Strategic Human Capital Plan

Only Our Best for America's Finest.

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IMCOM is an organization of absolute necessity to the Army. Our strategic goal is to become the premier provider of Army installation management by 2025 and the preferred choice for joint and expeditionary basing management throughout the world. To accomplish our goal, we must recognize that our people are our most valuable asset. People define our culture, drive our performance and embody our knowledge base. They are the center of our efforts to transform our culture and become the best place to work.

Over the past few months, a team of your peers developed the first IMCOM Strategic Human Capital Plan, which seeks to align human capital strategies with IMCOM's mission, goals and objectives. This transparent, data-driven and fact-based process revealed that it is unlikely that IMCOM will be able to achieve its strategic goal without substantial improvements to human capital management. This historical endeavor provides the framework for transforming the culture and operations of the command through 2025 and beyond. We must adapt ourselves – the old ways of doing business no longer apply.

This plan aggressively addresses deficiencies through the adoption of bold human capital strategies. Its focus is on supporting our organizational mission and goals and lays out workforce strategies aimed at strengthening IMCOM's capacity to deliver its mission. Proposals developed are designed to create a culture that fosters employee engagement and open and honest communication built on a foundation of Army values and merit principles.

Our people are my number one priority, and my guiding coalition will drive the implementation of the Strategic Human Capital Plan through 2025 and beyond. As we work together to provide "only our best for America's finest," our legacy will be an agile and adaptive IMCOM workforce able to execute installation management effectively in a rapidly changing, uncertain, and complex environment. Our organization will be empowered by a leadership culture that rewards respect, trust, command values and dedication to talent management.

Support and Defend!

DAVID D. HALVERSON
Lieutenant General, USA
Commanding

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IMCOM Strategic Human Capital Plan

Introduction

IMCOM's mission of caring for those who defend our freedom requires every employee and leader to seek ways to promote and sustain mission advances. It requires a passionate, committed and engaged workforce to meet these challenges. Stakeholders across IMCOM developed this human capital plan to guide us in cultivating a culture that promotes employee commitment, engagement and trust and builds model supervisors and leaders who are accountable for their human capital decisions.

Human capital management is the center of our efforts. Our strategic human capital plan (SHCP) includes a commitment to transform the command culture to one built on Army values and merit principles, aligned with our mission and puts us on a path to becoming an employer of choice. Our people are our most important asset. We will treat our people as such in all human capital strategies. Our plan is a living document with a long-term investment, and our efforts and determination will continue beyond 2025. Your responses to surveys and interviews, human capital reports and studies, as well as strategic plans of those agencies that enjoy high rankings in the categories where we have fallen short guided our efforts. The results of our critical look at ourselves and what we found in the strategic analysis begins on page A-1.

The Army has entrusted our command to provide for and protect those who protect our nation from aggression, and our Civilian workforce is the key to that. We must develop capabilities and attributes in our people to ensure we meet this responsibility. This is a responsibility not taken lightly by the IMCOM Civilian workforce as evidenced by their responses to the surveys year after year – they enjoy their work and consider it important. To this end, we must engage our workforce, recognize and reward achievers, build model supervisors and leaders, and infuse esprit de corps into the workforce.

IMCOM's success rests on the shoulders of the more than 55,000 people who work every day to fulfill its mission. An agile, adaptive, engaged workforce, whose performance aligns with IMCOM's organizational objectives, is a prerequisite for IMCOM to improve its mission performance and succeed in our ambitious I2025B Campaign Plan. Based on our research, as set out later in this plan, we can do much better at leading, developing and caring for our people. Because of the vital contribution its people make, IMCOM embarks on its number one priority, which is to commit to its people that they are its most important resource, and to demonstrate that commitment by actions in four areas of focus.

Commitment: Army values apply to everyone in the IMCOM workforce. Living these values engenders commitment, which is a two-way street consistent with Army values from both leaders and those led. That commitment produces lower turnover, fewer employee problems, a higher degree of teamwork, customer satisfaction and the ability to attract the best and brightest talent available. Our Civilian workforce, according to the data gathered, embraces these values and considers our mission a profession rather than merely a job. We can continue to build the most creative, innovative workforce in the Army, using its commitment to our mission as a foundation.

Engaging and Connecting the Workforce: Successful culture change relies on employee engagement in the mission and their connections with each other. Communication is inherent in this process. It enables cooperation, collaboration and innovation – major contributors to growth in wisdom and knowledge. People are the key drivers.

Trust at all levels: Employees want to be a part of a workplace culture that puts a premium on delivering the truth. They want their leaders to share where the organization is headed, involve them in decisions affecting their work and be forthright about the future. Leaders must apply merit system principles and ensure equal opportunity and fairness in human capital decisions so IMCOM reflects the diversity of those it serves and earns the respect and trust of its people.

Supervisors and leaders who are accountable: IMCOM must emphasize the need for and accountability of leaders to provide our people the leadership they deserve. We must ensure we train leaders to have the capability to properly mentor, develop and counsel employees to manage their performance positively and productively. Inherent in this process is the power of communication – promoting transparency and ensuring people understand why decisions are made.

Guided by the I2025B Campaign Plan, the SHCP embarks us on a journey to greatness. It is all about change that reflects shared values, attitudes, goals and practices that drive our behavior and characterize IMCOM. Some efforts are already under way or being developed, but there will be many initiatives to enhance this plan over time. This plan makes change real for everyone and everyone must work to bring this document to life.

The first step in this journey was to listen to you. We commit to you that **YOU** are our most important resource, and we will demonstrate our commitment by our actions. We commit to becoming an employer of choice for federal employees. We commit to enabling our employees to become agile, adaptive and engaged. We commit to

creating a culture where we reward performance, accountability is fundamental, and our people want to stay – but we cannot do this without you.

IMCOM Strategic Human Capital Plan

Current Assessment and Strategic Direction

The strategic human capital plan embodies IMCOM's commitment to its people. It emphasizes leadership and accountability, trust, engagement, and commitment. IMCOM exists to serve the needs of our nation's military, their Families and the Civilians who complement and support them. IMCOM's people – its Soldiers and Civilians — perform this service through their individual and collective work. IMCOM operates by people and for people, in fulfilling its mission.

We based our SHCP and assessment of its human capital management on the four cornerstones listed below. Two critical success factors (CSF) associated with each cornerstone determine how well IMCOM is performing its human capital management responsibilities. The critical success factors underpin the cornerstones and define the organizational behaviors that constitute effective human capital management practices. IMCOM will strive to achieve the standards defined in the critical success factors.

Cornerstones:

- Leadership
- Strategic Human Capital Planning
- Acquiring, Developing and Retaining Talent
- Results-Oriented Organizational Culture

An in-depth description of the methodology used and assessment of IMCOM's human capital management weaknesses appears at Appendix A. IMCOM will address the weaknesses identified in the detailed assessment through actions within major strategic areas over several years. This section of the plan presents a summary of the assessment and describes areas of effort within which we will undertake actions to bring about changes in human capital practices and attitudes within IMCOM. The actions IMCOM identified to pursue in support of this plan are at Appendix C. We will further develop these action items and submit them for command approval before we implement them. We will achieve results only through long-term commitment and sustained leadership focus on the strategies in this plan.

Assessment Process

The assessment reflects extensive research into IMCOM's human capital practices, based on application of the organizational behaviors associated with each cornerstone's critical success factors. It is a culmination of the analysis of myriad existing federal human capital plans, private sector leadership and cultural concepts, organizational

behavior and human capital approaches to competency/skills assessments and studies published by Office of Personnel Management and Merit Systems Protection Board. It also encompasses a review of IMCOM demographic information and the results of surveys completed by IMCOM employees. To gauge the pulse of the organization, we interviewed more than 50 stakeholders, consisting of region directors, garrison commanders and deputies, line managers and staff.

