

U.S. ARMY GARRISON - HAWAII
INSTALLATION STRATEGIC PLAN
2013-2018



MARCH 2013

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Commander's Intent

Creating a clear vision, and charting the course to achieving that vision is what strategic planning is all about. When the entire workforce understands our organizational direction, how we're going to get there and what their individual roles are in achieving our vision, it creates energy, enthusiasm and synergy that prevents us from derailing, even in the toughest of times.

That is the intent of this 2013-2018 USAG-HI Strategic Plan. It established objectives and action plans that are responsive to the things we must address to ensure our continued success in the future. It allows us to align our focus and our resources behind the priorities of Installation Management Command and the Army. It helps us to mitigate risk and establishes a common language that will maximize the benefits from collaborative efforts with our partners and suppliers. Ultimately, and most importantly, it will help us to better meet the needs of the Soldiers, Families and Civilians we support every day.

Please share this plan with all who have a stake in the achievement of our vision for the future and use it as a framework for your own planning efforts. It is intended to be a living document to be reviewed, evaluated and updated annually.

Signature will be here

COL Daniel W. Whitney
Commander, U.S. Army Garrison, Hawaii



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Commander, U.S. Army Garrison, Hawaii

Purpose and Scope

This plan applies to all members of the U.S. Army Garrison Hawaii Team. Its purpose is to focus the organization on the future, to formalize objectives that support the achievement of our vision and align our efforts behind the strategic direction of the Installation Management Command and the Army.

Mission

Supporting each warrior, family and community with sustainable services, ensuring power projection readiness from Hawaii

Vision

The most innovative, customer-focused garrison in the Army, ensuring our supported units' mission accomplishment

Values

- Loyalty
- Duty
- Respect
- Selfless Service
- Honor
- Integrity
- Personal Courage
- Teamwork
- Diversity
- Flexibility
- Accountability
- Fairness
- Customer Service
- Technical Competence

LOO 1 Safety and Security

GOAL: *To provide a safe and secure environment for all who live, work and train within the installation's boundaries through proactive planning, relevant exercise of capabilities and timely response.*

OBJECTIVE 1.1: Conduct the installation protection (IP) function via an all-threat/hazard operational approach

Outcome: A safe and secure installation

Action Plans:

1.1.1 Review and update current Law Enforcement (LE) patrol distribution plan

Completion Date: Quarterly or as required beginning June 2013

Proponency: Directorate of Emergency Services (DES)

1.1.2 Implement the new physical security plan

Completion Date: April 2013

Proponency: DES

1.1.3 Synchronize the Antiterrorism/Force Protection Plan with the published Physical Security Plan

Completion Date: June 2013

Proponency: Directorate of Plans, Training, Mobilization and Security (DPTMS)/DES

1.1.4 Review and validate the All Hazards Plan

Completion Date: June 2013

Proponency: DPTMS/DES

1.1.5 Rehearse the protection family of plans under the Emergency Management System

Completion Date: July 2013

Proponency: DES/DPTMS

OBJECTIVE 1.2: Ensure compliance with standards and enforcement of IP policies and regulations

Outcome: A disciplined and ready All Hazards capability, compliance with all applicable laws, regulations and policies

Action Plans:

1.2.1 Execute corrective action plans from previous assessments

Completion Date: July 2013

Proponency: DES/DPTMS

1.2.2 Execute annual regulatory exercises, training, qualification and certification

Completion Date: January 2014

Proponency: DPTMS/DES

LOO 1 Safety and Security

1.2.3 Plan, prepare, rehearse IP function ahead of Joint Staff Integrated Vulnerability Assessment (JSIVA) and implement JSIVA lessons learned

Completion Date: July 2013

Proponency: DPTMS/DES

OBJECTIVE 1.3: Leverage manpower, technology, equipment and facility upgrades to improve/enhance execution of the IP function

Outcome: Optimum resource lifecycle; effective mission execution

Action Plans:

1.3.1 Implement National Crime Information Center terminals at Visitor Control Centers

Completion Date: September 2013

Proponency: DES/Network Enterprise Center (NEC)

1.3.2 Incorporate Schofield Barracks and Fort Shafter Wildland Fire, Pohakuloa Training Area fire stations into Military Construction plan or repurpose buildings

Completion Date: October 2014

Proponency: Directorate of Public Works (DPW)

1.3.3 Develop a comprehensive IP function lifecycle plan

Completion Date: September 2013

Proponency: All Garrison

1.3.4 Implement RapidGate

Completion Date: September 2013

Proponency: DES

1.3.5 Implement access control point upgrades

Completion Date: September 2014

Proponency: DPTMS/DES

OBJECTIVE 1.4: Target all threat/hazards communications to effected communities

Outcome: Safe, secure and informed Installation communities

Action Plans:

