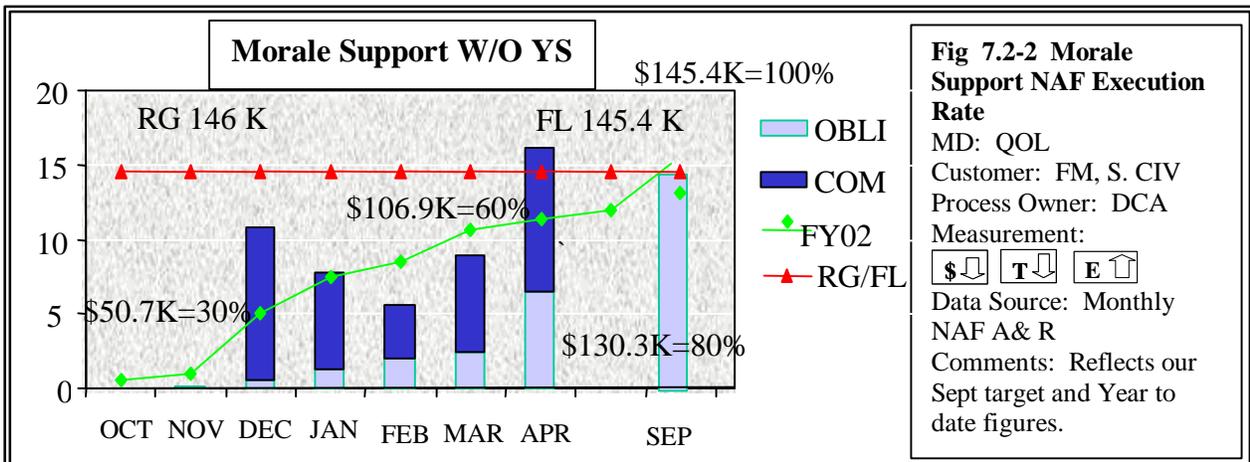


**Fig 7.2-1 Cost per vacant quarters**

MD: QOL  
 Customer: FM/S  
 Process Owner: DPW

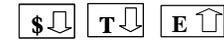


Measurement:  
 Data Source: DPW report - Waiting time is decreasing. New process implemented. Customers' satisfaction trends continues to be high. DPW organization and its contractors use data from the customer to focus on areas identified as opportunities for improvement and value.

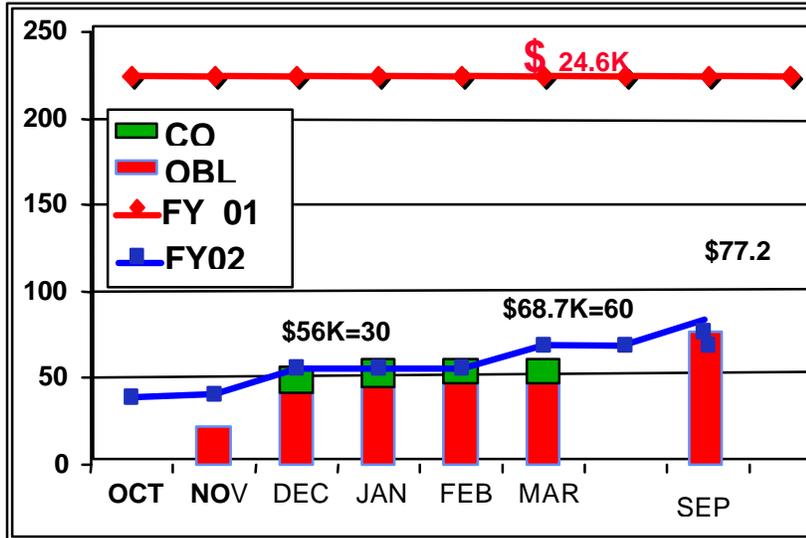


**Fig 7.2-2 Morale Support NAF Execution Rate**

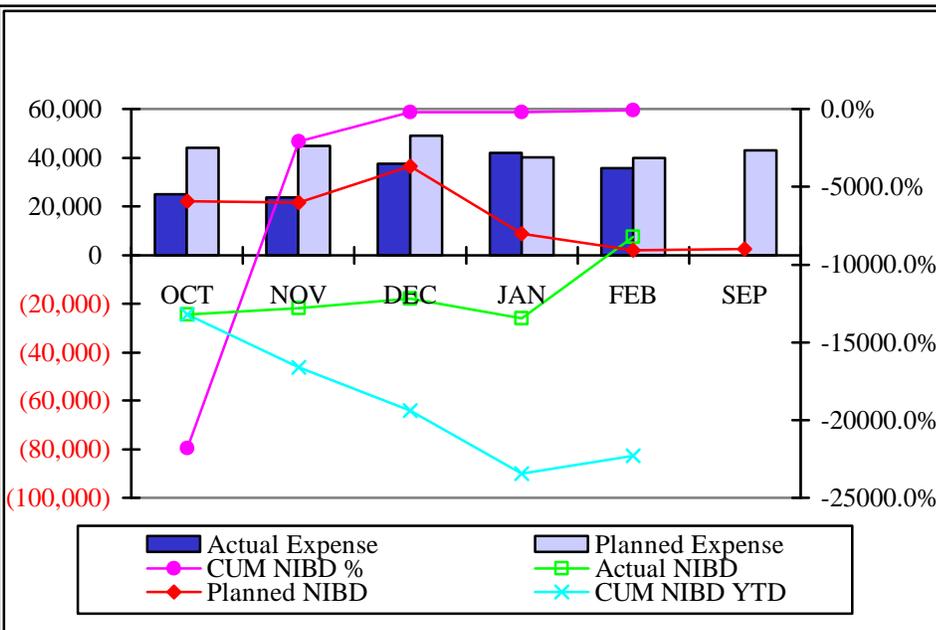
MD: QOL  
 Customer: FM, S, CIV  
 Process Owner: DCA  
 Measurement:



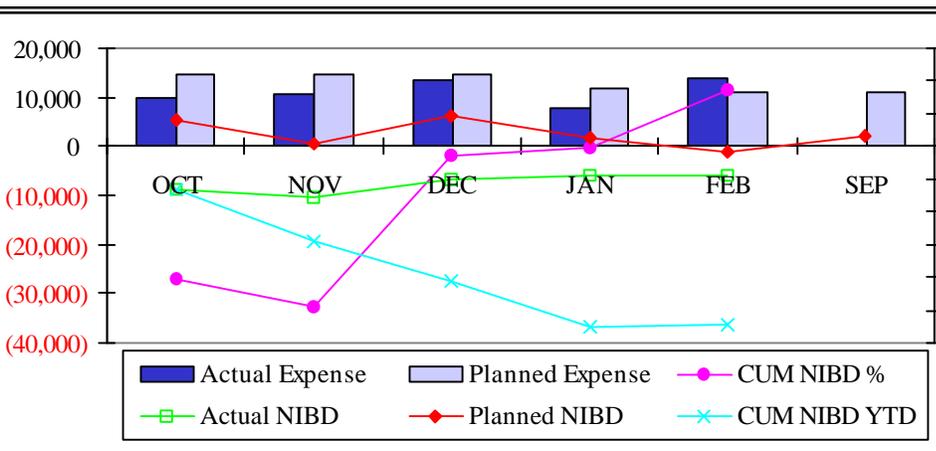
Data Source: Monthly NAF A& R  
 Comments: Reflects our Sept target and Year to date figures.