Cornerstone Assessment Results and Strategies

Leadership

Leadership forms the foundation of the Strategic Human Capital Plan (SHCP) and is at the forefront of transformational changes affecting human capital. Leadership sets the example for the organization and demands the results the organization must achieve. The critical success factors (CSF) for leadership are (1) commitment to human capital management and (2) role of the human capital function.

> **Commitment to Human Capital Management.** IMCOM's leaders and managers understand and support the importance of people to command performance. Leadership insists on top-to-bottom accountability for managing people. Leadership is committed to managing people strategically as organizational assets and evaluates them on their contribution to organizational success. It seeks diversity in its workforce to unlock creativity in organizational problem solving. It measures human capital management approaches by how well they integrate with and support command goals and program results.

> **Role of the Human Capital Function.** Leadership considers the role of the human capital function in its organization as important and gives the function high visibility. It expects human capital professionals to have a strategic focus and to partner with leaders and functional managers to provide human capital advice and strategies to support the command's mission and enhance programmatic strategies and plans. It requires transparency on people related issues because it affects employee trust in leadership. Human capital management processes support internal and external customer needs efficiently through use of technology.

In light of these CSFs, we can assess IMCOM's human capital leadership execution as requiring significant improvement.

- Based on the 2014 "Best Places to Work" report, IMCOM ranked 213th out of 315 federal agencies, scoring lower than Department of Army overall, and lower than TRADOC and USACE.

- IMCOM's overall *Effective Leadership* rating for 2014 placed it at 225 of 314 agencies measured, with a positive response rate of 49.5 percent.

- The senior leader index rating placed IMCOM at 195 of 314 agencies measured.

- For the immediate supervisors' index, IMCOM's rating was 271 of 314 peers measured.

- The index category Performance-Based Rewards and Advancement had the lowest positive response rate at 39.3 percent placing IMCOM at 232 of 314.

- There was no evidence that IMCOM had taken action to raise the visibility of the human capital function within the command or to ensure human capital considerations are at the forefront of strategic and operational planning.

- Stakeholder interviews revealed concerns for which no proven solutions were operational within IMCOM. Concerns were with an aging workforce, building the bench, training, hiring processes and the interface with the Civilian Personnel Advisory Centers (CPACs), and support for remote locations

IMCOM will address these deficiencies, in part, by emphasis on the qualities of the leadership equation – honesty, openness, transparency and trust. IMCOM's strategies for addressing these deficiencies include:

- Enhance leader and manager abilities at all levels through training.
- Provide HC support capabilities to garrison commanders (mobile teams; HR advisors) to strengthen their ability to execute HC management functions.
- Improve commander/employee communication capabilities.
- Vest IMCOM senior Civilian leaders (ED/DGCs) with greater HC management visibility and responsibility through appropriate job titling and duty definitions.
- Require consideration of workforce impacts of every command decision.
- Enhance IMCOM training capability and professionalism.

In contrast, IMCOM employees responded positively (84.5 percent) to the question "I like the kind of work I do" in the 2014 FEVS survey. This indicates that our employees believe in IMCOM's mission to support the Soldiers and their Families. It provides a base on which to improve employee engagement and trust in leadership.

Strategic Human Capital Planning

The strategic human capital planning cornerstone expresses the need to perform human capital planning, to link human capital planning and initiatives to overall organizational goals and objectives, and to base human capital planning and decision

making on factual information. The critical success factors for strategic human capital planning are (1) integration and alignment and (2) data-driven human capital decisions.

>**Integration and Alignment.** IMCOM effectively integrates human capital planning and strategies for accomplishing its mission and goals. It can demonstrate the effect its human capital approaches have on organizational performance. IMCOM adjusts its human capital approaches based on what works and what doesn't, tries new approaches in response to changing requirements, and reflects the results in its SHCP.

>**Data-Driven Human Capital Decisions.** IMCOM gathers and maintains human capital data related to organizational results. It uses the data to inform IMCOM decision-making and to identify problem areas or improvement opportunities. Human capital performance measures exist, are used in program performance reviews and are combined with workforce profile data for strategic human capital planning.

Based on these CSFs, and the fact that this is the first comprehensive command SHCP, we assess IMCOM's human capital strategic planning as in its infancy but moving in the right direction.

- Human capital management structural components/processes (e.g. Table of Distribution and Allowances (TDA) management; Management Decision Evaluation Package (MDEP) actions, Standard Garrison Organization (SGO), Common Levels of Service (CLS)) are not well integrated or aligned.

- Lack of integration of structural components and processes do not position IMCOM to anticipate requirements and competency gaps.

- IMCOM's grade structure may be out of balance and deserves detailed analysis.

- We do not gather data or use data-analysis tools to provide predictive capability.

- Critical competencies are not identified.

- IMCOM does not aggregate and analyze projected retirement and other loss data (including turnover losses due to reassignments) to determine their impact on competencies availability or need for corrective action.

IMCOM will build its capability to execute and continuously update its SHCP to address these findings. IMCOM will grow and apply its ability to analyze and predict workforce trends and to devise solutions to prevent small problems from becoming big ones. It will transition to a competency-based model that will affect civilian positions, how it hires

people to fill positions and how it evaluates individual performance. IMCOM's strategies for human capital planning include:

- Identify IMCOM critical competencies and gaps
- Update, standardize and integrate competency management into IMCOM positions across all career fields
- Continually monitor current and projected competency gaps and develop program solutions (succession management/employee development/education and training) to close gaps
- Better integrate and align processes affecting IMCOM's structure (SGO/CLS/MDEP management/TDAs) to include transfer of Non-appropriated Fund (NAF) HR to IMCOM.
- Improve information sharing (knowledge management) and collaboration

Acquiring, Developing and Retaining Talent

The Acquiring, Developing and Retaining Talent cornerstone focuses on our ability to accomplish our mission by strengthening our efforts and use of flexibilities to acquire, develop, motivate and retain talent. The critical success factors that support this cornerstone are (1) targeted investments in people and (2) human capital approaches tailored to meet organizational needs.

Targeted Investments in People. IMCOM makes human capital investments (e.g., training) and develops HC strategies to close competency gaps and support requirements identified through its planning. Expected outcomes for investments are well defined and results evaluated to determine their effectiveness.

Human Capital Approaches Tailored to Meet Organizational Needs. IMCOM tailors its human capital approaches to support its mission needs. It eliminates barriers to effective human capital management within its authorities to operate so it can improve its attractiveness as a "Best Place to Work." Necessary additional human capital legal or regulatory flexibilities to operate are justified in compelling business cases.

These critical success factors anticipate an organization that conducts its core functions of acquiring and developing the right people for jobs in accordance with a comprehensive SHCP that focuses on closing competency gaps and ensuring investments in people contribute to organizational performance. While IMCOM performs these core functions now, we can improve their effectiveness by overcoming our assessment findings.

- Only 28 percent of IMCOM employees are satisfied with their opportunities for advancement.

- IMCOM ranked 200 of 314 peer agencies in the "Best Places to Work" Training and Development index.

- Succession planning does not exist below key/top leadership position levels.

- No IMCOM merit promotion or pay setting plans that apply uniformly to all IMCOM elements.

- Failure to permit use of available regulatory flexibilities hampers the acquisition of NAF employees and adversely affects mission performance.

- IMCOM has not linked employee investment decisions and goals to overall organizational goals.

- Managers are not well versed in rules and strategies for managing people or on applying direct compensation incentives and flexibilities.