1.4.1 Develop a mass notification plan based on programmed Mass Notification System (MNS) upgrades to increase notification capability/capacity/coverage

Completion Date: September 2013

Proponency: DPTMS

1.4.2 Implement Emergency Management Modernization Program (includes telephone alert system, common operating picture)

Completion Date: April 2013

Proponency: DPTMS

LOO 1 Safety and Security

- 1.4.3 Engage NEC on feasibility to implement desktop alerts
Completion Date: April 2013
Proponency: DPTMS

OBJECTIVE 1.5: Improve collaboration with federal, state and local partners through coordinated mutual aid agreements (MAAs)

Outcome: A comprehensive, integrated and tiered protection/response to all-threat/hazards

Action Plans:

- 1.5.1 Review, update/create and rehearse Mission Area Analysis to fill gaps in emergency response capabilities.
Completion Date: June 2013
Proponency: DES/DPTMS
- 1.5.2 Develop transportation plan for modular Protection teams (Incident Command, Special Reaction Team (SRT), Canine Police Unit, etc) employment (air and ground to incident location and from staging area to incident).
Completion Date: April 2013
Proponency: DES/DPTMS
- 1.5.3 Incorporate federal, state and local participation into full scale regulatory exercises.
Completion Date: May 2013
Proponency: DPTMS
- 1.5.4 Scope and integrate Soldier Skills Set Utilization capabilities into comprehensive, integrated, tiered exercises.
Completion Date: Ongoing
Proponency: DES/DPTMS

OBJECTIVE 1.6: Execute mission essential training, qualification and certification to accomplish the installation protection (IP) function

Outcome: A well trained, qualified and certified professional IP team

Action Plans:

- 1.6.1 Conduct IP function training, qualification and certification
Completion Date: Ongoing
Proponency: 8th Military Police Brigade (MP BDE)/DES
- 1.6.2 Expand required National Incident Management System training by position/function for crisis consequence management
Completion Date: July 2013
Proponency: DES/DPTMS
- 1.6.3 Conduct Fire (structural, wildland) training, qualification and certification.
Completion Date: Ongoing
Proponency: Federal Fire/DES Fire

LOO 2 Business Operations

GOAL: *Effectively and efficiently manage the Garrison to optimize use of available resources, remain customer-focused and ensure audit readiness.*

OBJECTIVE 2.1: Improve customer service across all activities and programs

Outcome: USAG-HI provides the best customer service in IMCOM—a positive service experience for individual and organizational customers regardless of status or rank

Action Plans:

- 2.1.1 Codify customer service standards in Garrison policy
Completion Date: July 2013
Proponency: Plans, Analysis and Integration Office (PAIO)
- 2.1.2 Execute no less than 10 Mystery Customer visits per quarter
Completion Date: December 2013
Proponency: PAIO
- 2.1.3 Design and implement Garrison website modifications that enable customers to seek information and support
Completion Date: April 2014
Proponency: Public Affairs Office (PAO)
- 2.1.4 Increase enrollment in and graduation from customer service training
Completion Date: December 2013
Proponency: Workforce Development (WFD)

OBJECTIVE 2.2: Enhance and improve communication with internal audiences

Outcome: The Garrison is a trusted and reliable source of relevant information for the Army in Hawaii

Action Plans:

- 2.2.1 Ensure global address and phone number updates with standardized email signature blocks for all Garrison employees
Completion Date: April 2013
Proponency: S6
- 2.2.2 Develop and implement a system and standards for retaining institutional knowledge as employees depart the Garrison
Completion Date: June 2013
Proponency: S6/All Directorates
- 2.2.3 Develop a Garrison services directory with service description and contact information for both internal and external customers
Completion Date: October 2013
Proponency: S6/PAO
- 2.2.4 Increase the use of tools available for information sharing (e.g. shared drives, SharePoint, Milbook, Gcnet) among the entire workforce
Completion Date: October 2013
Proponency: S6/Directorates/Offices

LOO 2 Business Operations

OBJECTIVE 2.3: Improve business synchronization, innovation and the management of Garrison key processes

Outcome: Reduce waste, eliminate redundancy, and develop efficient processes

Action Plans:

2.3.1 Charter tiger team of senior leaders to identify Garrison key processes and make prioritized recommendations for improvement

Completion Date: July 2013

Proponency: PAIO

2.3.2 Through cross-functional teams, develop process maps and implement improvements in effectiveness and efficiency for no fewer than two key processes annually

Completion Date: Ongoing

Proponency: PAIO

2.3.3 Stand up the Business Integration and Synchronization Council (BISC) for the routine review of process improvement, innovation and integration projects.