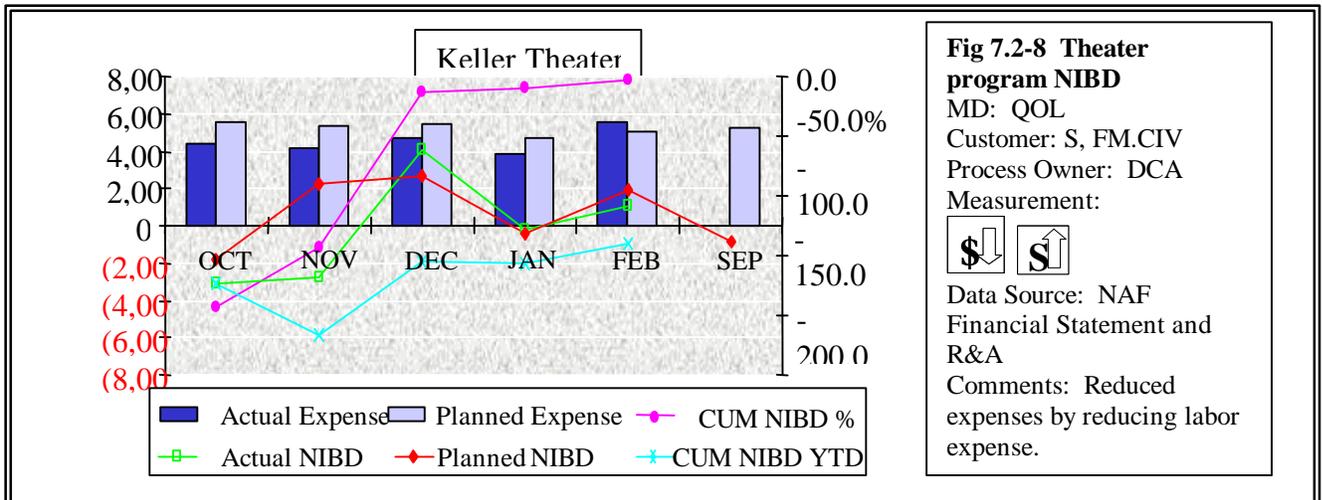
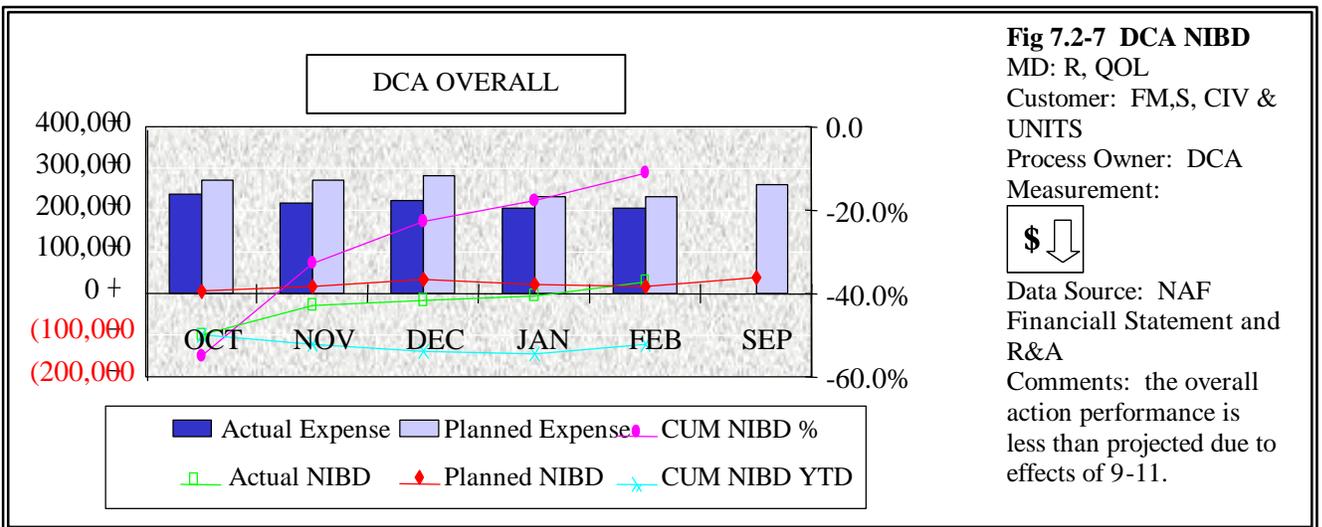
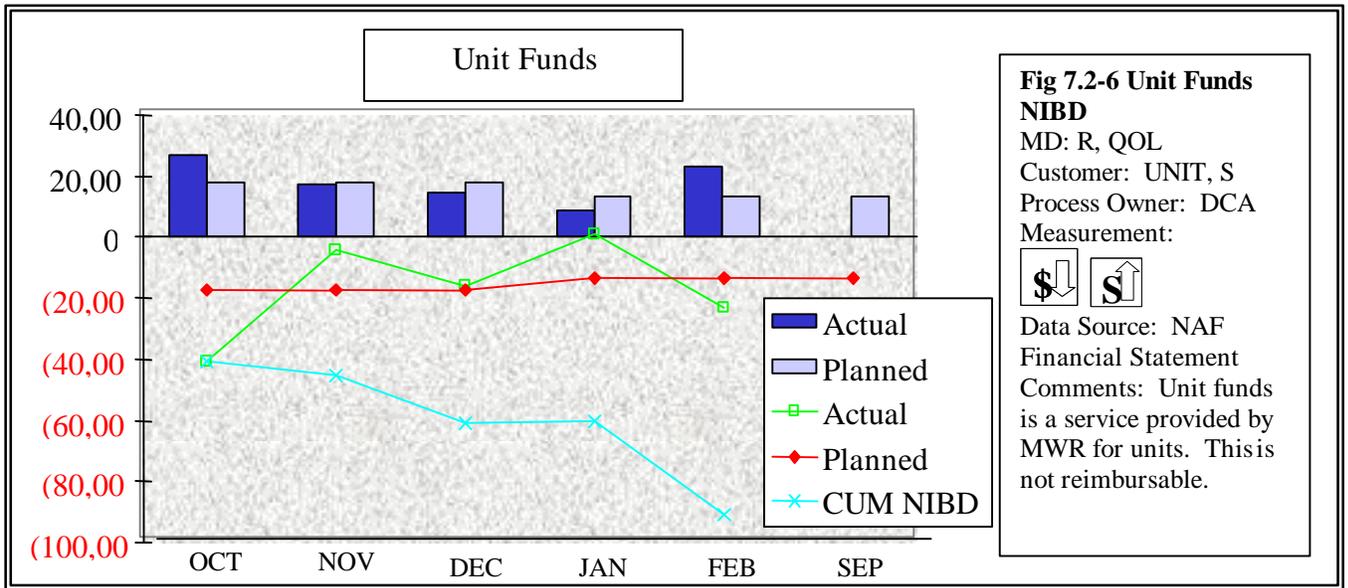
**Fig 7.2-3 ACS APF Execution Rate**  
 MD: R, QOL  
 SO:  
 Customer: FM/S/CIV/UNITS  
 Process Owner: DCA  
 Measurement:  
 [Down Arrow] [T] [Up Arrow] [E] [Up Arrow]  
 Data Source: ACS received \$140,000. at year end '01. Our projection for expenditure is well within standard and we hope for a year end land fall as we had last year.

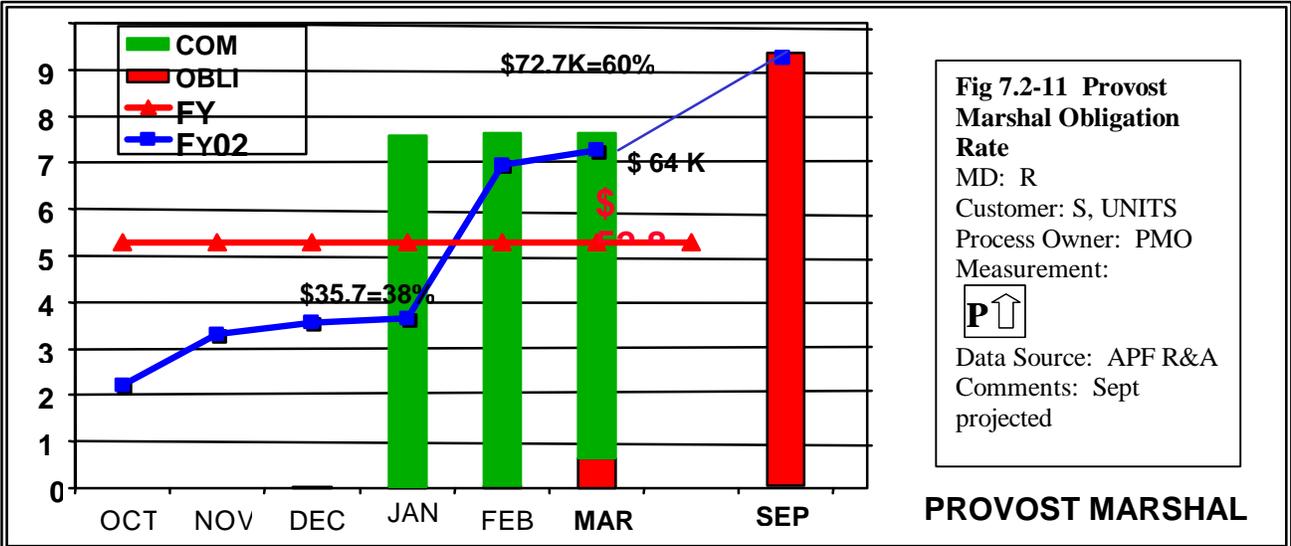
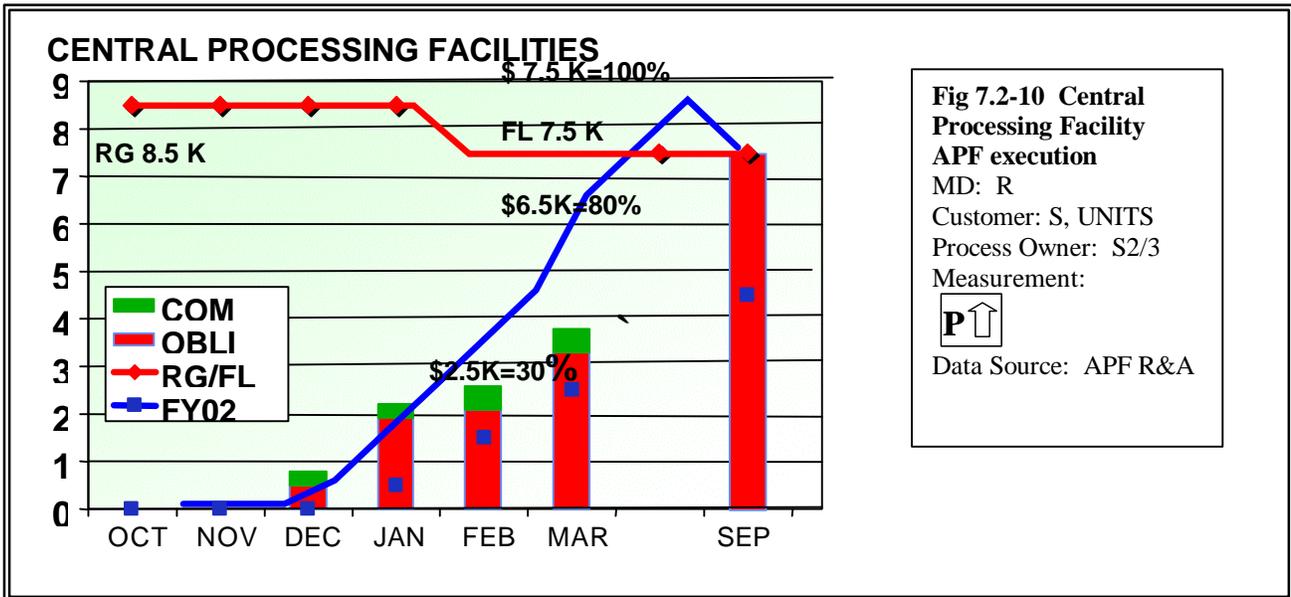
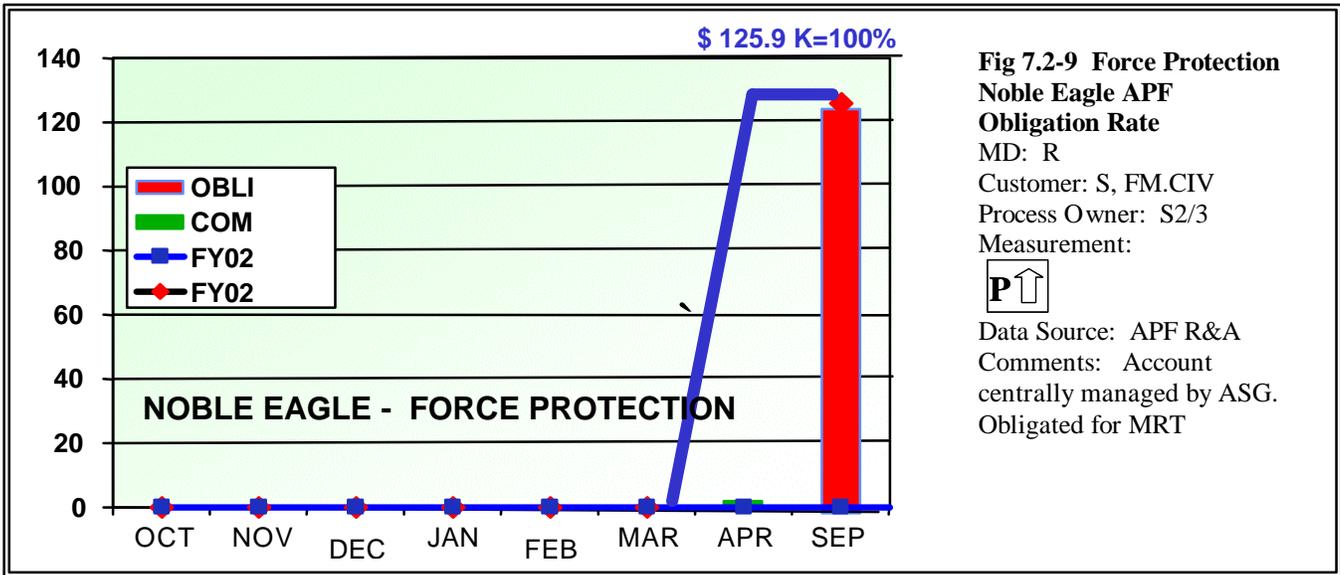


