

CHAPTER 3

Installation Management Programs

Installation management requires the use of many programs available to a commander to enhance the capabilities of his installation. Regardless of the methods used or the techniques selected to direct specific programs, the establishment of an overall vision is essential for proper direction. This vision must consider the involvement of programs that will result in success.

ELEMENTS OF SUCCESS

To increase performance and productivity, DOD and the Army have established programs designed to assist installation commanders in their task of aiming resources at a common goal of readiness. These programs incorporate five elements for success. These elements are the customer, the organization, the leader, the work force, and the standard of service:

- The customer, both internal and external who is the recipient of the services or product, must feel that there is a caring commitment on the part of the Army to excellent service with excellent facilities in a quality environment.
- The organization consists of the entire installation. There must be a feeling of teamwork. All tenants who receive services and reside in, or use, the facilities must feel they are a part of the installation. Organizations do this not only through the receipt of services but by making sure they totally support the installation in making it a great place to live and work.
- The leadership must commit to the philosophy of developing excellence in everything they do and continuous improvement.
- The soldiers, families, tenant unit members, retirees, and civilian employees must trust the leadership to support their individual and collective efforts in striving for excellence. A committed, caring community inspires people to feel better about themselves, the community, and the Army.
- The standard of service execution is the measurement of success to the leadership and the community.

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A proactive installation public affairs effort is critical to the successful implementation of these programs. Open, honest, accurate, complete, and timely communication of the leadership's perspective and commitment helps build morale, esprit, trust, confidence, and dedication. It enhances discipline and mission accomplishment. It leads to a more committed, caring community dedicated to being a good neighbor, providing service, and achieving excellence in all respects. Management controls are the rules, devices, and procedures designed to ensure what is planned in all of the various functional processes does in fact happen. Management controls are found in every function and program in the Army. Ensuring that these controls are in place and operating as intended is an inherent management responsibility. By emphasizing the importance of strong management controls, commanders reduce the risk that their scarce resources will be wasted. It ensures that these resources are directed toward mission accomplishment.

TOTAL ARMY QUALITY (TAQ)

TAQ management is not a program but a way of life. It is a highly structured management approach and disciplined leadership philosophy defined in AR 5-1 directed at continuously improving the overall performance of an organization. Its most important feature is the empowerment of individuals to build on the aggregate capabilities of the quality Army. This guiding

principle supports the foundation of TAQ in achieving continuous improvement of all products and services.

Regardless of the level of the organization, TAQ implementation involves:

- Leadership's personal commitment.
- Willingness to accept "learning curve" mistakes in the implementation process.

- Establishment of a tailored infrastructure.
- A meaningful assessment process.
- Universal education and training.
- Meaningful recognition.
- Development of a customer-focused organization.
- Achieving planned results.
- Customer feedback.

ARMY COMMUNITIES OF EXCELLENCE (ACOE) PROGRAM

ACOE is a program that combines overall planning of community facilities and services to achieve the mission of taking care of people. ACOE complements and provides depth to everything the Army does on the installation. At its best, the ACOE program is a commander's program that consists of-

- Service excellence.
- Facilities excellence.
- Environmental excellence.
- Excellence awards based on evaluation.
- An excellence plan for each community.
- Excellence awareness and education.
- Services and facilities guidelines.

The fundamental approach to ACOE centers on the S-E-R principle. Commanders can *set* high standards,

evaluate progress against those standards, and then reward those who achieve excellence. The concept of excellent service encompasses a friendly helpful attitude and a concern for fulfilling the customers' needs. Prompt and better service can be achieved by requesting customer feedback and applying quality improvement techniques.

A facilities improvement program starts with an installation design. This design acts as a guide that sets standards and contains a long-range and stable plan. Achieving these standards begins with a customer-oriented self-help program. This program should give people access to materials, tools, and expert advice. DA Pamphlet 600-45 contains the standards and guidelines for a successful program. Awareness, education, and a good awards program sustain the encouragement of people.

INSTALLATION OF EXCELLENCE

The key to achieving Installations of Excellence is developing a comprehensive and achievable plan which responds to military mission requirements as well as addresses the military and the surrounding local community's general needs. The garrison commander must also deal with the continuing dynamics of a changing Army. He needs to establish managerial strategies founded on the TAQ concept which compliment the Installation Management Action Plan (IMAP) and also accept nothing less than quality. These strategies should address issues such as-

- Who should be involved in the installation planning and goal setting process.
- What basis should be used to make planning decisions.
- How can these decisions be enforced.