- The command does not appear to have fully explored and applied consistently the advantages and the use of work/life balance flexibilities.

IMCOM will improve its focus on those functions related to acquiring, developing and retaining talent by strengthening leader/manager capabilities to exercise the authorities they possess. It also will focus greater attention on employee acquisition and development processes and improve its ability to ensure investments in people are well planned and evaluated for effectiveness. Its strategies include:

- Develop and deploy an IMCOM human capital status dashboard.
- Improve recruitment practices and intern management to speed position fill actions and to target people with the right competencies for IMCOM jobs.
- Strengthen the capabilities and command advisory role of career program managers at all echelons.
- Increase availability of information and training for leaders in civilian recruitment, retention and relocation incentives and employee development.
- Develop, deploy and improve programs to enhance employee development and placement (DAP, IEPP, talent/succession management, EBOS, mobility) and for NAF employee OCONUS/CONUS return assistance.
- Improve work/life balance through application of available tools.
- Develop and promote leader development through training and other programs.

Results-Oriented Organizational Culture

This cornerstone promotes high-performance and accountability by changing our culture into one more diverse, results-oriented, customer-focused and collaborative. The critical success factors are (1) empowerment and inclusiveness and (2) unit and individual performance linked to organizational goals.

Empowerment and Inclusiveness. Authority to accomplish program goals is delegated to those responsible for programs, and employees possess a sense of ownership and accountability for goal achievement. Innovation and problem solving are encouraged, and individuals take action and control work and decision-making. Effective communication exists up and down the chain of command, and leaders solicit employee views on human capital management approaches and issues, and on command effectiveness. Command leadership embraces "zero tolerance" of discrimination and strives for transparency. When conflicts occur, it addresses them. Leadership embraces diversity as a competitive advantage in its efforts to be a "Best Place to Work."

Unit and Individual Performance Linked to Organizational Goals. IMCOM's organizational culture is results-oriented and externally focused. Organizational objectives, continuous improvement and innovation are the basis for evaluating individual performance management, and leaders are held accountable for achieving objectives. Individual performance management is more than an appraisal at the end of the rating cycle. It is integrated into organizational goals through well-defined and communicated performance expectations. Employees and teams are aware of performance standards for managing program results, servicing customers and resolving employee issues.

Based on these CSFs, IMCOM's effectiveness in using employee performance management as a tool to improve organizational success, as well as execution of its diversity responsibilities, require significant improvement.

- Performance management and achievement of organizational goals and objectives are not linked systemically (inflated ratings, ineffectively counseling).

- Stakeholder interviews confirmed employee performance ratings are treated as a yearly task and not as an opportunity to align employee performance with organizational goals.

- IMCOM's Support for Diversity index rating was 265 of 314 peers in the 2014 Best Places to Work report.

- Stakeholder interviews revealed a concern about diversity in race, national origin and diversity of thoughts and ideas.

- IMCOM ranked 184 of 314 peers in the 2014 Best Places to work Empowerment Index, with a positive response rate of only 44.3 percent.

- Employee perceptions are that the command does not apply merit principles uniformly and engages in favoritism in hiring, performance management, assignment of duties, developmental opportunities and promotions.

- IMCOM's Performance Based Rewards and Advancement Index ranking of 232 of 314 resulted from a 39.3 percent employee positive response rate, the culmination of declining positive response ratings each year for the past five years.

These findings constitute a difficult challenge for IMCOM. Collectively, they represent a pattern of disappointing leader/manager/employee performance failure. Many organizations find attempts to modify organizational performance on these issues to be very frustrating as they try to achieve the organizational behaviors called for by this cornerstone's CSFs. IMCOM will dedicate itself to achieving success through pursuit of the following strategies:

- Improve performance management throughout IMCOM and ensure linkage to organizational goals and objectives.
- Create a diverse IMCOM work environment
- Increase employee input into IMCOM HC management and promote greater transparency within IMCOM with special emphasis on rewards and promotions

This SHCP represents the direction and actions IMCOM will undertake to change its culture and to fulfill its commitment to its people. IMCOM can anticipate numerous changes in senior leadership over the course of the 10-plus years this plan covers. So that this SHCP has its best chance for success over this period, while remaining committed to making IMCOM a Best Place to Work, IMCOM will institutionalize execution of the plan under the auspices of a guiding coalition. The coalition, which will consist of IMCOM people, will be accountable to the IMCOM CG for the plan's execution. Member selection will be based on willingness to serve, commitment to the changes our assessment found necessary, and for courage and persistence in overcoming obstacles that will arise as individual SHCP action items are prepared for implementation.

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Appendix A
IMCOM Strategic Human Capital Plan

The Face of IMCOM — A Self-Assessment

Background

IMCOM did not exist before 2002. It was created as an agency under the Assistant Chief of Staff, Installation Management, by order of the Secretary of the Army. The aim was to consolidate the functions of garrison management into a separate organization and to relieve Army commands, Army service component commands, and direct reporting units from the responsibilities associated with garrison management, to focus all their energies on their core command responsibilities. It provided a basis for the application of Army-wide standards in garrison services to provide Soldiers and Families a standard level of support regardless of where Army requirements placed them. It also opened the door to contractual savings through the enhanced buying power of a single Army organization able to leverage aggregate functional and geographic requirements.

IMCOM became a separate three-star Army command in 2007 during a period of stress associated with Army modernization and deployments/redeployments in support of conflict in Iraq and Afghanistan. The implementation of BRAC 2005 required IMCOM to move from Arlington, VA, and other locations, to Joint Base San Antonio Fort Sam Houston, TX, in 2011. BRAC 2005 also affected the number and location of IMCOM CONUS regions. Subsequent command decisions co-located the CONUS regions with the headquarters in 2012. These organizational realignments provided little breathing room for IMCOM to assess itself and determine its best course of action for the future. The command is now doing that planning under the IMCOM 2025 and Beyond Campaign Plan. This Strategic Human Capital Plan is part of that effort.

Basis for Assessment

Assessment of IMCOM's human capital management is based on four cornerstones used extensively by the Government Accountability Office and the Office of Personnel Management to determine how well federal organizations perform their human capital management responsibilities.

- Leadership
- Strategic Human Capital Planning
- Acquiring, Developing and Retaining Talent
- Results-Oriented Organizational Culture

These cornerstones, and the two critical success factors (CSF) associated with each one, are the basis for our self-assessment. They will provide a standard against which we will measure ourselves to determine if our human capital management actions have been successful.

Our self-assessment also used information from a variety of sources, including IMCOM employee demographic information and the results of surveys completed by IMCOM employees. We also interviewed nearly 50 stakeholders, consisting of region directors, garrison commanders and deputies and line managers.

IMCOM's 55,902 people performing its mission consist of 2,057 military, 25,998 appropriated fund Civilians, 21,950 non-appropriated fund Civilians and 5,897 foreign nationals in nine countries.

IMCOM is one of more than 370 federal agencies and separately identifiable agency subcomponents that participate in the annual Federal Employee Viewpoint Survey (FEVS). The results of this survey provide insights for command leaders into how employees view working for IMCOM. The Partnership for Public Service also uses these results to calculate a "Best Places to Work" index score, and other index scores related to employee satisfaction, engagement and commitment. These scores allow IMCOM to compare itself to other federal agencies to determine its performance and desirability as an employer.

Cornerstone Assessment

Leadership Cornerstone.

Leadership is the most important cornerstone. Leadership influences every aspect of organizational success. Leadership sets the tone and direction for the organization. Leadership is the foundation and driving force behind commitment to strategic human capital management. It sustains organizational effort through continuous example setting, guidance, communication, knowledge management and resourcing. Leadership recognizes the importance of an organization's people to its success. It demands the results the organization must achieve.