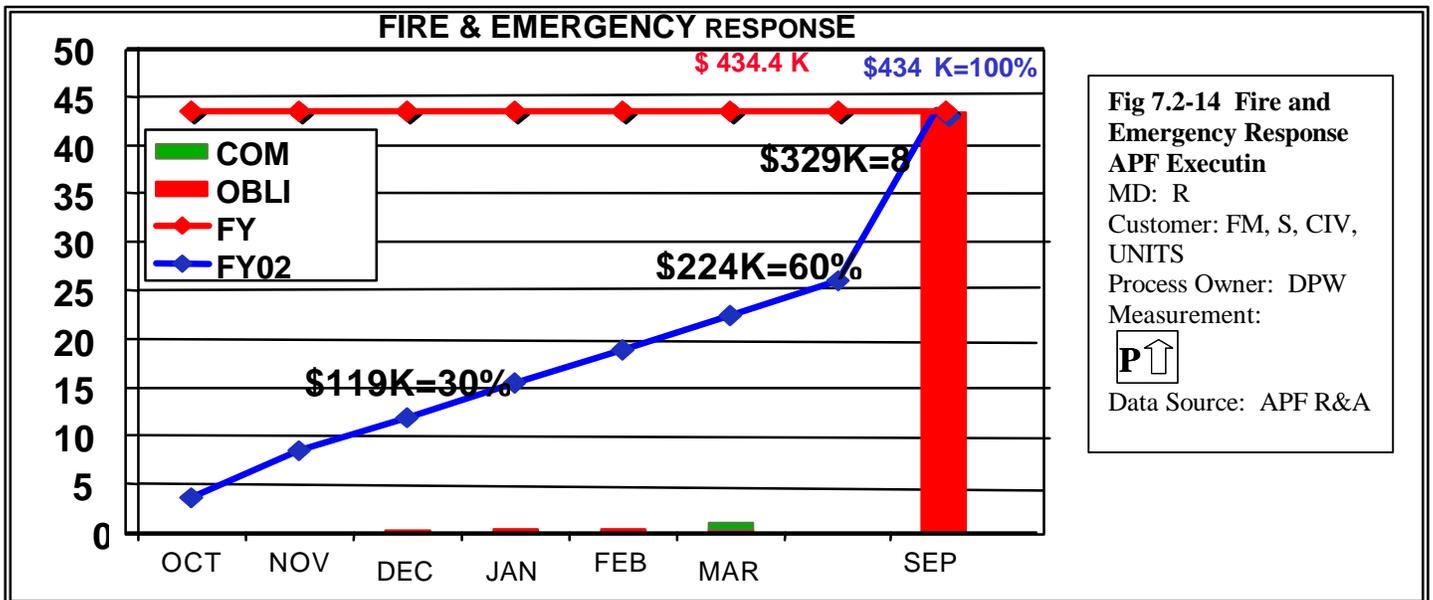
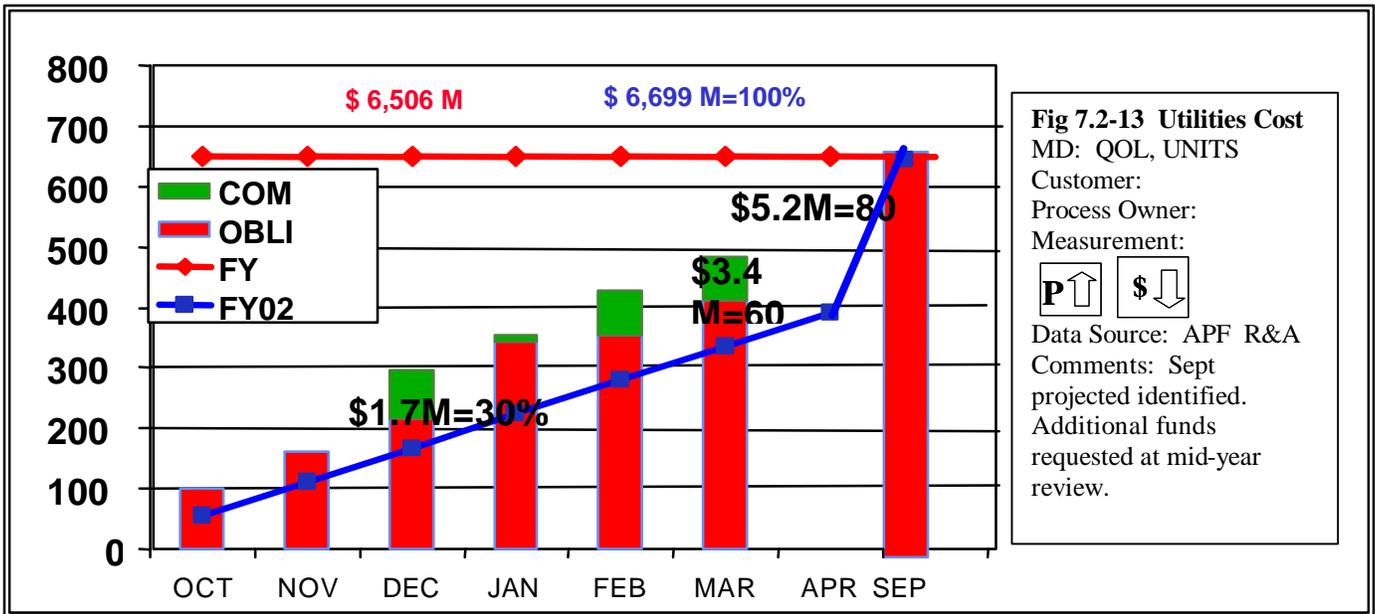
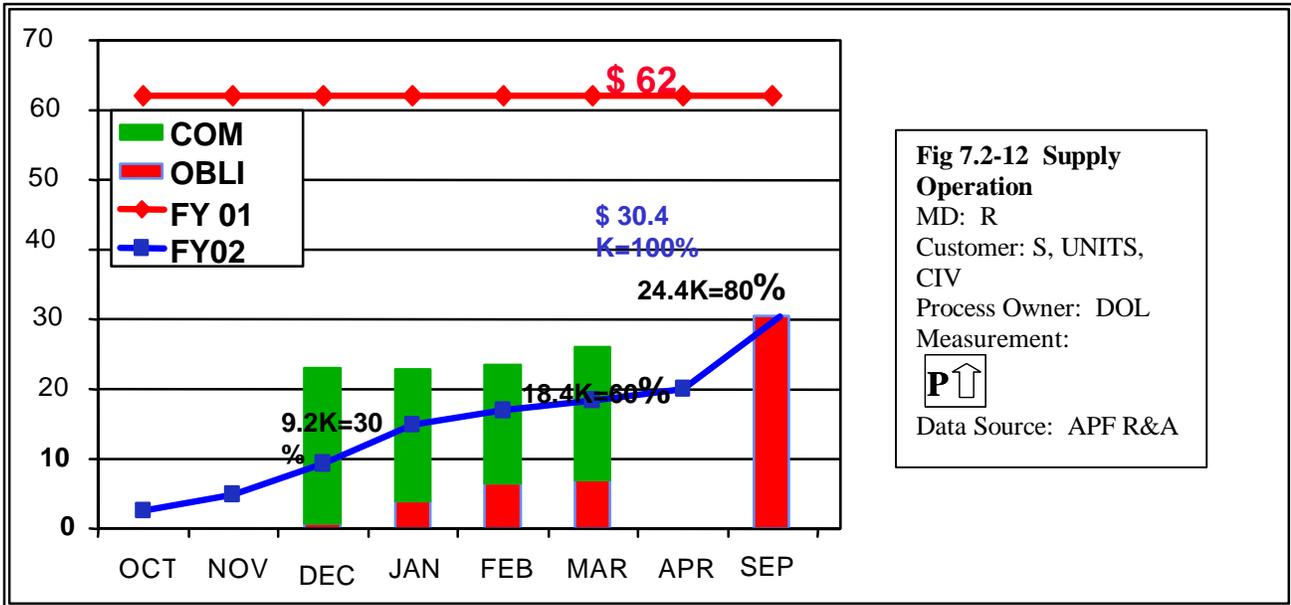
**Fig 7.2-4 Alpine Club NIBD**  
 MD: QOL  
 Customer: S, FM, Civ  
 Process Owner: DCA  
 Measurement:  
 [Down Arrow] [Up Arrow]  
 Data Source: NAF R&A  
 Comments We are slowly recovering from mandated closure following 9-11. We reopened in Jan and are making progress toward our goals.