Completion Date: September 2013

Proponency: PAIO

OBJECTIVE 2.4: Ensure fiscal accountability and audit readiness

Outcome: Achieve unqualified audit opinion

Action Plans:

2.4.1 Ensure all Department of the Army test transactions are passed

Completion Date: March 2014

Proponency: Internal Review (IR)/Resource Management Office (RMO)

2.4.2 Validate that all controls on Army Commanders Readiness Checklist are in place.

Completion Date: March 2014

Proponency: IR/RMO

2.4.3 Educate entire Garrison workforce on audit readiness.

Completion Date: October 2013

Proponency: IR/RMO

2.4.4 Ensure complete and accurate records for real property audit readiness

Completion Date: November 2013

Proponency: DPW Real Property Division

LOO 3 Well-Being and Resiliency

GOAL: Improve the wellness and resiliency of the Army Community through the six pillars of fitness; emotional fitness, family fitness, physical fitness, social fitness, spiritual fitness and financial fitness

OBJECTIVE 3.1: Optimize care and support for Soldiers and their families through Garrison services in a fiscally constrained environment

Outcome: Continuity of Garrison well-being programs

Action Plans:

3.1.1 Establish operational furlough plans responsive to customer needs

Completion Date: March 2013

Proponency: All Directors

3.1.2 Establish baseline utilization data using existing program tracking reports and report utilization ratings in the Strategic Management System (SMS)

Completion Date: December 2013

Proponency: PAIO, DPW, Directorate of Human Resources (DHR), Directorate of Family, Morale, Welfare and Recreation (DFMWR), Religious Services Office (RSO)

3.1.3 Compare customer satisfaction scores with baselines

Completion Date: December 2013

Proponency: PAIO, DPW, DHR, DFMWR, RSO

OBJECTIVE 3.2: Partner with the Department of Education, Army units, Pacific Command (PACOM) and sister services to bring about improvements in public education

Outcome: Quality education for our Children

Action Plans:

3.2.1 Continue participation in Joint Venture Education Forum (JVEF) and Interstate Compact.

Completion Date: Ongoing

Proponency: DFMWR

3.2.2 Continue Parental Engagement Survey (PES) program

Completion Date: December 2013

Proponency: School Liaison Officer

3.2.3 Analyze PES results, develop and implement of courses of action to address identified issues

Completion Date: April 2014

Proponency: SLO/DOE

3.2.4 Publicize/market parental engagement programs (Parent Teacher Association, volunteers)

Completion Date: June 2014

Proponency: SLO/DOE

LOO 3 Well-Being and Resiliency

OBJECTIVE 3.3: Improve approach to and enhance outcomes of the Community Health Promotions Council (CHPC) through the creation of an integrated healthy priorities list for execution

Outcome: Maximize agency/unit collaboration, participation for a realistic IPL

Action Plans:

3.3.1 Ensure all appropriate agencies are represented on the Council

Completion Date: September 2013

Proponency: Garrison Headquarters

3.3.2 Ensure information is submitted to CHPC by units

Completion Date: Ongoing

Proponency: All concerned agencies

3.3.3 Establish health priorities list and gain Senior Commander approval

Completion Date: October 2013

Proponency: Garrison Headquarters

3.3.4 Execute health priorities list

Completion Date: As required by project

Proponency: CHPC/Garrison Headquarters

OBJECTIVE 3.4: Develop and implement a plan to remove distractions that prevent warriors from focusing on their mission specific to child care

Outcome: Improved access to child care.

Action Plans:

3.4.1 Implement online waiting list through childcare.com

Completion Date: June 2013

Proponency: Child and Youth and School Services (CYSS)

3.4.2 Recruit on and off-post Family Child Care (FCC) providers

Completion Date: September 2013

Proponency: FCC, Marketing

3.4.3 Continue recruiting and hiring Child Development Center (CDC) staff

Completion Date: Ongoing

Proponency: CYSS

3.4.4 Continuously seek additional funding for new CDCs.

Completion Date: 2018

Proponency: CYSS

LOO 3 Well-Being and Resiliency

OBJECTIVE 3.5: Develop a plan to support and empower units to execute Ready Resilient programs in order to focus on proactive approaches to wellness that deal with prevention

Outcome: Resilient Soldiers and Families

Action Plans:

3.5.1 Establish a Comprehensive Soldier and Family Fitness (CSF2) tiger team to synchronize efforts across all six dimensions (Spiritual, Emotional, Physical, Family, Social and Financial)

Completion Date: August 2013

Proponency: Installation Prevention Team

3.5.2 Publish a resource listing sorted by CSF2 dimensions

Completion Date: September 2013

Proponency: ACS

3.5.3 Educate CSF2 team members on each other's capabilities

Completion Date: December 2013

Proponency: Installation Prevention Team

3.5.4 Market CSF2 findings and report findings to CHPC

Completion Date: December 2013

Proponency: Installation Prevention Team

LOO 4 Facilities, Infrastructure & Environment

GOAL: *Optimize the quality and availability of facilities, grounds and infrastructure to meet the needs of customers and stakeholders while minimizing environmental roadblocks to training.*

OBJECTIVE 4.1: Improve Environmental Management to enhance training and installation operation and minimize impacts to environmental resources

Outcome: Increased live-fire training and more realistic training, with low/no impact to the environment and reduced budgetary requirements.