- How should funds be allocated for facilities and services within the community.
- What will be the reaction to these decisions, and how can they best be communicated to internal and external audiences?

When implementing strategies, the commander must clearly articulate the mission of the installation. He then provides a vision that clearly shows the direction and objectives of the installation for the out-years. The commander develops this vision through a comprehensive analysis of the entire installation with the cooperation of all affected groups. These groups include family members, soldiers, trainers, civilian personnel, retirees, and neighboring community officials. Above all, the vision must clearly delineate a path that prioritizes the expenditure of resources. Chapter 10 discusses the use of the Installation Advance Acquisition Plan (IAAP) as the process by which the efforts of all personnel responsible

for an acquisition are coordinated and integrated through a comprehensive plan.

The commander may use many approaches to implement a management strategy that targets the realization of the vision. The following tenets show commonality with the most successful approaches currently used by civilian and military communities.

ACTIVE CITIZEN INVOLVEMENT

Regardless of the method used, active citizen involvement is an essential part of the community goal setting and planning process. Methods for involvement may be as varied as public meetings, workshops, retreats, newspaper articles, television presentations, and community surveys. The citizen involvement process can produce strong community commitment for a plan and provide support for future planning decisions based on that plan.

ACCURATE DATABASE

Communities must begin their goal setting and planning process by obtaining an accurate picture of the current conditions. Local planning staffs develop these pictures, often called "environmental scans." These planning staffs act in an advisory capacity to broader based planning groups. The scans should use the installation mission as a prism. A scan should contain information such as population trends, land use, economic conditions, housing, and transportation capabilities. The development of the scans is vital to the development of the commander's vision. A well-developed scan can be used to compare community realities in order to arrive at achievable action plans.

ESTABLISHMENT OF A STEERING AND MANAGEMENT GROUP

The commander may establish a management group or matrix task force to guide the goal setting process and

ensure that it remains "on track." The group should remain in place after the goal setting is achieved to ensure that goal implementation strategies are actually enforced. Group members may include a mixture of staff representatives and community volunteers.

ESTABLISHMENT OF ACCEPTED STANDARDS

The commander must consider the establishment of specific operational standards in order to achieve the goals. The standards can also be used to guide and evaluate future design and planning decisions. The standards to be effective must actually regulate and not simply be examples.

COMMUNICATION OF THE STANDARDS

Once established, the standards must be communicated to the installation's internal and external audiences. Internal and external information expectations, potential reactions, communication channels accessible, and resources and time available must be assessed. An integrated information communication strategy to reach and educate all audiences must be planned. Messages have to be developed for different audiences and different media. Spokespersons must be identified, media products must be provided, and supporting communication opportunities must be coordinated. The effectiveness of the information communication strategy must be evaluated. Responses to the messages and programs must be assessed and adjustments to the strategy or programs made to strengthen understanding and confidence.

ENFORCEMENT OF THE STANDARDS

To be effective, standards must be enforced. The commander may decide to empower a group to review plans and designs. This group will determine whether or not those plans and designs conform to established standards.

BUSINESS PRACTICES OF EXCELLENCE

Business practices and procedures are applicable to installation management operations in the same way they apply to commercial firms. Economic analysis concerns the basic problem of economic choice (value received for value sacrificed) and, as such, has been applied informally by individuals whenever they make a decision in the market place. Economic analysis concepts and methods provide techniques that can be used for more formal and effective decision making.

Installation goals can be achieved by enhancing the decision-making process through the use of cost-benefit or cost-effectiveness analysis. The key elements of an economic analysis are establishing and defining the goal or objective desired. This is followed by formulating appropriate assumptions and evaluating alternatives for accomplishing each objective. Next determine the cost (inputs) and benefits (outputs) of each alternative and compare costs and benefits of all alternatives. Then rank

the alternatives and test the sensitivity of major uncertainties on the outcome analysis.

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

ARMY IDEAS FOR EXCELLENCE PROGRAM (AIEP)

The AIEP challenges soldiers and civilians to submit ideas that increase the efficiency and productivity of the Army. AIEP proposals enable commanders and staffs to find new ways to operate activities. These ideas can also contribute to the elimination of barriers to sound management.