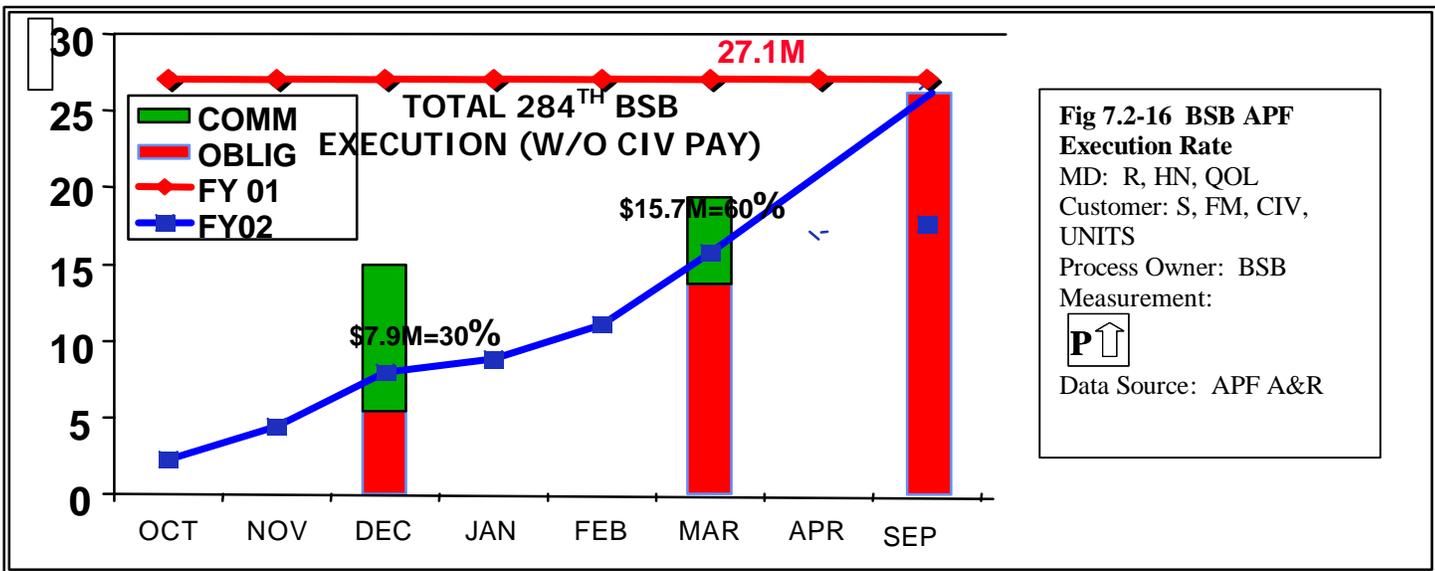
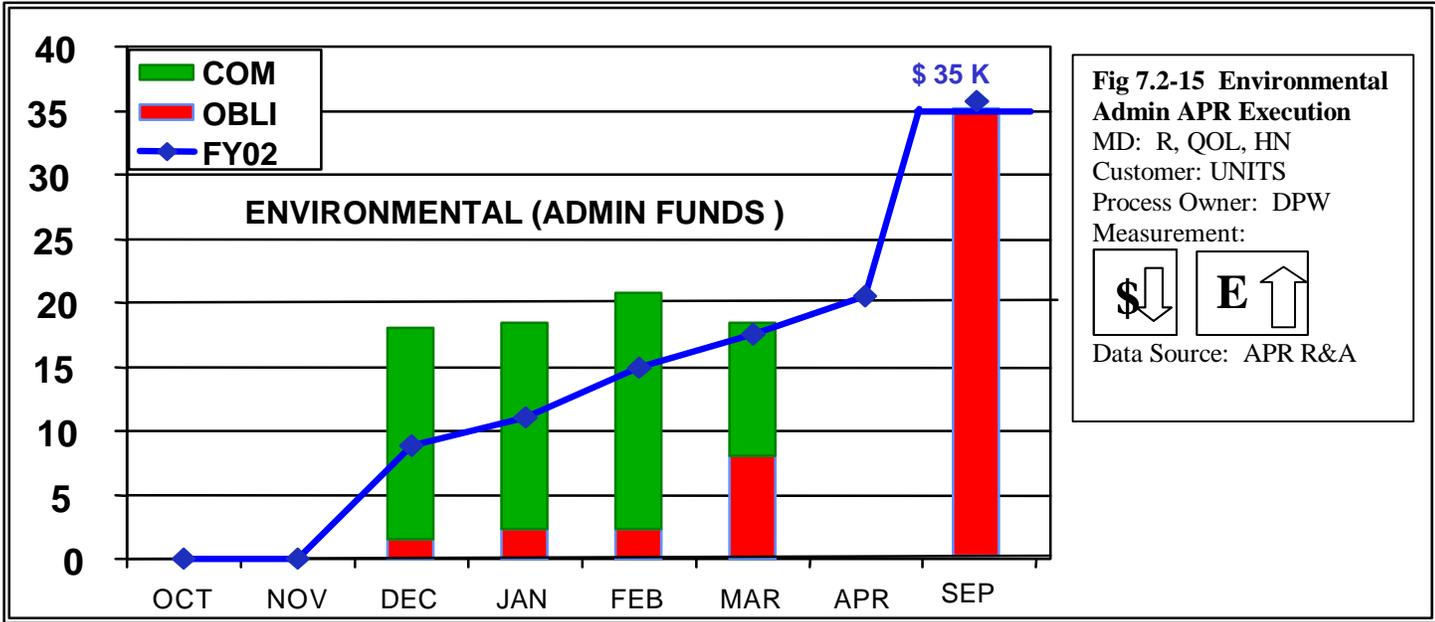


**Fig 7.2-5 Capri Club NIBD**  
 MD: QOL  
 Customer: FM, S, CIV  
 Process Owner: DCA  
 Measurement:  
 [Down Arrow] [Up Arrow]  
 Data Source: All our clubs are in recovery mode since 9-11.