> **Leadership CSF — Commitment to Human Capital Management.** Leadership demonstrates its commitment to human capital management by managing people strategically as organizational assets and evaluating them on their contribution to organizational success. It holds managers at all levels accountable for effectively managing their people. It seeks diversity in its workforce to unlock creativity in organizational problem solving.

Leadership CSF — Role of the Human Capital Function. Leadership understands the importance of the role of the human capital function in its organization. It recognizes that the treatment it accords its human capital function reflects the importance it attaches to the function. Successful leaders ensure the human capital function has organizational visibility. It expects its human capital professionals to have a strategic focus and to partner with leaders and functional managers to provide human capital advice and strategies to support and enhance programmatic strategies and plans. It requires transparency on issues affecting the organization's people because of the vital connection between transparency and employee trust in leadership.

In light of these CSFs, we can assess IMCOM's human capital leadership execution as requiring significant improvement.

Our country and our Army have been immersed in war for more than a decade. During this period, IMCOM's efforts to support garrison requirements and to honor the values, service and commitment of Soldiers and their Families have been noble. These efforts occurred while IMCOM reorganized, relocated and dealt with resource reductions affecting its ability to deliver garrison services. Budgetary constraints will hamper future efforts and test IMCOM's service-delivery capabilities. This situation has generated a series of second- and third-order effects influencing garrison operations and the outlook of the Army Civilians delivering garrison services around the world. IMCOM needs to create and invigorate an adaptive and agile workforce. IMCOM must reevaluate its focus and direction, with its people as the principal object.

Federal Employee Viewpoint Survey results, Army Civilian Attitude Surveys and Merit System Protection Board results reflect weaknesses in how IMCOM executes the leadership component of its human capital management responsibilities. They document that IMCOM fails to provide a diverse and inclusive work environment, to develop adaptive and agile leaders, and to manage talent. Our leadership, faced with a shrinking resource environment, has focused on how to continue program support to customers, our Soldiers and their Families. In doing so, it has overlooked the focus on the workforce on which we rely to deliver that support.

There is no evidence that IMCOM had taken action to raise the visibility of the human resource function within the command or to ensure human capital considerations are at the forefront of strategic and operational planning.

Available information tells us a lot about how IMCOM's people view IMCOM and their leaders.

Based on the 2014 "Best Places to Work" report, IMCOM ranked 213th out of 315 federal agencies (Fig 1), scoring lower than Department of Army, and some other Army Commands (TRADOC and USACE). The decline in scores of Department of Army and all five commands ranged from 6 percent to 18 percent from 2009 through 2014. During this same period, the decline of IMCOM's score (6 percent), was lower than that of Army and

Fig 1

Best Places to Work Score Trends

	N/A	1 of 19	18 of 19	17 of 19	213 of 315	215 of 315	225 of 315	132 of 315	149 of 315
	All GOV	NASA	Vet Affairs	Dept of Army	IMCOM	AMC	MEDCOM	TRADOC	USACE
2009	63.3	71.7	66	64.5	57.3	65.2	63.6	65.7	65.4
2010	65	74.2	63.6	65.6	60.4	67.2	60	67.7	71.8
2011	64	72.5	63.8	64.9	58.6	66.5	65.5	67.6	69.5
2012	60.8	72.8	56.7	60.9	55.9	61.4	59.6	63.3	65.6
2013	57.8	74	57.3	55.6	53.4	55	55.4	60.7	58.2
2014	56.9	74.6	54.6	54.7	53.7	53.6	53.1	60.2	59

the other four commands listed in figure 1. In other words, while employee rating of IMCOM as a great place to work declined over the last five years, the decline was not as dramatic as in other Army elements.

Additionally in 2014, IMCOM's overall index score improved by 0.3 percent over its 2013 score. This slight improvement countered most federal agencies' results, as 161 out of 315 experienced a decline in their overall index score and 126 experienced an improved index score.

Figure 2 summarizes IMCOM's 2014 results for several key index-rating areas. Depending on the index being measured, composite scores result from the responses to groups of from 2 to 13 questions on the survey per index. Five of the 14 index scores measure some aspect of leadership.

In the 2014 survey, only one index, *Employee Skills-Mission Match*, was above median. The remaining 13 index measurements were either below median (seven indices) or in the lower quartile (six indices). Seven of 14

Fig 2

Lower Quartile (0-25%)	Below Median (25-50%)		Above Median (50-75%)		Upper Quartile (75-100%)						

SCORES AND RANKINGS

	2014 Rank	Change from 2013	2014	2013	2012	2011	2010	2009	2007	2005
Index Score	213 of 315	0.30	53.7	53.4	55.9	58.6	60.4	57.3	58.9	61.5

Scores by Category	2014 Rank	Change from 2013	2014	2013	2012	2011	2010	2009	2007	2005
Effective Leadership	225 of 314	-0.90	49.5	50.4	51.7	53.9	55.1	52.6	53.1	54.0
Effective Leadership: Empowerment	184 of 314	-0.20	44.4	44.6	46.8	50.9	52.4	51.2	51.1	54.5
Effective Leadership: Fairness	188 of 314	0.10	51.2	51.1	51.6	52.8	54.8	47.7	45.9	49.4
Effective Leadership: Senior Leaders	195 of 314	-2.40	42.6	45.0	46.0	47.4	48.7	49.0	47.7	47.6
Effective Leadership: Supervisors	271 of 314	-0.20	58.2	58.4	60.0	62.6	63.0	59.3	63.0	62.4
Employee Skills-Mission Match	157 of 314	-0.30	74.9	75.2	78.1	77.9	79.5	78.8	79.6	79.0
Pay	271 of 314	2.60	50.2	47.6	52.0	54.8	56.3	52.3	57.5	
Strategic Management	237 of 314	1.40	48.5	47.1	49.2	51.9	56.0	56.7	55.3	58.4
Teamwork	265 of 314	0.40	59.7	59.3	60.9	61.3	64.1	69.5	68.4	70.9
Innovation	200 of 314	-0.20	59.5	59.7	62.5	63.9	66.8			
Training and Development	200 of 314	1.10	52.8	51.7	55.0	55.0	57.0	57.2	55.8	61.6
Work-Life Balance	242 of 314	1.00	55.5	54.5	55.1	57.9	58.8	61.1	58.1	65.1
Support for Diversity	265 of 314	0.00	50.4	50.4	51.9	53.9	55.3	57.6	56.2	60.9
Performance-Based Rewards & Advancement	232 of 314	-0.60	39.3	39.9	41.6	44.8	45.6	46.3	45.7	47.3

Data Source: Partnership for Public Service "Best Places to Work" report 2014

index scores experienced declines in 2014 while six experienced increases, with the *Support for Diversity* index remaining the same.

IMCOM's overall *Effective Leadership* rating for 2014 placed it at 225 of 314 agencies measured, with a positive response rate of 49.5 percent. Its *Effective Leadership: Senior Leaders* rating showed the largest decline (-2.4 percentage points) with a positive employee response rate of 42.6 percent. This senior leader index rating placed IMCOM at 195 of 314 agencies measured. The employee positive response rate for senior leaders in organizations usually trails the positive response rate employees accord their immediate supervisors. In 2014, the positive response rate for immediate supervisors (*Effective Leadership: Supervisors*) was 58.2 percent. Despite the higher positive response, this score nevertheless placed IMCOM at 271 of 314 in this leadership category, much lower than IMCOM's relative senior leader ranking.