Action Plans:

4.1.1 Develop a Cultural Resources Programmatic Agreement covering routine, repetitive training actions in all training areas and ranges.

Completion Date: Jun 2013

Proponency: DPW Environmental Division

4.1.2 Complete the Makua Court order requirements (Cultural Resources and Marine Resource Supplemental Surveys) and the Supplemental Makua Environmental Impact Statement (EIS)

Completion Date: December 2013 for Court Order, May 2014 for EIS

Proponency: DPW Environmental Division

4.1.3 Reinitiate formal Section 7 consultation for all Army training areas to adjust mitigation according to current training requirements

Completion Date: December 2013

Proponency: DPW Environmental Division

4.1.4 Minimize encroachment on training lands and increase training opportunities by continuing to pursue at least one new Army Compatible Use Buffer project each year

Completion Date: Annually

Proponency: DPW Environmental Division

4.1.5 Reduce municipal solid waste and demolition waste going into landfills and increase recycling by growing the Recycling Program (50% diversion by 2015; 5% reduction per year for 2013 and 2014)

Completion Date: 2015

Proponency: DPW Environmental Division

OBJECTIVE 4.2: Align resources with requirements for people and funding (services)

Outcome: Customers have increased understanding of capabilities and timelines with adjusted level of service

Action Plans:

4.2.1 Compare capabilities with customer expectations based on changes in resourcing

Completion Date: Annually

Proponency: DPW

LOO 4 Facilities, Infrastructure & Environment

- 4.2.2 Coordinate with customers to ensure that expectations are aligned with resources available, and priorities are correctly identified
Completion Date: Ongoing beginning March 2014
Proponency: DPW
- 4.2.3 Schedule regular meetings with the major tenant units (25th, 8th TSC, MEDCOM)
Completion Date: March 2014
Proponency: DPW
- 4.2.3 Make services plans (custodial, etc) accessible to internal and external customers
Completion Date: March 2014
Proponency: DPW
- 4.2.4 Maximize use alternative resources to accomplish unfunded requirements
Completion Date: Ongoing
Proponency: DPW
- 4.2.5 Conduct DPW 101 class to all commands/tenant units.
Completion Date: Ongoing beginning March 2013
Proponency: DPW

OBJECTIVE 4.3: Support efforts to mitigate Depleted Uranium (DU) at Schofield Barracks Battle Area Complex (BAX) and Pohakuloa Training Area (PTA)

Outcome: Reduced impacts to training from Depleted Uranium (DU).

Action Plans:

- 4.3.1 Conduct regular meetings with the IMCOM, DA, Army Corps of Engineers (COE) Range Safety Officers and radiation support contractor
Completion Date: As required in DU plans
Proponency: As required by action
- 4.3.2 Acquire resources to support operations during negotiations with Nuclear Regulatory Commission
Completion Date: As required in plans
Proponency: As required by action
- 4.3.3 Provide Safety oversight for all DU/Radiological Control Area activities.
Completion Date: Ongoing
Proponency: Installation Safety Office
- 4.3.4 Acquire resources to implement License & Radiation Safety Plan
Completion Date: Dependent on license condition
Proponency: As required by action

LOO 4 Facilities, Infrastructure & Environment

OBJECTIVE 4.4: Manage execution of requirements within the available assets (facilities)

Outcome: Requirements are identified and expectations are aligned with available assets to meet short term, mid term and long term implementation plans

Action Plans:

4.4.1 Coordinate with customers to ensure that expectations are aligned with resources available and priorities are correctly identified

Completion Date: Ongoing

Proponency: DPW

4.4.2 Compare capabilities with customer expectations based on changes in resourcing.

Completion Date: Annually

Proponency: DPW

4.4.3 Schedule regular meetings with the major tenant units (25th, 8th TSC, MEDCOM)

Completion Date: Monthly

Proponency: DPW

4.4.4 Conduct DPW 101 class to all Commands/tenant units

Completion Date: Ongoing beginning March 2013

Proponency: DPW

4.4.5 Present Annual Work Plan (AWP) and Project Prioritization System Maintenance & Repair projects at review board (to be chartered)