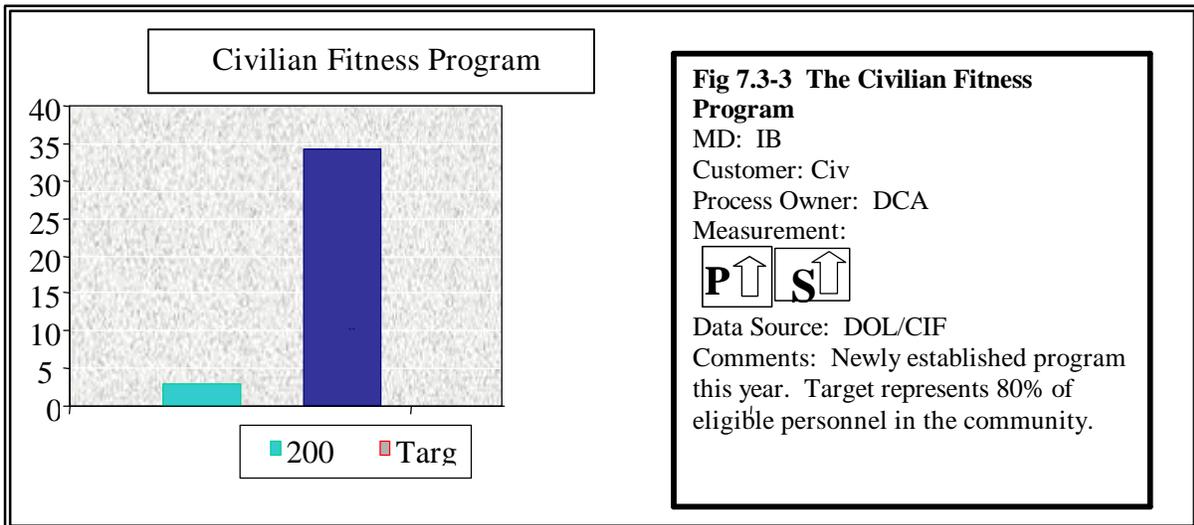
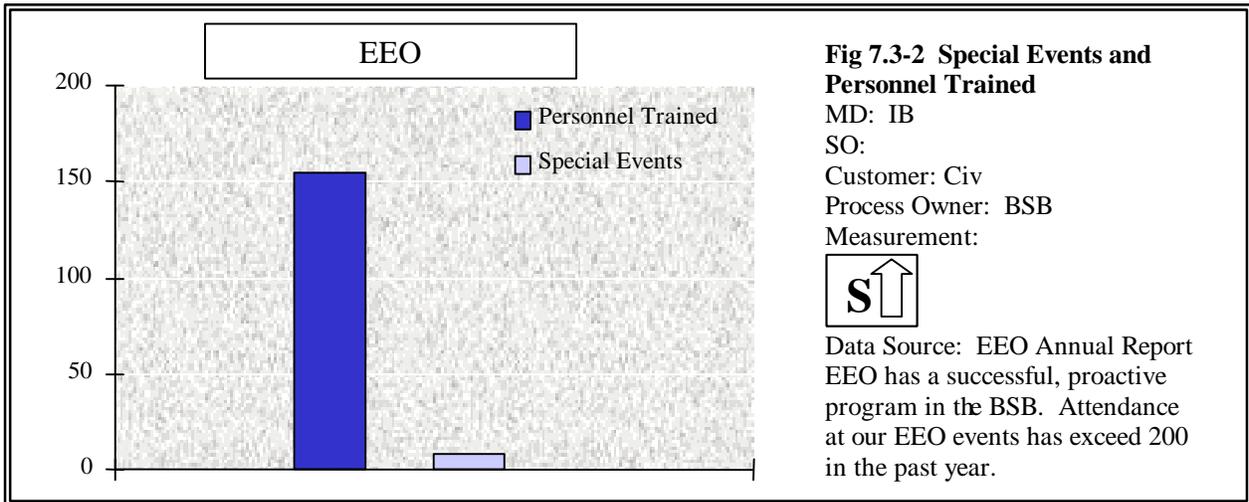


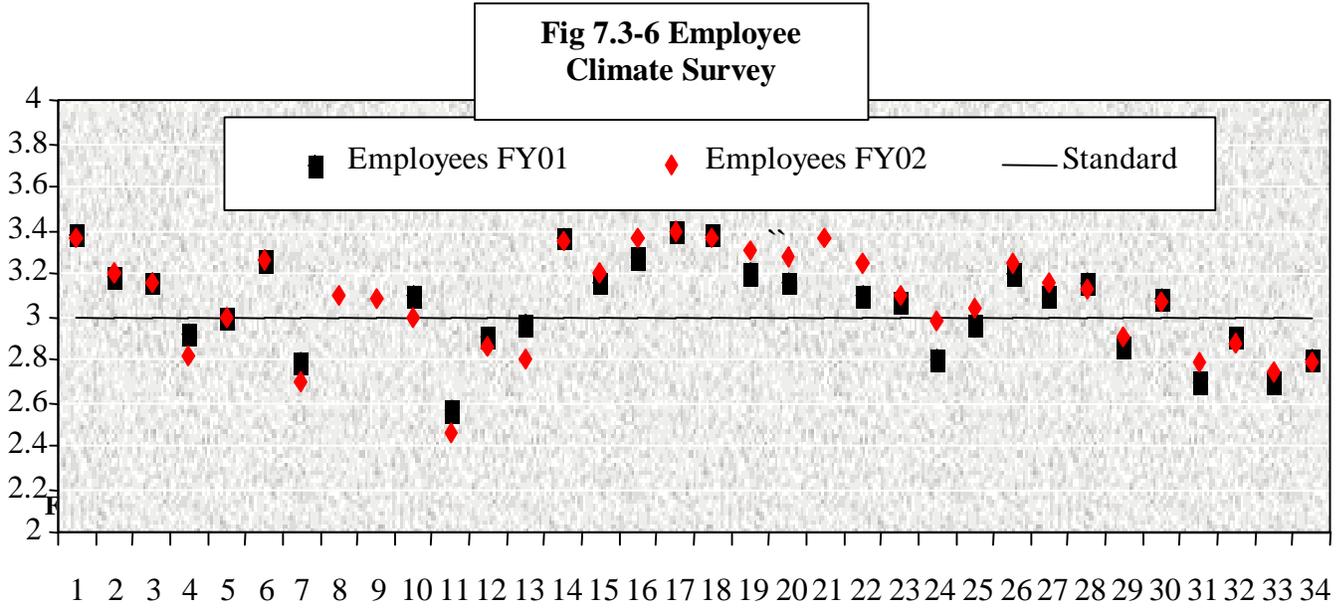
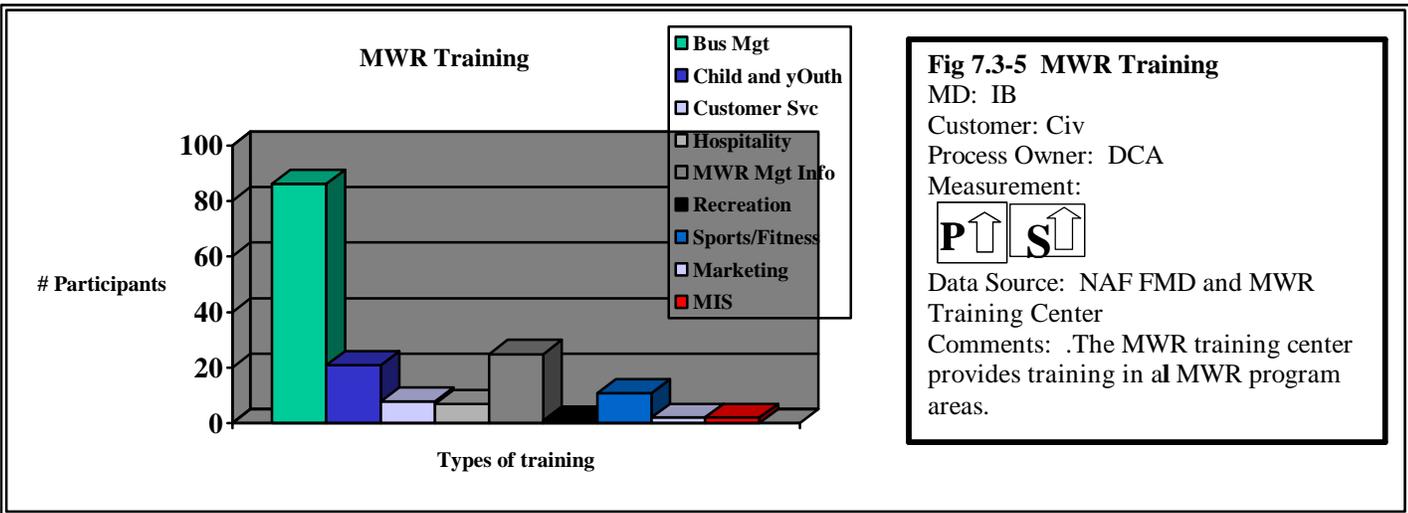
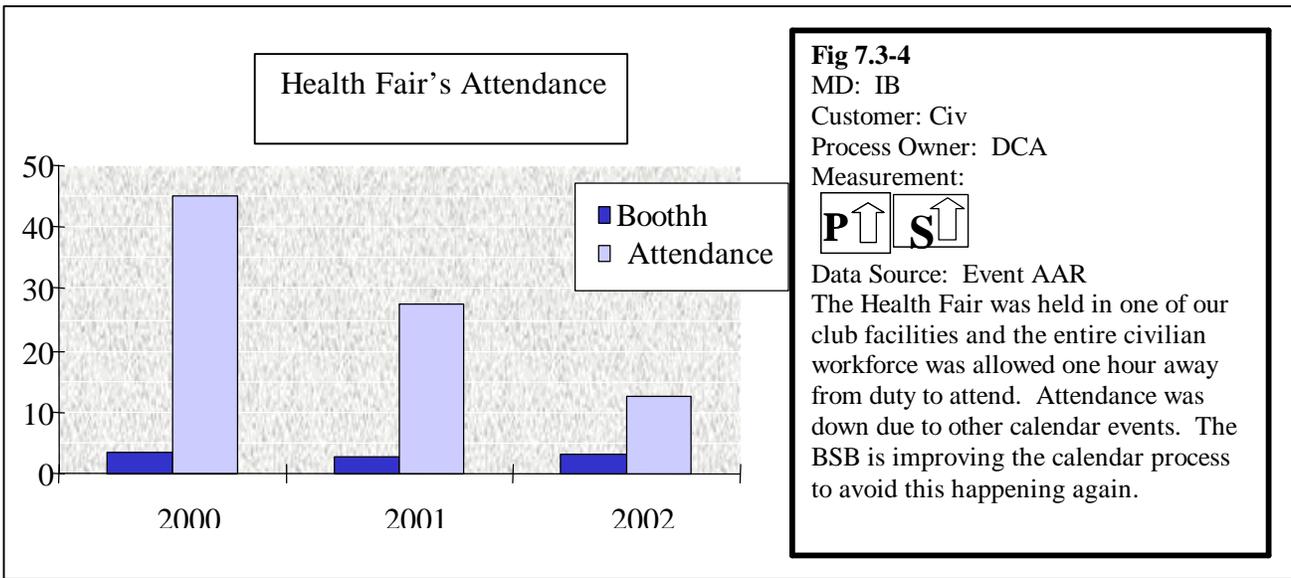
7.3 Human Resource Results

	FY99	FY00	FY01
Casualty Mangement	G	G	G
SIDPERS	G	G	" "
Leave Control	G	G	A
Military Awards	G	G	G
Officer/Non-Commissioned Officer Evaluations	G	G	G
Ration Cards	G	G	G
Enlisted Promotions	A	G	G

**Fig 7.3-1 CIP Rating for the 284<sup>th</sup> S-1(Adjutant) function for past three years**  
 MD: IB  
 Customer: CIV  
 Process Owner: S-1  
 Measurement:  
 

Data Source: Annual CIP REPORT.