IMCOM needs to direct significant effort toward supervisors to develop trust in the supervisor-employee relationship and improve IMCOM's relative ranking on this index. The same is true for improvement on the Senior Leader index. The *Effective Leadership: Empowerment* and *Effective Leadership: Fairness* indices placed IMCOM in the middle of the pack on its relative ranking with plenty of room for improvement in positive response rates.

The *Pay* index score reflects the largest increase (2.6 percentage points) in positive response rate of the 14 indices measured. Notably, the index category *Performance-Based Rewards and Advancement* had the lowest positive response rate at 39.3 percent, placing IMCOM at 232 of 314.

In contrast IMCOM employees appear to genuinely like the work they do, responding to the question "I like the kind of work I do" in the 2014 FEVS survey with an 84.5 percent positive response rate. This is a strong indicator that IMCOM employees not only like what they do, but are doing it because they want to do it and believe in IMCOM's mission to support Soldiers and their Families. With the right mix of leadership and other actions, we can leverage that positive inclination to improve employees' view of IMCOM as an employer, and their trust and confidence in IMCOM's leaders at every level.

Strategic Human Capital Planning Cornerstone

Strategic human capital planning is the foundation for identifying human capital requirements, as well as building talent and growing leaders. Human capital planning represents the extent to which an organization recognizes the link between its people – its human capital – and its aspirations for organizational achievement, normally expressed as goals and objectives. Effective human capital planning recognizes that organizations accomplish what they do only through the efforts of their people. Any plan requires the integration and alignment of individual effort to organizational goals.

> **Human Capital Planning CSF — Integration and Alignment** describes how effectively organizations integrate human capital planning and strategies for accomplishing the organization's mission and goals.
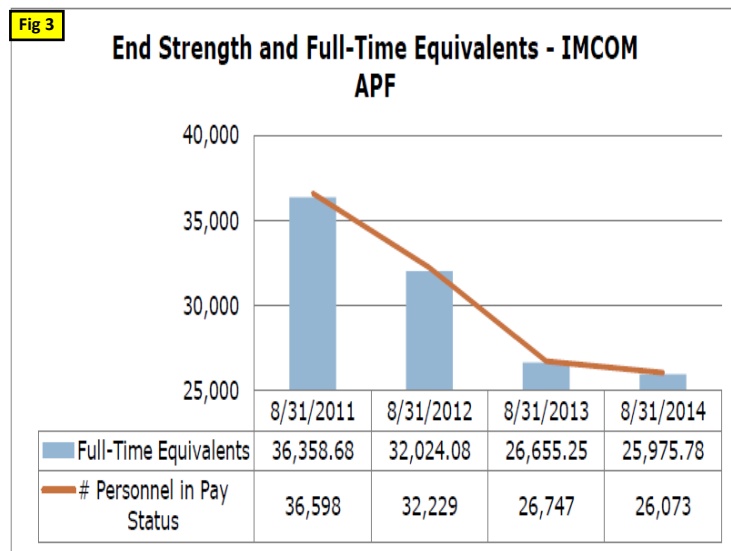
> **Human Capital Planning CSF — Data-Driven Human Capital Decisions** are fact-based, performance-oriented approaches to human capital management used to determine performance goals and objectives that enable organizations to evaluate the success of their human capital plans. Data can reveal weaknesses in workforce competencies, identify targets for organizational investments in people, and provide the ability to assign resources to strengthen such investments.

Based on these CSFs, IMCOM's integration and alignment of human capital management needs improvement. The absence of an IMCOM SHCP prior to this publication belies the fact that IMCOM historically has sought to build individual structural components that support human capital planning. Principal among them is the standard garrison organization structure (SGO) and the closely related common levels of support (CLS). The SGO aligns organizations and functions at the garrison directorate and staff office level. The SGO is a model to meet mission requirements and the CG, IMCOM can modify it to meet non-standard organizational needs.

The SGO also sets the structure for delivery of CLS services. CLS provides standards for delivery of services and for distribution of resources. These two elements provide a basis for IMCOM's management of its staffing requirements, authorizations and tables of distribution and allowances. However, the command has not integrated these two components to create a capability to forecast the impact of resource decisions or aligned them to manage human capital capacity to support organizational objectives. Consequently, IMCOM's response to resourcing challenges has been reactive and addressed specific issues requiring urgent resolution. An example, frequently cited in IMCOM stakeholder interviews, is the failure to provide garrisons top cover in the form of command guidance and direction for delivering services when resources to support previous service delivery levels are no longer available.

Succession planning, part of workforce planning, is an integral part of integration and alignment. IMCOM's initial focus (Phase I) is on succession planning for 87 leadership positions across the enterprise. Phase I includes deputy garrison commanders, garrison managers and chiefs of staff. Phase II and III will expand the scope of succession management to encompass other levels of employees. We will publish succession management annual program guidance to describe procedures for talent assessment, time-line for completion, and additional administrative information.

IMCOM's apparent supervisory grade imbalance is an example of how unintended consequences can ensue from a failure to integrate human capital planning into organizational decision-making processes. In 2011, a comprehensive classification review of staff authorizations revealed that many supervisory positions in IMCOM did not meet the grade classification criteria defined by OPM.

Fig 3

End Strength and Full-Time Equivalents - IMCOM APF

	8/31/2011	8/31/2012	8/31/2013	8/31/2014
Full-Time Equivalents	36,358.68	32,024.08	26,655.25	25,975.78
# Personnel in Pay Status	36,598	32,229	26,747	26,073

Between 2011 and 2014, IMCOM reduced its personnel (including the transfer of Directorate of Logistics (DOL) positions to Army Materiel Command (AMC)) (see Fig 3) by over 10,000.

During these reductions, IMCOM experienced significant changes in grade level percentages as detailed in Fig 4. As a percent of IMCOM's workforce, Federal Wage System (FWS) and GS-06 and below positions were reduced by 5 percent and 3 percent respectively, while GS 07-12 and GS 13 positions increased as a percentage of the workforce by 8 percent and 1 percent respectively. The unanswered question is whether, despite the significant reductions in lower graded positions, IMCOM exacerbated the supervisory grade imbalance situation identified in 2011 or whether it was a statistical consequence of the numbers and types of positions reduced.

Fig 4

Grade Level Percent Change					
Grade Level	Aug 2011	Aug 2012	Aug 2013	Aug 2014	Chg 2011-2014
FWS	17%	16%	12%	12%	-5%
GS06 and Below	22%	20%	21%	19%	-3%
GS07 through GS12	50%	54%	56%	58%	8%
GS13	6%	6%	7%	7%	1%
GS14 and above	3%	3%	3%	3%	0%

Except for the loss of the DOL mission, IMCOM's mission has not changed with these reductions in staffing. IMCOM continues to resource its positions at existing grade levels. This situation deserves further analysis to determine if grade levels are where they should be. Analyzing proposed reduction actions and predicting outcomes of those actions is critical for making informed human-capital decisions.

In support of the data-driven human capital decisions CSF, the GAO said proper planning includes the "collection of valid and reliable data on such indicators as distribution of employee skills and competencies, attrition rates, or projected retirement rates and retirement eligibility by occupation and organizational unit."

IMCOM has not previously gathered, maintained and analyzed such data to apply predictive modeling of outcomes. However, it has periodically researched, gathered and used data in a reactionary manner to respond to emerging situations. IMCOM's efforts to develop a comprehensive SHCP will drive informed decision-making to support workforce planning and succession management. Using predictive modeling, IMCOM can integrate that data into decisions that affect the size, composition and skill levels of the enterprise.