COMMERCIAL ACTIVITIES (CA) PROGRAM

The objective of the CA program is to improve performance and management of Army resources. This improvement is accomplished through the systematic examination of Army commercial activities and contracts. This will determine if goods and services are being provided in the most cost effective and efficient manner.

The CA program is not applicable overseas.

DOD COMPUTER-ELECTRONIC ACCOMMODATIONS PROGRAM (CAP)

The DOD CAP provides accommodations for disabled persons to enter or reenter the workplace. It is the DOD program to set the example in meeting the requirements of the Americans with Disabilities Act. Funds are available for hardware, software, training, and other assistance to the disabled worker.

FACILITIES REDUCTION PROGRAM

The purpose of the facilities reduction program is to reduce the CONUS-based facilities inventory, including Alaska and Hawaii. This program includes three elements:

- Improved utilization of permanent facilities.
- Consolidation into the best facilities.
- Disposal of the worst facilities.

To implement the program, annual reduction targets were developed for each of the MACOMs with major CONUS landholdings. The reduction program also includes the requirement to dispose of 1 square-foot of temporary facilities for each square-foot of new construction. Disposal in the footprint of new construction may be funded from MILCON dollars. Other disposal is subject to availability of OMA, RDTE, and DBOF dollars.

REVIEW AND ANALYSIS PROCEDURES

Review and analysis procedures can take different forms, but each represents a significant aspect of control. In the broad sense, these are monthly and quarterly comparisons of actual results with budgeted goals and objectives. More specifically, monthly performance reports can be developed to show variations between actual performance and the budget. Significant variations should be studied, with emphasis on determining the underlying causes rather than giving undue concern to the results.

There are many types of review and analysis formats in existence. With slight modification, any of them can provide the manager with the key elements he needs to achieve, maintain, and improve services and product excellence.

CUSTOMER SURVEYS AND QUESTIONNAIRES

Customer surveys and questionnaires provide valuable information on satisfaction or dissatisfaction with a particular service or product. Information on satisfaction of hours of operation or the desire or need to increase, decrease, or change quality or quantity is required for change to occur. Common opinions will surface rapidly and need consideration in relationship to the entire customer population.

HUMAN RESOURCE DEVELOPMENT TRAINING

The need for a continuous training process and the necessity to fully develop basic business-and customer-service-oriented skills in the work force are absolutely essential. For instance, customer relations training has

already been implemented in conjunction with the ACOE program.

Some generalizations can be made about meeting developmental needs of the installation staff. Identification of the skills and knowledge needs is the first step.

To meet these needs, training can be from in-house sources such as courses, seminars, and on-the-job coaching. Professional training is available through CPO channels, commercial firms, associations, local colleges, and universities.

Training and development programs and services must be designed and conducted in such a way as to contribute to the goals of the organization. A major goal is to achieve and sustain a competitive attitude in the work force. By directing programs and activities toward the improvement of the organization and its people,

training and development can make substantive contributions to the attainment of the goals.

In more specific terms, individual training and development programs are management tools that can help improve productivity and product quality, increase sales, and reduce employee turnover. These benefits, in turn, will lead to higher profits or an increased return on investment. From an employee's point of view, training and development programs can result in improved job skills and better opportunities for promotion and career development. These programs provide increased job satisfaction and improved quality of work life.

INSTALLATION STATUS REPORT (ISR)

The ISR is a decision support system currently under development, designed to assist installation commanders with installation management. It will also provide Army leadership a better means of justifying and prioritizing the allocation of scarce installation resources. Upon completion, it will be comprised of three parts: infrastructure, environment, and services. The report is designed to measure these areas based on assigned C-ratings, using Armywide standards. The ISR has great potential as a management tool for redefining installation management processes of the future. Characteristics of the ISR follow-

- The ISR will enable the installation commander to articulate the environmental conditions and status of program management as well as identify shortfalls.
- The ISR will assess the condition of installation facilities and the status of facilities requirements. This will allow the installation commander to more effectively articulate his infrastructure needs and resource requirements.
- The installation ISR will combine the installation infrastructure status with the resource requirements to sustain and improve the installation.