1. I like working in this community.
2. My job makes good use of my skills and abilities.
3. I feel a part of a team.
4. I have the right equipment to do my work.
5. I get the right information to do a good job.
6. My work area is a safe place to work.
7. I am generally aware of what is going on with other organizations in the BSB.

8. The people in my organization have the right knowledge and skills to get our work done.
9. The people in my organization have the right attitude to get our work done.
10. My organization is constantly improving.
11. My organization has the right number of people to get our work done properly.
12. We have the right amount of time to get our work done properly.
13. My organization has a dependable system to get and act on customer feedback.

14. My chain of command is clear to me.
15. My supervisor has established clear priorities.
16. My supervisor has given me the authority I need to do my job.
17. I can talk to my supervisor about work-related problems.
18. My supervisor treats all people fairly, without regard to race, ethnic background, nationality, gender, age, religion or handicap.
19. My supervisor properly handles work-related problems which I bring to him/her.
20. My supervisor communicates performance expectations.
21. My supervisor routinely stresses that good customer service is a priority.
22. My supervisor is a model for high standards.

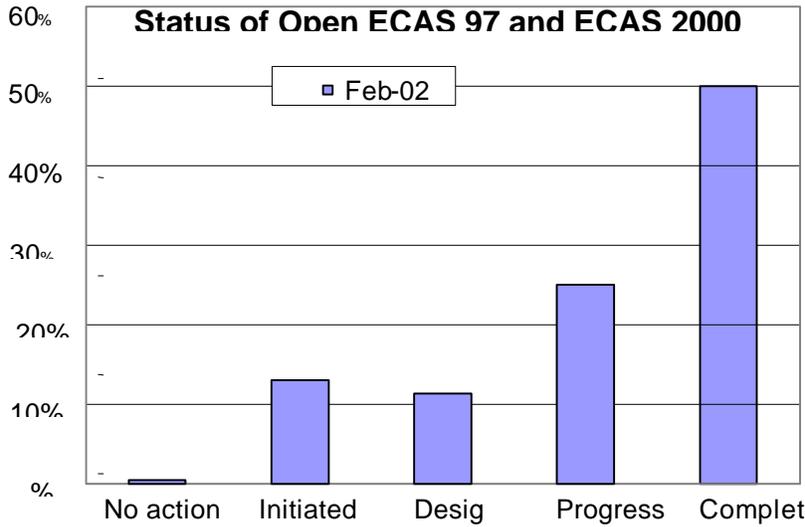
23. My supervisor properly recognizes employees who do a good job.
24. My supervisor effectively handles employees who do not do a good job.
25. My supervisor provides timely, constructive counseling.
26. My supervisor knows how well I do my work.

27. I have received the necessary training to do my job.
28. I am given an opportunity to improve my skills for my present job.
29. I receive the counseling/coaching I need to advance in my career.
30. I have input into what job-related training and education I receive.

#### **Employee Satisfaction Survey Questions**

31. The leadership in the 284th BSB cares about the people in my organization.
32. The leadership in the 284th BSB has established a clear mission and vision.
33. I trust the 284th BSB leadership.
34. The leadership in the 284th BSB is moving the organization in the right direction.

## 7.4 Organizational Effectiveness Result



**Fig 7.4-1**

MD: HN

Customer: Units

Process Owner: DPW

Measurement:



Data Source: DPW

Environmental

Comments: As the chart below shows, almost all recommendations and findings from prior environmental compliance assessments have been either completed or are being addressed

### Environment

Fiscal Year	Compliance		Conservation		Restoration		Pollution Prevention		Foundation	
	Quality	Quantity	Quality	Quantity	Quality	Quantity	Quality	Quantity	Quality	Quantity
2000	C2	C3	C2	C2	C1	n/r	C3	C3	C1	C2
2001	C2	C2	C2	C1	C1	C3	C3	C3	C1	C3
2002	C2	C2	C2	C1	C1	C3	C3	C3	C1	C4

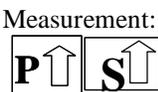
**Fig 7.4-2**

MD: HN

Customer: Units

Process Owner: DPW

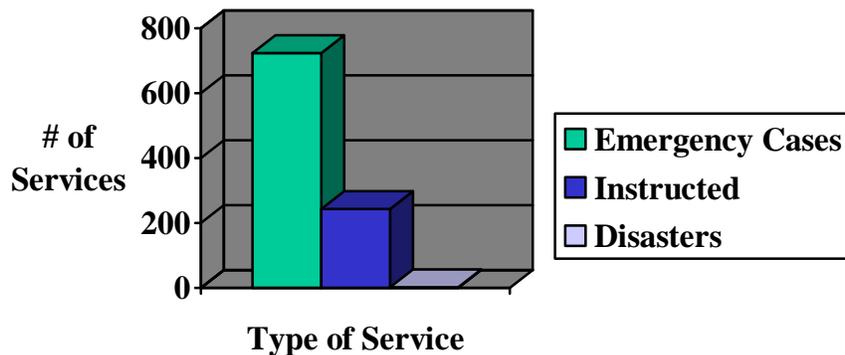
Measurement:



Data Source: ISR !!

Comments: Installation Status Report. Yellow and Red “chicklets” for Restoration and Pollution are being addressed by completing delayed cleanups of contaminated sites, by opening a hazardous materials reuse center in FY 2002, and by improving solid waste recycling

### American Red Cross Services



**Fig 7.4-3**

MD: QOL/R

Customer: S, FM, CIV

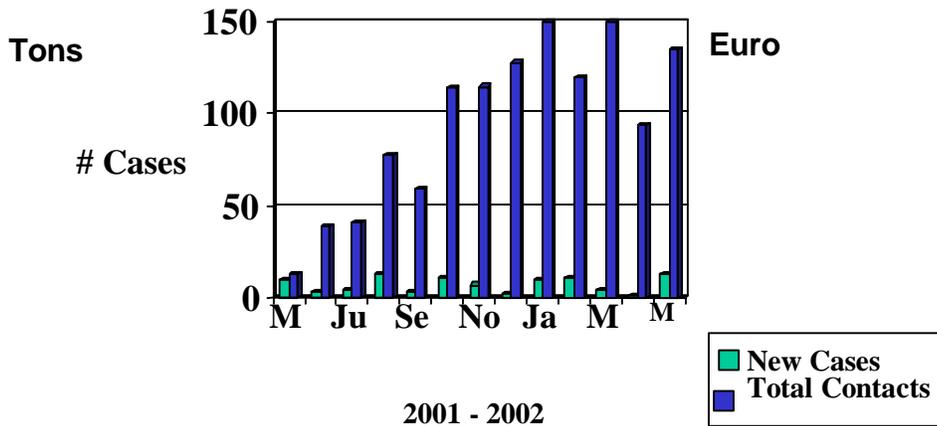
Process Owner: Partner

Measurement:



Data Source: ARC Director  
Comments: ARC continues to serve the community in emergency, learning and disaster situations. They are continually improving their communications with the community to better serve.

### New Parent Support New Cases and Contacts

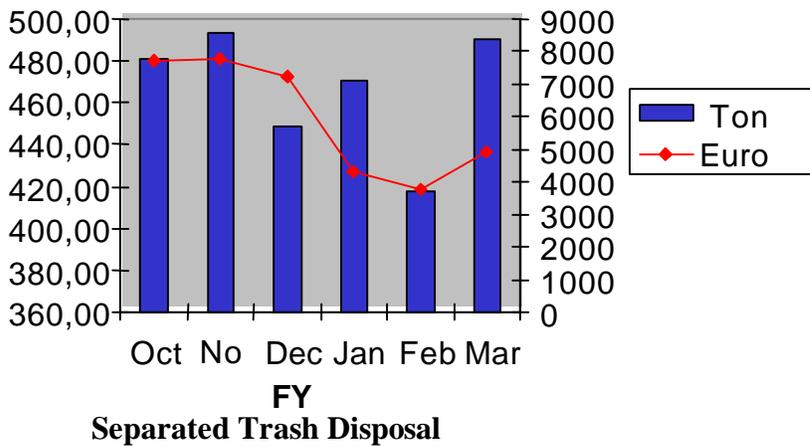


**Fig 74-4-ACS New Parent Support Cases/Contact**

MD: QOL  
Customer: FM, Civ  
Process Owner: Contracted partner  
Measurement:



Data Source: Monthly report  
Comments: NPS is growing in the community. The dip shown in this Springs activities reflects leave taken by the NPS contacted staff.



**Fig 74-5 Separated Trash Disposal**

MD: QOL  
Customer: FM, Civ  
Process Owner: DPW  
Measurement:



Data Source: Monthly report from DPW  
Comments. We are initiating the SORT program in the 28<sup>th</sup> to reduce costs of disposal.