Fig 5 — YOS and Retirement Eligibility - IMCOM APF

Figure 5 shows that for IMCOM, retirement eligibility has grown from less than 17 percent of the workforce in 2011 to nearly 20 percent in 2014.
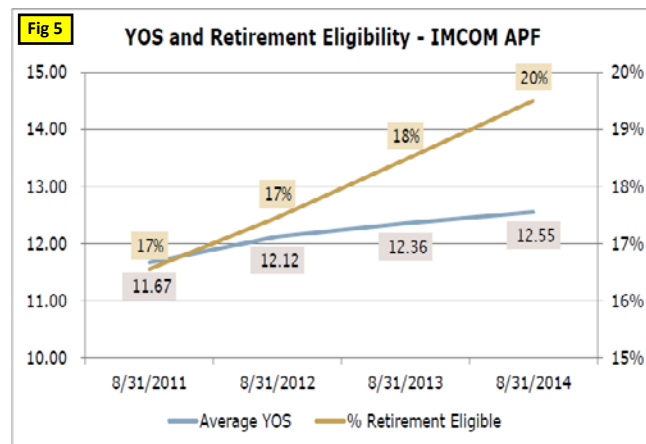
Figure 6 shows the percentage of IMCOM employees who will be eligible for retirement within the next 10 years.

Fig 6 — Retirement Eligibility
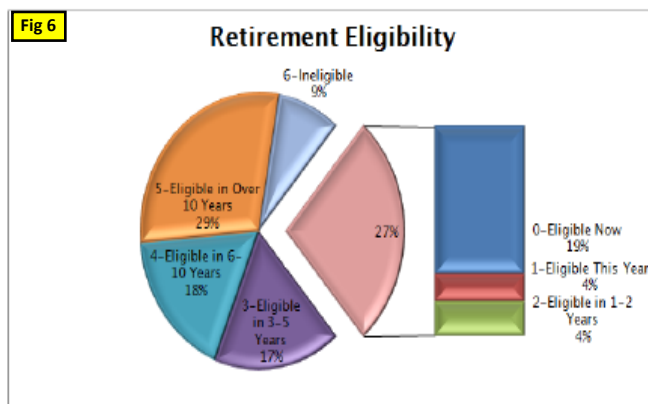
Further analysis of this information will play an integral part for IMCOM succession planning efforts. Retirement data can assist in determining requirements and in tailoring strategies to "build the bench" and ensure a pool of trained personnel is available to meet the needs of the command and in critical occupations.

The Equal Employment Opportunity Commission (EEOC) requires that federal agencies compare their workforce composition by race, ethnicity and gender with corresponding

groups in the National Civilian Labor Force (NCLF). An analysis of available ethnicity and race indicator data revealed the following groups are at a lower participation rate than expected:

	Workforce Composition	NCFL
Hispanic Males	2.52%	5.17%
Hispanic Females	1.44%	4.79%
White Males	28.47%	38.33%
White Females	22.79%	34.02%
Black Females	5.94%	6.41%
Asian Males	1.26%	1.83%
Asian Females	1.15%	1.78%
American Indian or Alaskan Native Females	0.14%	0.32%

The low participation rate of white females is the most notable as compared to the NCLF, with a difference of 11.23 percent.

The fiscal year (FY) 2014 participation rate of individuals with a targeted disability is 226, which represents an increase of six employees with a targeted disability, up from FY 2013. The Department of Defense has set a goal for each organization to obtain a workforce that consists of 2 percent individuals with a targeted disability. IMCOM is well below the goal of 2 percent with 0.46 percent. Overall, individuals with a disability represent 6.85 percent of the workforce, or 3,343 employees, a decrease from FY 2013 of 102 employees.

Acquiring, Developing and Retaining Talent Cornerstone

This cornerstone is based on the premise that improving the quality of the organization's workforce will result in improved mission execution and employee commitment, engagement and satisfaction. It encompasses resourcing human capital initiatives (e.g., training), evaluating the success of those initiatives and adjusting them as needed. It also includes linking human capital initiatives to organizational goals within available authorities and, if necessary, documenting requirements for additional or revised authorities to be obtained through policy or legislative change.

> **Acquiring, Developing and Retaining Talent CSF — Targeted Investments in People.** This CSF determines the extent to which human capital investment strategies relate to overall organizational strategic planning and goals, and to overcoming competency gaps. It evaluates whether investment strategies are clearly defined and whether results are monitored and evaluated. It involves developing improvement initiatives with measurable outcomes on which to base initial and recurring investment decisions. Success can be measured by comparing actual results to anticipated results and by comparing IMCOM results to those of other similar agencies.

> **Acquiring, Developing and Retaining Talent CSF — Human Capital Approaches Tailored to Meet Organizational Needs.** This CSF evaluates how well an organization tailors and uses its authorities and flexibilities under laws, rules and regulations to offer competitive incentives to attract employees with critical skills; to create the kinds of performance incentives and training programs that motivate and empower employees; and to build constructive labor-management relationships. It expects organizations to propose well-reasoned changes to laws, rules and regulations when necessary to remove barriers to essential human capital management authorities required for organizational success.

The Acquiring, Developing and Retaining Talent cornerstone embodies actions by leaders, managers and HR professionals to recruit and hire people, to develop them, and to retain those who have gained the competencies that enable them to contribute to organizational success. The majority of people-funding decisions will be made based on this cornerstone. And it is the application of laws, rules and regulations to the circumstances associated with acquiring, developing and retaining talent that test how effectively the organization uses its authorities and flexibilities.

We know from stakeholder interviews that managers do not appear to be well versed in people management. Leaders and managers expressed concern about insufficient education and training across the enterprise. There are few, if any, metrics employed in

evaluating human capital investments, which is critical to determining whether committing resources is in line with our organizational goals. The lack of a strategic determination of IMCOM's human capital needs means that the command has not developed and applied human capital management approaches tailored to its needs.

Human Capital Flexibilities

The lack of civil service reform need not dictate IMCOM's goal of implementing flexibility within its human capital approaches. Many organizational strategies focus primarily on money to retain and motivate quality employees. However, pay — a great short-term motivator that satisfies a need for certainty in meeting basic needs — cannot match recognition, which satisfies the human need for significance, as a long-term motivator. Employees cited recognition as the most important reason for being satisfied with their jobs or wanting to continue to work for a particular organization.

Used correctly, available flexibilities and authorities can offer IMCOM employees opportunities to satisfy both the certainty and significance requirements:

- Opportunities for career growth and improvement in skills, including formal training and on-the-job learning and development
- Mentoring employees to help advance their careers and build networks
- Policies and programs that promote diversity and inclusion in the workplace
- Understanding how work contributes to the agency goals and priorities
- Performance appraisals that provide timely and constructive feedback and reflect fairly on performance
- "Open door" policies that foster good working relationships and teamwork
- Alternative work schedules (flexible work hours/days)
- Family-friendly leave options
- Opportunity to telework
- Supportive work/life and health and wellness policies
- Positive, healthy work environments
- Additional direct compensation in certain circumstances:
    - Recruitment, relocation and retention incentives
    - Superior or special qualifications appointments
    - Maximum payable rate rule

Employee Friendly Workplace

IMCOM provides workplace flexibilities, family-oriented leave policies and other programs that support a positive, productive work culture and environment. This

includes the use of flexible work schedules and telework; leave programs; and, worksite health programs.

While 75.9 percent of IMCOM employees who participated in the 2014 FEVS stated that their supervisor supported their need to balance work and other life issues, only 53.4 percent felt their senior leaders demonstrate support for work/life programs. These flexibilities benefit the organization, but only 44.3 percent of IMCOM employees feel personal empowerment with respect to their work processes, and only 39.4 percent of IMCOM employees feel senior leaders generate high levels of motivation and commitment in the IMCOM workforce.