Completion Date: Annually, 3rd Qtr

Proponency: DPW

4.4.6 Maximize use of alternative resources to accomplish unfunded requirements

Completion Date: Ongoing

Proponency: DPW

OBJECTIVE 4.5: Support PTA Development

Outcome: Increase local training capability and throughput while reducing overall deployment costs

Action Plans:

4.5.1 Update 1989 PTA Mission Statement, approved and signed by the Senior Mission Commander

Completion Date: June 2013

Proponency: DPW and Senior Mission Commander

4.5.2 Create Area Development Plans for Range, Cantonment and Airfield

Completion Date: Annually

Proponency: DPW and Tenant Units

LOO 4 Facilities, Infrastructure & Environment

- 4.5.3 Develop a Master Plan addressing consolidation of Cantonment/Range/Airfield Requirements
 - Completion Date: Triennially
 - Proponency: DPW, Planning Division and Tenant Units
- 4.5.4 Obtain signature approval of the Master Plan from Senior Commander
 - Completion Date: Triennially
 - Proponency: DPW and Senior Commander
- 4.5.5 Generate validated list of Military Construction (MILCON) projects identified per approved Master Plan
 - Completion Date: Annually following signed Master Plan
 - Proponency: DPW, Planning Division
- 4.5.6 Develop a list of non-MILCON funded projects
 - Completion Date: Annually following approved AWP
 - Proponency: DPW, Business Operations Division
- 4.5.7 Obtain Programmatic EIS
 - Completion Date: 1 1/2 years after requirements are known
 - Proponency: DPW Environmental Division

LOO 5 Soldier and Mission Support

GOAL: *Integrate and synchronize the activities of all agencies and communities involved in support for training and mobilization to ensure rapid deployment capability and the fulfillment of training requirements*

OBJECTIVE 5.1: Provide sustainable services to ensure Rapid Expeditionary Deployment readiness from Hawaii

Outcome: Fully deployable units to meet mission timelines.

Action Plans:

5.1.1 Develop and implement USAG-HI SOPs in accordance with Senior Commander Readiness SOPs.

Completion Date: December 2013

Proponency: DHR in coordination with Mission Support Element Hawaii (MSE-HI)

5.1.2 Adjust existing approach to Army Force Generation (ARFORGEN) processes for Rapid Deployment capability, strengthening partnerships with deploying and redeploying units

Completion Date: December 2013

Proponency: DHR in coordination with DPTMS and Schofield Barracks Health Clinic

5.1.3 Identify personnel, medical, supply and equipment requirements for all supported units through all deployment stages

Completion Date: December 2013

Proponency: Army Materiel Command

OBJECTIVE 5.2: Enhance the civilian community's support to USAG-HI.

Outcome: Maximize community support for the Army in Hawaii

Action Plans:

5.2.1 Revamp "Partnership of Ohana" Community Relation (COMREL) program, publish Senior Commander's Operation Order (OPORD) to clarify goals, requirements, and unit and community relationships

Completion Date: Six months after published OPORD

Proponency: PAO

5.2.2 Continue USAG-HI community initiatives with Native Hawaiian Advisory Council, Waianae Community Information Council, noise awareness measures, and other community outreach efforts

Completion Date: Ongoing

Proponency: PAO

5.2.3 Target venues of opportunity, leverage technology to disseminate information to the local community and media

Completion Date: Ongoing

Proponency: PAO

LOO 5 Soldier and Mission Support

OBJECTIVE 5.3: Synchronize executable strategies and plans to provide mission support with facilities, ranges and training areas to meet Army standards

Outcome: Maximized availability of ranges, facilities and training areas

Action Plan:

5.3.1 Develop a system to access the MSE-HI and DPW Master Training Events calendar

Completion Date: December 2013

Proponency: DPTMS in coordination with MSE-HI G3 and DPW

5.3.2 Synchronize all training calendars, ARFORGEN schedules, ranges, training, equipment and facility usage

Completion Date: December 2013

Proponency: DPTMS in coordination with MSE-HI G3

OBJECTIVE 5.4: Enhance synchronization of all Garrison Hawaii operations with all stakeholders

Outcome: Fully integrated battle rhythm to meet mission readiness requirements

Action Plan:

5.4.1 Attend synchronization and integration meetings between USAG-HI staff and stakeholders, identifying priority operational events and critical mission requirements supported by USAG-HI

Completion Date: December 2013

Proponency: DPTMS in coordination with MSE-HI, mission and support unit G3s, USAG-HI Directorates