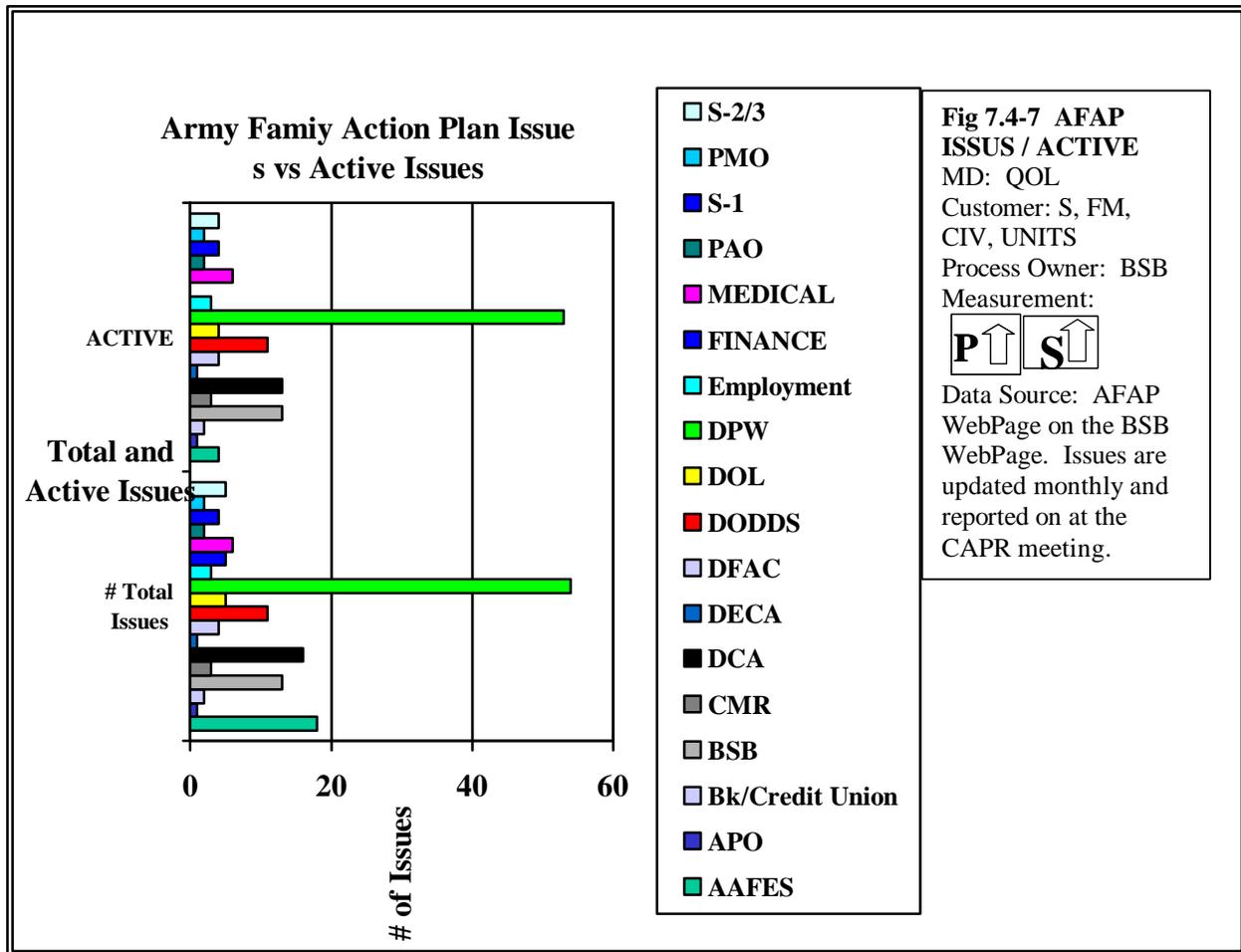
S-2/3 Security – CIP FINDINGS	FY 99	FY 00	FY 01
Information Security Prog	G	G	*
Personal Security Prog	A	G	*
Information Assurance	A	G	*
Force Protection Program	*	*	*

**Fig 7.4-6 CIP Security issues**

MD: R/QOL/IB  
Customer: S, FM, CIV, UNITS  
Process Owner: S 2/3  
Measurement:



Data Source: CIP



	FY	FY	FY
General Program Management	G	G	G
Funding, Programming and Reporting	G	G	G
Air Pollution	G	G	G
Drinking Water	G	G	G
Waste Water	G	G	G
Hazardous Waste	G	G	G
Noise	G	G	G
PCBs	**	G	G
Pest Management	G	G	G

**Fig 7.4-8 Environmental CIP**  
 MD: HN  
 Customer: FM, S, UNITS  
 Process Owner: DPW  
 Measurement:   
 Data Source: DPW Monthly Report  
 Comments: .Management of Environmental issues and CIP Rating

	FY99	FY00	FY01
Administration	G	G	G
Operations	G	A	A
Investigations	G	G	G
Physical Security	G	G	R
Key & Lock Control (new Jun 01)			G
Automation	G	G	G
Vehicle Registration	G	G	G
Motor Vehicle Traffic Supervision	G	A	G
Victim/Witness Program	G	A	G
D.A.R.E	G	R	G
DRUG SUPPRESSION TEAM (DST)	NA	NA	NA

**Fig 7.3-9**  
MD: IB  
SO:  
Customer: Civ  
Process Owner: DCA  
Measurement:  
  
Data Source: CIP  
Comments: security and law enforcement CIP ratings. We take a proactive approach to the issue of drug use in the community.

	BY99	BY00	FY01
Administration	A	G	G
Financial Administration	A	G	R
Command and Staff Leadership	G	G	G
Command Information Program	G	G	G
Herald Union	G	G	G
Public Information Program	G	G	G

**Fig 7.3-10 Management and command Info CIP ratings**  
MD: HN/IB  
Customer: Civ  
Process Owner: BSB  
Measurement:  
  
Data Source: CIP

10

2001	2002
Events and Activities	Events and Activities
3 German/American Fests	3 German/American Fests
3 Special Dinners with German officials	3 Special Dinners with German Officials
2 Christmas Tree Lighting Ceremonies	2 Christmas Tree Lighting Ceremonies
2 Christmas Parties with Handicapped	2 Christmas Parties with Handicapped
1 New Years Reception	1 New Years Reception
	1 Executive Council Meeting

**Fig 7.4-11 HN German American Events**  
MD: HN,  
Customer: S, FM, CIV  
Process Owner: PAO  
Measurement:   
Data Source: PAO

Comments: PAO takes a proactive approach to these events ensuring all needs are met and the appropriate venue and participation. We have improved our relationship with our partners, the German community.

	1999	FY00	FY 01
DCA	A	G	G
S-2/3	G	G	G
DOL	G	G	G
DPW	G	G	G
DRM	N/A	G	G
ADJUTANT	G	G	G
CSM	**	G	**
IR	**	**	G
PMO	G	A	G
EEO	A	G	G
EO	A	A	G
SAFETY	A	G	G
PAO	A	G	G
CHAPLAIN	G	G	G

7.4-12 ROLL UP OF CIP RATINGS

	FY 99	FY 00	Current
Administrative Operations	G	G	G
Operations Planning and Training	G	G	G
Movement Planning and Training	G	G	G
Pre-Deployment Processing	G	G	G
Limited Use Helicopter Landing Site (LUHLS)	G	G	G
Noncombatant Evacuation Operations (NEO)	G	G	G
CPF/ITC	G	G	G

Fig 7.4-13 S2/3 CIP ratings: MD: R, Customer: S, Unit, Process Owner: S2/3, Data Source: CIP

	BY 99	FY 00	FY 01
Repair/Maintenance of Surfaced Areas	A	G	G
Sidewalk Maintenance, Repair and Improvement	G	G	A
Maintenance and Repair work	G	G	G
Bridge and Trestle Inspections	G	G	G
Snow Removal	G	G	G
Facilities Standards	G	G	G
Equipment Management	**	**	**

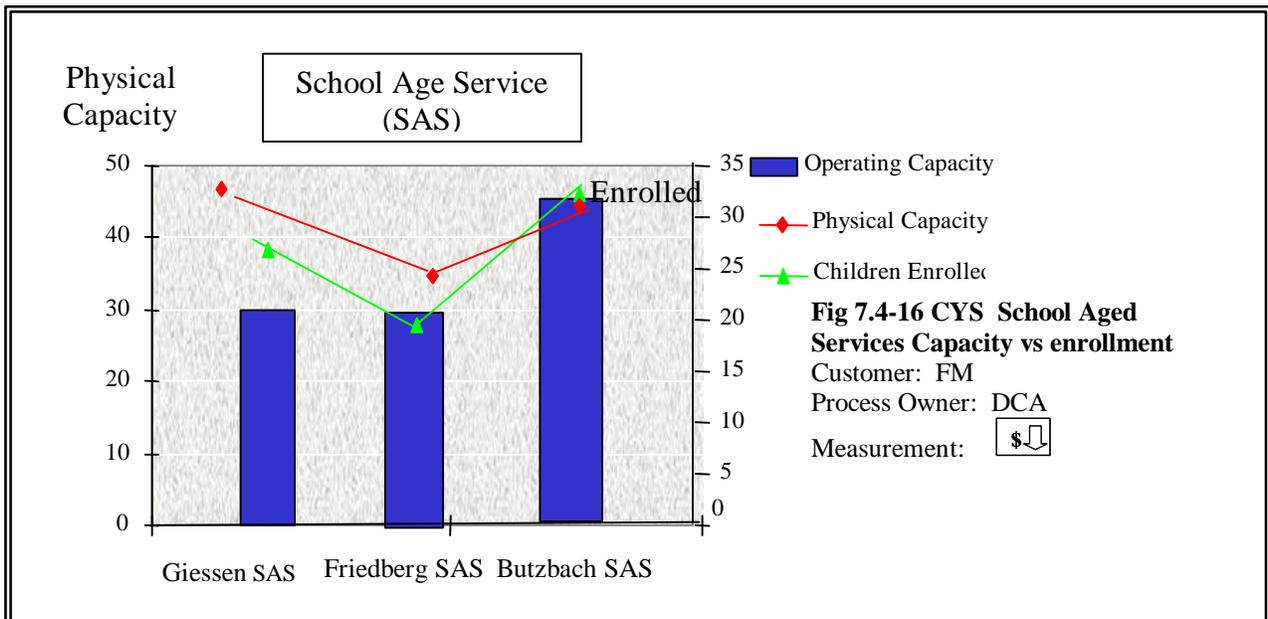
**Fig 7.4-14 CIP results for Maintenance of Roadways:**  
 MD: QOL  
 Customer: S, FM, CIV, Units  
 Process Owner: DPW

Comments: Repair and maintenance of road ways are an important QOL issue as identified in our SAP.