As reported elsewhere in this plan, results of the 2014 FEVS confirm that IMCOM employees are invested in the organization, like the kind of work they do, are willing to put in extra effort to get the job done and are continuously looking for ways to do their job better.

In contrast, employee views on IMCOM's investment in them paint a very different picture. Only 41.3 percent indicated that they had sufficient resources to do their job, 47.5 percent agreed that their training needs are assessed, and just 28 percent were satisfied with their opportunity for advancement. Region and garrison leaders also supported these employee perceptions. The table below (Fig 7) illustrates some of the similarities in FEVS responses and concerns raised by interviews conducted with IMCOM stakeholders at the garrison (GC, DGC, DGM), region (RD, directors), and HQs (G-staff directors, DCG).

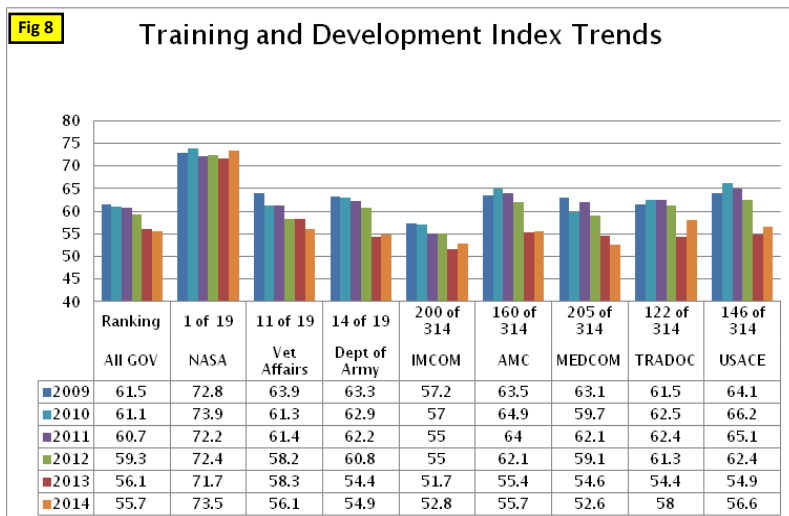| Fig 7 — 2014 FEVS	IMCOM Stakeholder Comments
49.5 percent of IMCOM respondents reported satisfaction with their involvement in decisions affecting their work	Employees feel they are not a part of decision-making processes
53.6 percent of 2,435 IMCOM survey respondents feel managers communicate the goals and priorities of the organization	There is a lack of top-down communication throughout the enterprise
44 percent of respondents were satisfied with training received for their present job	There is a lack of training opportunities for both employees and supervisors

Training and Professional Development

Comprehensive data is not available that would reveal how training resources targeted segments of the workforce. Tools being developed will assist in capturing this information and will provide information to help leaders identify value-added training programs and associated funding requirements.

Data obtained from the 2014 Federal Employee Viewpoint Survey and stakeholder interviews identified the following:	• Only 54.6 percent of IMCOM employees feel they are given a real opportunity to improve their skills • 59.4 percent feel their talents are used well in the workforce • Just 47.6 percent feel that the skill level in their work unit has improved in the past year • Only 58.1 percent feel that supervisors in their work unit support employee development • Lack of leader/supervisor training (poor counselling techniques) • Civilian education system courses are not mobile • Excessive mandatory training • Training opportunities are not known by supervisors or employees

The 2014 Best Places to Work ranked the Department of Army as being one of the least "best places to work" as compared to other major agencies. The study also identified IMCOM as ranking 200 out of 314 in training and development trends as compared to other similar sub-agencies. It is evident that meaningful training and development investment in the workforce is critical.

Training and Development Index Trends

	Ranking	1 of 19	11 of 19	14 of 19	200 of 314	160 of 314	205 of 314	122 of 314	146 of 314
	All GOV	NASA	Vet Affairs	Dept of Army	IMCOM	AMC	MEDCOM	TRADOC	USACE
2009	61.5	72.8	63.9	63.3	57.2	63.5	63.1	61.5	64.1
2010	61.1	73.9	61.3	62.9	57	64.9	59.7	62.5	66.2
2011	60.7	72.2	61.4	62.2	55	64	62.1	62.4	65.1
2012	59.3	72.4	58.2	60.8	55	62.1	59.1	61.3	62.4
2013	56.1	71.7	58.3	54.4	51.7	55.4	54.6	54.4	54.9
2014	55.7	73.5	56.1	54.9	52.8	55.7	52.6	58	56.6

Best Places to Work Scores 2009 to 2014

With all of the time and energy spent to bring talent into the organization, how we engage and develop talent is critical. People, especially high performers, can choose to stay onboard or jump ship for more appealing prospects. Providing employees with opportunities to grow makes it more attractive for talented team members to stay on board.

Stakeholder interview responses addressed development of IMCOM employees and acknowledged the lack of an enterprise-wide strategy to "build the bench" with qualified personnel who have skills and experience needed to successfully manage garrisons

Leaders cited training gaps for first-line supervisors and team leaders. They described meaningful individual development plans, communication between supervisors and employees, and leader commitment to employee development as being inconsistent, at best.

Recommendations included incorporation of developmental assignments, cross training, job sharing/swapping and non-competitive lateral assignments to create an engaged, highly motivated workforce. The perception is that the availability of these programs to employees — especially to NAF employees — is neither well publicized nor promoted.

Leaders also identified challenges in allowing employees to attend training due to "one-deep" staffing and mission requirements. They called for on-site training conducted by mobile training teams for remote and OCONUS locations. They noted that local national employees, identified as a valuable knowledge base that allows for continuity in overseas areas, are more reluctant to apply for training opportunities due to travel requirements.

In the 2014 FEVS, the positive response rate to the survey question *"My training needs are assessed."* reflected a decline of 7.4 percent from the 2010 results.
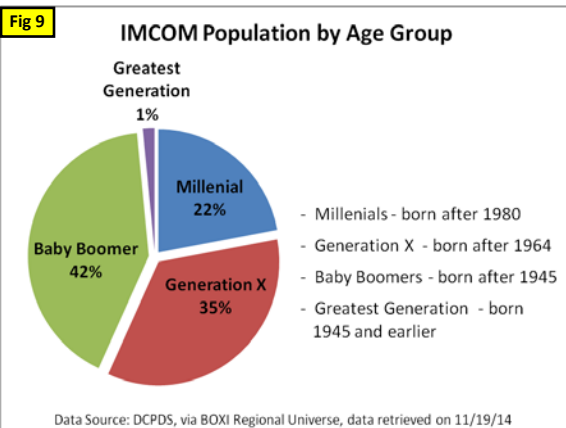
Organizations with innovative development programs will tie efforts to the organization's overarching objectives. Acquiring and developing talent is treated as a capability that supports the overall success of the organization. People who are in touch with the goals of the organization and can keep training initiatives relevant will lead successful programs.

Recruiting and Hiring

Shortfalls are becoming apparent across the enterprise as IMCOM experiences downsizing and hiring freezes in the face of constant or increasing mission requirements. Employees want to feel empowered, that their work is significant and that they have a working environment conducive to work/life balance. With that, retention incentives can encompass more than just money; they can be competitive professional development that fosters personal and professional growth.

Employee development and succession planning efforts are imperative, especially as Baby Boomers retire and Millennials rise in the ranks. Hiring priorities and recruitment strategies must be analyzed, outlined, well developed, transparent and approved in the workforce planning process. Building a strong leadership pipeline is critical to sustaining organizational success.