5.4.2 Assess the feasibility of combining the Installation Operations Center (IOC) and Emergency Operations Center (EOC)

Completion Date: December 2014

Proponency: DPTMS

LOO 6 Human Resources Management

GOAL: *Maximize the efficiency and effectiveness of the Garrison workforce through systematic approaches to training and development, rewards and recognition, performance management and the assessment of capability and capacity.*

OBJECTIVE 6.1: Improve the skills of the workforce through appropriate training and development

Outcome: An engaged and skilled workforce

Action Plans:

6.1.1 Achieve 100% compliance with Individual Development Plans (IDP) entered on the IMCOM Academy website with the exclusion of child caregivers

Completion Date: Ongoing

Proponency: WFD - reporting

Directors - execution

6.1.2 Ensure 80% of training identified on employee's IDPs is completed

Completion Date: Ongoing

Proponency: All supervisors

6.1.3 Identify and provide training that can be satisfied with internal expertise from directorate/staff office subject matter experts

Completion Date: September 2013

Proponency: WFD - requirements

Directors - identification/provision of subject matter experts

6.1.4 Assess compliance with requirement for Civilian Employee System (CES)

Foundation Course and achieve 100% accordingly

Completion Date: FY14

Proponency: Directors in conjunction with Deputy Garrison Commander (DCG)

OBJECTIVE 6.2: Improve supervisor skill sets

Outcome: Supervisors accomplish their leadership and supervisory responsibilities.

Action Plan:

6.2.1 Standardize a supervisory performance objective (e.g. ensure employees have performance standards, IDP's, are rated on time, ensure employees complete mandatory training, ensure employees fulfill at least 80% of training on IDP)

Completion Date: FY14/Ongoing

Proponency: LOO 6 Working Group

6.2.2 Achieve 100% compliance with the supervisor course requirements (IMCOM Regulation 350-1)

Completion Date: Ongoing

Proponency: Directors in conjunction with DGC

LOO 6 Human Resources Management

6.2.3 Assess compliance with requirement for Civilian Employee System (CES) Foundation Course and achieve 100% accordingly.

Completion Date: FY14

Proponency: Directors in conjunction with DGC

6.2.4 Identify where we have gaps and ensure that there is 100% compliance with CES appropriate training as identified by the director for the grade level. Reported through the semi-annual training brief

Completion Date: FY14

Proponency: Directors in conjunction with DGC

OBJECTIVE 6.3: Improve employee accessibility to mandatory training

Outcome: Being in compliance with mandatory training requirements.

Action Plans:

6.3.1 Develop a WFD team and/or realign WFD Officer under another organization within the Garrison.

Completion Date: September 2013

Proponency: Garrison Commander and Directors

6.3.2 Identify alternative options/avenues to attain mandatory training requirements (e.g. power point presentations, DVD recording of face-to-face trainings where completion is tracked through sign-in rosters)