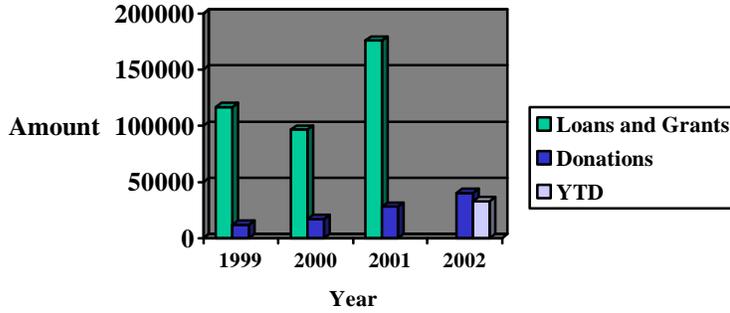
	BY 99	BY 00	FY 01
Administration	A	G	G
Financial Administration	A	G	R
Command and Staff Leadership	G	G	G
Command Information Program	G	G	G
Herald Union	G	G	G
Public Information Program	G	G	G

**Fig 7.4-15 CIP results for the Command Info Program**  
 MD: HN  
 Customer: S, FM, CIV, UNIT  
 Process Owner: PAO  
 Measurement: Effectiveness / Satisfaction

Comments: the CIP identified an area for improvement for the PAO, however, green ratings were gained in the provision of command info.



**Army Emergency Relief Grants/Loans and Donations Received**



**Fig 7.4-17 ACS Army Emergency Relief Program Donations and Loans/Grants**

MD: QOL

Customer: S

Process Owner: DCA

Measurement:



Comments: AER is an emergency program for soldiers and their families. As indicated, each AER organization provides more dollars than received. The 284<sup>th</sup> received \$40,000. this year in donations which far surpasses our past efforts. Our process in training and communication was improved this year.



# 284th Base Support Battalion

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## GLOSSARY

## GLOSSARY OF ABBREVIATIONS AND TERMS

### A

AAC	Automation Advisory Committee
AAC	Automation Advisory Committee
AAFES	Army and Air Force Exchange Service
AAR	After Action Review
ABC	Activity Base Costing
ACOE	Army Communities of Excellence
ACS	Army Community Service
ADAP	Alcohol Drug Abuse Program
ADAP	Alcohol Drug Abuse Program
APF	Appropriated Fund
AFAP	Army Family Action Plan
AFN	American Force Network
AOR	Area of Responsibility
APFT	Army Physical Fitness Test
APIC	Army Performance Improvement Criteria
ASG	Area Support Group
AST	Area Support Team
ATC	Army Training Command

### B

BASOPS	Base Operations
BB	Butzbach
BDE	Brigade
BN	Battalion
BOD	Business Operations Division
BOQ	Bachelor Officer Quarters
BOSS	Better Opportunities for Single Soldiers
BRAC	Base Realignment and Closure
BSB	Base Support Battalion

### C

CAP	Community Action Plan
CAPR	Community Action Plan Review
CARE	Civilian Army Retirement Employees
CATC	Combined Arms Training Center
CDC	Child Development Center
CDR	Commander
CENTCOM	Central Command
CFSC	Community and Family Support Center
CI	Command Inspections
CIB	Community Information Briefing
CIP	Community Inspection Program
CIV	Civilian
COR	Contracting Officer's Representative
CPAC	Civilian Personnel Advisory Center
CPF	Central Processing Facility
CPO	Civilian Personnel Office
CRD	Community Recreation Division
CSM	Command Sergeant Major
CYS	Child Youth Services
CYSD	Children and Youth School Development

### D

DA	Department of the Army
DCA	Directorate of Community Activities
DECA	Defense Commissary Agency
DENTAC	Dental Activity
DIVENG	Division Engineer Brigade
DSN	Defense Switched Network
DOD	Department of Defense

DODDS	Department of Defense Dependents' Schools
DODEA	Department of Defense Education Activity
DOL	Directorate of Logistics
DPTMS	Directorate of Plans, Training, Mobilization, and Security
DPW	Directorate of Public Works

### E

EADTF	Extended Air Defense Task Force
ECAS	Environmental Compliance Assessment System
EEO	Equal Employment Opportunity
EIA	Excellence in Action
ENV	Environmental
EOA	Equal Opportunity Advisor
EQCC	Environmental Quality Control Committee
ESC	Engineer Support Center
ESC	Executive Steering Committee
ESC	Executive Steering Committee
EUCOM	European Command

### F

FB	Friedberg
FCC	Federal Child Care
FMBS	Financial Management Budget System
FMD	Financial Management Division
FRG	Family Readiness Group
FSG	Family Support Group
FY	Fiscal Year

### G

G/A	German and American
GPRA	Government Performance Results Act

### H

HHD	Headquarters and Headquarters Detachment
HHG	Household Goods
HQ	Headquarters

### I

ICE	Interactive Customer Evaluation
IC-INOP	Installation Coordinator Inoperational
ID	Infantry Division
IDP	Individual Development Plan
IFMS	Interagency Fleet Management System
IG	Inspector General
IMS	Information Management System
INRP	Integrated Natural Resource Plan
IPR	In-Progress Review
ISD	Information System Division
ISR	Installation Status Report
ITAM	Integrated Training Area Management
ITC	In-Processing Training Center
IVC	Installation Volunteer Coordinator

### J

JSIVA	Joint Services Integrated Vulnerability Assessment
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### K

KBD	Key Business Driver
KDP	Key Delivery Process
KP	Key Process
KPI	Key Process Indicator

**L**  
LAN Local Area Network  
LEAD Leadership Education and Development  
LN Local National  
LTA Local Training Area  
LTC Lieutenant Colonel

**M**  
M&R Maintenance and Repair  
MACOM Major Command  
MBWA Management By Walking Around  
MCYET Major Command Youth and Child Evaluation Team  
MD Mission Driver  
MDT Mission Driver Team  
MEDDAC Medical Activity Center  
MIL Military  
MIPL Master Integrated Priority List  
MO Information Management Office  
MOU Memo of Understanding  
MP Military Police  
MWR Morale, Welfare and Recreation

**N**  
NAF Non-Appropriated Fund  
NATO North Atlantic Treaty Organization  
NIBD Net Income Before Depreciation  
NOW Newcomers Orientation Welcome Workshop

**P**  
PAC Personnel Actions Center  
PAO Public Affairs Office  
PAT Process Action Teams  
PCS Permanent Change of Station  
PME Primary Management for Executive  
POSH Prevention of Sexual Harassment  
POV Privately Owned Vehicle  
PP Power Projection  
PPL Prioritized Project List  
PRD Personnel Requirements Document  
PX Post Exchange

**Q**  
QOL Quality of Life

**R**  
R&A Review and Analysis  
RM Resources Management  
RTSC Regional Training Service Center

**S**  
SAP Strategic Action Plan  
SAS School Aged Services  
SBC Service Based Costing  
SDP Services Design Process  
SEBQ Senior Enlisted Bachelor Quarters  
SITES Standard Installation Topics Exchange  
SJA Staff Judge Advocate  
SLOT Strengths Limitations Opportunities Threats  
SLOT Strengths Limits Opportunities Threats  
SMT Strategic Management Triad  
SO Strategic Objective  
SOFA Status of Forces Agreement  
SOP Standard Operating Procedure

SORT Sort or Recycle Trash  
SPP Strategic Planning Process  
SSI Single Soldier Initiatives  
STC Senior Tactical Commander

**T**  
TAQ Total Army Quality  
TDA Table of Distributions and Allowances  
TLMS Time Labor Management System  
TMP Transportation Motor Pool  
TNAP Training Needs Assessment Plan  
TOE Table of Organization and Equipment  
TQM Total Quality Management  
TQMT Total Quality Management Team

**U**  
U.S. United States  
UCAS USAREUR Community Automation System  
UCOFT Unit Conduct of Fire Trainer  
UN United Nations  
USAC United States Army Command  
USAREUR United States Army, Europe  
USFLOH United States Forces Liaison Office Hessen

**V**  
VAT Value Added Tax  
VBK-47 German Partnership Battalion  
VET Veterinarian

**W**  
WAN Wide Area Network  
WIC Women and Infant Children  
WNR Whole Neighborhood Revitalization

**X**  
XO Executive Officer

**Y**  
YS Youth Services

**Tenant Unit Abbreviations**

1-36IN 1st Battalion, 36th Infantry  
1-37AR 1st Battalion, 37th Armor  
16EN 16th Engineer Battalion  
1BDE, 1AD 1st Brigade, 1st Armored Division  
2-37AR 2nd Battalion, 37th Armor  
2-3FA 2nd Battalion, 3rd Field Artillery  
501FSB 501st Forward Support Battalion

284<sup>th</sup>  
Base  
Support  
Battalion