Completion Date: October 2013

Proponency: WFD Officer and Training Proponents

6.3.3 Develop a web-based tool for one stop shopping for mandatory training access.

Completion Date: September 2013

Proponency: WFD Officer and Training Proponents

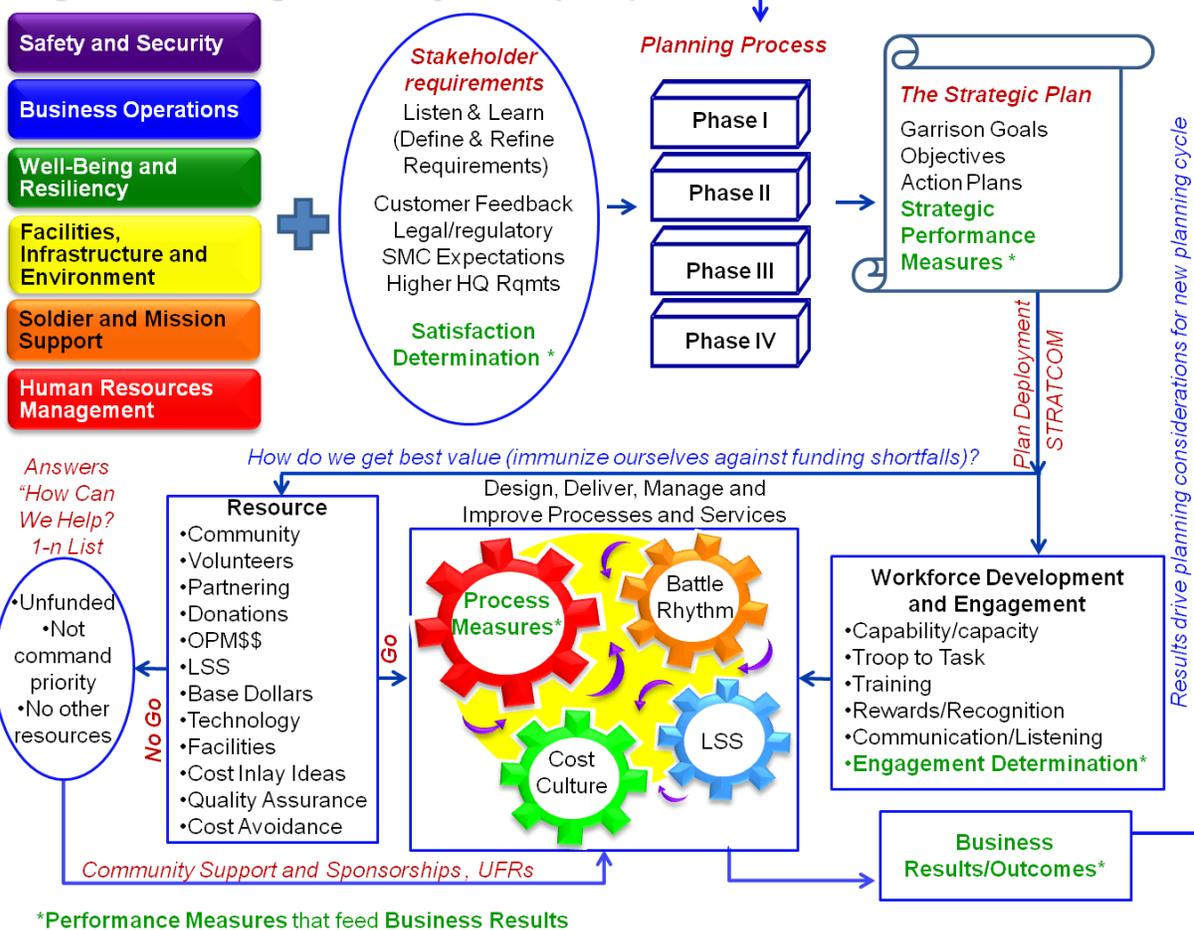
6.3.4 Develop a Garrison training calendar

Completion Date: October 2013

Proponency: WFD Team

Annex A: USAG-Hawaii Planning Cycle

Integrated Management System (IMS)



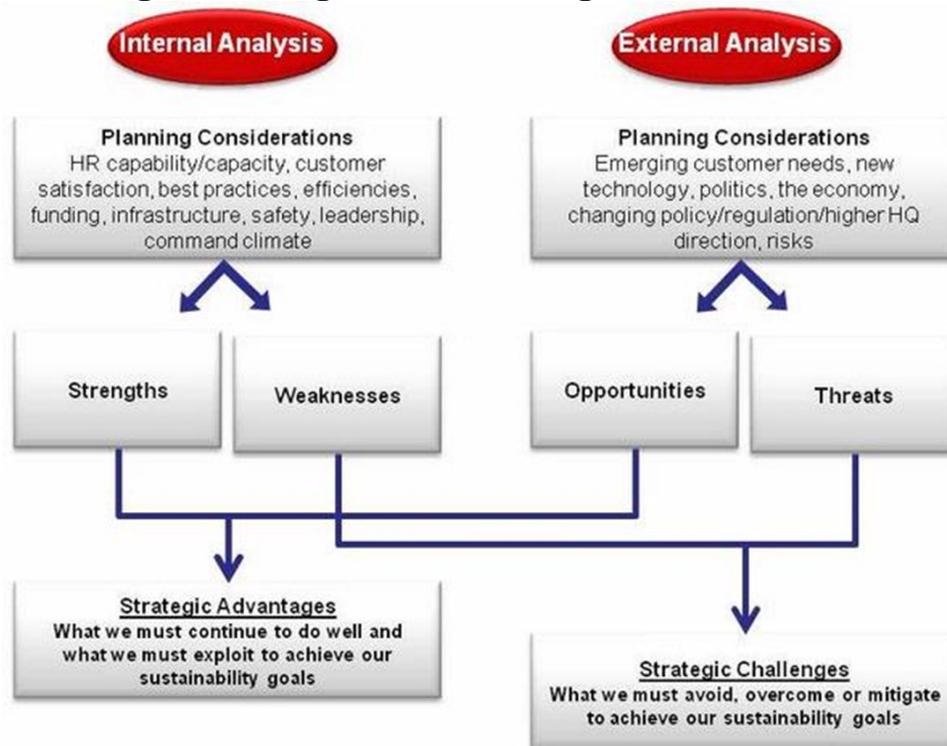
USAG-HI uses a Baldrige-based Integrated Management System (IMS) to implement and sustain the IMCOM Campaign Plan (IMCP) and to align existing services in support of that plan. The IMS was developed to incorporate existing business processes into a larger system that builds mutual support for system components. Further, it effectively integrates and aligns our strategic planning approach with our management system to create a cyclic and systematic process of planning and execution. The IMS is the composite of several sub-processes, such as workforce development, customer listening and learning, and the review of performance, and is continuous with all of its activities happening every day. The system “starts” with the direction provided to us by the IMCP and the Garrison Lines of Operation (LOO). Six cross-functional teams aligned to the LOOs and comprised of organizational leaders, subject matter experts, partners and suppliers are officially chartered to develop the plans that will translate IMCOM direction into specific objectives and action plans that are responsive to the needs and expectation of USAG-HI’s customers and stakeholders. To translate IMCOM guidance, the teams use intelligence gathered through the course of the year that tells us what we are doing well, what we need to improve and what we need to be prepared for to ensure sustainability and success in future years. This information feeds Phases 1 and 2 of the Strategic Planning Process which identifies organizational strengths, weaknesses, opportunities and threats from which objectives and action plans can be developed. Once objectives are resourced with both the money and the manpower necessary to support them, their execution becomes part of our daily battle rhythm and progress in their achievement is reviewed at least quarterly. These business results allow us to understand how we are doing in achieving our strategic objectives (changing the business) and how well we’re doing with customer satisfaction, employee engagement, and routine organizational processes (running the business). They form the common operating picture that tells us whether the system is working.

Annex B: The Strategic Planning Process



USAG-HI uses a four-phased strategic planning process to systematically evaluate the nature and direction of operations, define short and long-term objectives, identify quantifiable objectives and develop action plans to achieve them. Phases 1 and 2 involve our senior leaders, directors and chiefs. This takes place during our annual strategic planning off-site in the first or second quarter of the Fiscal Year (FY). The first day is a visioning session that addresses the broader planning environment. Economic, societal and political considerations are addressed as well as the strategic direction of the Army, IMCOM, and the units we support. Outputs from this first day include a new or validated vision, organizational values and agreement on the Garrison's strategic challenges and advantages. With this established, we enter Phase 2 of the process that also occurs at the planning off-site. During this Phase, subject matter experts, Line of Operation Working Groups (LOO WG) members, partners and suppliers participate in a comprehensive analysis of organizational Strengths, Weaknesses, Opportunities and Threats (SWOT) which facilitates a detailed understanding of where the Garrison is now, and where it wants to be in the future. Phase 3 of the process occurs during the second and third quarters of the FY. During Phase 3, LOO WG members use the results of the SWOT analysis to develop objectives, action plans, performance measures and their targets that allow us to sustain our strengths, correct our weaknesses, capitalize on our opportunities and mitigate our threats. Phase 4 of the process is accomplished initially through the aforementioned teams as they identify resources and other requirements that are necessary in the accomplishment of the plan. Strategies are then deployed to the workforce and progress in their execution is reviewed by Garrison senior leaders on a quarterly or as needed basis.

Annex C: Strategic Challenges and Advantages



Throughout the course of the year, the Plans, Analysis and Integration Office collects, aggregates and analyzes data and information that feeds the Environmental Scan of the planning process. This data is compiled from a number of sources to include customer and employee feedback channels, performance reviews, and guidance received from higher headquarters. Line of Operation Working Groups (LOO WG) use this information during our annual strategic planning conference to answer such key questions as:

- What financial, organizational, physical, technological, human, innovation and reputational resources does the Garrison have or not have that will impact its ability to effectively satisfy Customers and stakeholders?
- What is the Garrison capable of doing well and what should it be capable of doing but is not?
- What are the broader dimensions of society that influence the industry (these include political/legal, socio-cultural, technological, and global)?
- What factors in the industry (IMCOM) influence the Garrison and its actions and responses?

Answers to these questions comprise the foundation of the analysis of strengths, weaknesses opportunities and threats (SWOT). From this analysis the Garrison has a clear understanding of what its strategic challenges and strategic advantages are. In other words, we know the things that we must respond to, sustain and exploit in order to be successful now and in the future and this provides the launch point for the development of relevant strategies.

Challenges	Advantages
Increased centralization of decision-making at headquarters	Retainable and motivated workforce
Managing customer expectations	High level of senior leader trust
Uncertain/inconsistent resourcing	Positive, engaged leadership
Sustaining a capable/motivated workforce	Innovation, best practices and social media
Community impact of increased dwell time	Availability of activities/unique cultural experience
Island drawbacks	Customer-focused organization
Increased internal conflicts	Joint effort and opportunities for partnership with other services
Communication	



“The most innovative, customer-focused garrison in the Army, ensuring our supported units' mission accomplishment ”