Fig 9

IMCOM Population by Age Group

Greatest Generation 1%
Millenial 22%
Baby Boomer 42%
Generation X 35%

- Millenials - born after 1980
- Generation X - born after 1964
- Baby Boomers - born after 1945
- Greatest Generation - born 1945 and earlier

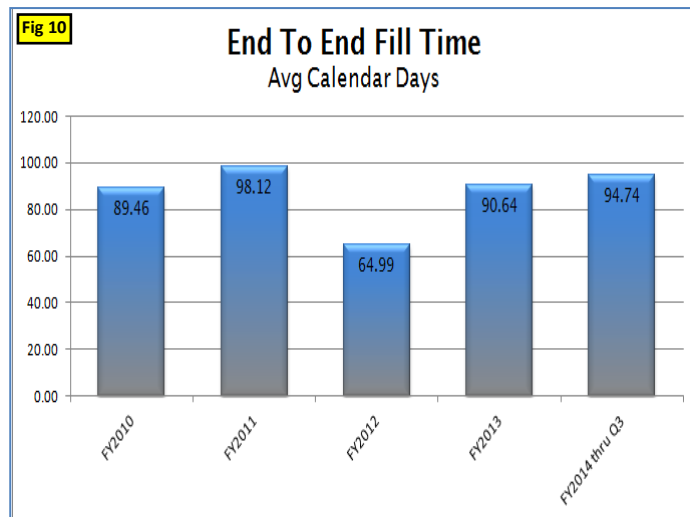Data Source: DCPDS, via BOXI Regional Universe, data retrieved on 11/19/14

Workforce planning efforts start with gathering and analyzing relevant data. One useful data element is the generational and age make-up of the organization.

More than 336,000 people under the age of 33 currently work in federal government. They make up 16 percent of the total federal

workforce today and 22 percent of the IMCOM workforce (see figure 9). Baby Boomers (born between 1946 and 1964), on the other hand, make up more than half of the federal workforce and account for 42 percent of the IMCOM workforce.

The nature of the work performed by federal employees has also evolved over time. The percentage of the federal workforce in professional and administrative occupations, those focused on knowledge-based work and often requiring college education, has risen steadily for the past 15 years. At the same time, the percentage of employees in clerical occupations, those occupations that primarily require mastery of a specific task or skill, has fallen 4.6 percent during the same timeframe.

The hiring process is dependent on carrying out a well-defined workforce planning and recruitment strategy. Managers can develop plans for hard-to-fill vacancies and shifts in the composition of their workforce by ensuring position descriptions address competencies and are current and relevant to mission requirements. Implementing standardization in those pieces of the hiring process owned and/or controlled by IMCOM can also result in reduction of fill-time.

Fig 10

End To End Fill Time
Avg Calendar Days

FY2010	FY2011	FY2012	FY2013	FY2014 thru Q3
89.46	98.12	64.99	90.64	94.74

Attracting and evaluating candidates drives many of the components within the hiring process. Management must coordinate and openly communicate with their respective human resources office and vice-versa. The importance of transparency throughout the hiring process is inherent in this process, as evidenced by 40.9 percent of Army 2014 FEVS participants and 45.3 percent of IMCOM participants disagreeing with the statement: *"Promotions in my work unit are based on merit."* Government-wide, 39.3 percent also expressed disagreement.

Leadership must communicate decisions, such as the use of various hiring flexibilities, ranking procedures and assessment instruments, well in advance of any recruitment. The hiring process consists of definitive steps, based on legal and regulatory requirements, and on clearly described merit principles. Meaningful improvement is possible with planning, as well as the effective use of technology and communication tools.

Educating personnel about the availability and use of human capital flexibilities (e.g., recruitment, relocation and retention, student loan repayment, etc.) is an important step toward tailoring these approaches to meet identified needs. Educating managers about available workforce restructuring tools, such as targeted early retirements or targeted buyout authorities, can also be an important step to realigning a workforce to meet mission needs or to correct skills imbalances.

A look at Non-appropriated Fund (NAF) Employee Acquisition

NAF recruitment and selection processes are weighed down by myriad Civilian Human Resources Agency (CHRA) imposed processes, which result in unacceptable fill times for entry-level positions. NAF managers need ability to "hire on the spot" for positions critical to business operations. Lengthy HR processes (USA Staffing) required by CHRA NAF human resource offices impede hiring. Garrison commanders do not have influence over NAF HR programs.

While "hiring on the spot" is not possible due to regulatory requirements, such as spouse employment preference, involuntarily separated military preference and veterans hiring priority to competitive vacancies contained in AR 215-3, opportunities exist to expedite the hiring process for positions at the NF-02 level and below. Prior to NAF-wide use of USA Staffing to fill vacancies at all levels, the use of job fairs, in which applications are accepted, on the spot interviews are conducted, and selections are made (without job offers until preferences are applied), had been effective in reducing fill times for high-turnover vacancies for front-door service positions.

Employee On-boarding

Effective employee on-boarding serves several interconnected objectives. It ensures that new hires feel like valued and supported members of the organization. Posturing employees for success leads to job satisfaction and retention and is tied directly to the organization's capability to meet mission requirements. Currently, the Civilian Personnel Advisory Center (CPAC) is the first point of contact for new hires. Because the CPAC is a service provider to IMCOM with a different mission, it is critical that IMCOM engage new hires simultaneously to ensure they have a clear understanding of how their position links directly to the IMCOM mission.

Continuous Learning and Improvement

In a learning organization, leaders serve as coaches and mentors to employees. They guide employees in using critical-thinking skills to identify assumptions and develop alternative approaches to problem solving. As guides, leaders encourage growth, development and true learning, rather than emphasizing memorization of policies and blind application of procedures.

According to the 2014 FEVS, 58.1 percent of IMCOM employees agreed that supervisors in their work unit supported employee development, yet only 33.4 percent of IMCOM employees rated IMCOM favorably when asked if creativity and innovation were rewarded, and only 44 percent rated IMCOM favorably on training received for their current job.

OPM describes a learning organization as one that continually expands its ability to shape its future. For a modern, knowledge-based, service-focused organization to survive and be successful, it must link learning to its strategic goals. The organization's goal is to make continual learning a way of life to improve the performance of the organization as a total system.

One of the recurring themes throughout the IMCOM stakeholder interviews is the lack of training time and opportunities. Another theme is the lack of communication throughout the enterprise. Employees believe there is a divide between what is happening at the top of the organization and what is occurring at the garrison level. Both of these issues hinder IMCOM in becoming a learning organization.

Results-Oriented Organizational Culture

This cornerstone evaluates how well an organization performs. It addresses both what an organization does and how it does it. It anticipates a close link between what the organization does — its mission, goals and objectives — and what each individual member of the organization does to support it. Equally important, it includes how the organization goes about achieving its mission objectives and whether it leverages diversity effectively to strengthen its performance.

The GAO ranks the Results-Oriented Organizational Culture cornerstone of the Human Capital Plan as a government-wide, high-risk human capital challenge.

An organization defines itself by the results it achieves. Employees are the core of those results. Without employees' passion and desire for positive results, an organization will fail at worst or doom itself to mediocrity at best. Creating a results-oriented culture is essential in any human capital improvement endeavor, and leadership commitment to foster the employee passion that drives that culture is critical.

The Army values of loyalty, duty, respect, selfless service, honor, integrity and personal courage and the merit system principles should be the guiding principles of every Army organization. When linked to the mission, a strong organizational culture ensures mission success, results-oriented employees and overall high performance.

A results-oriented organizational culture is a system that promotes a diverse, high-performing workforce by implementing and maintaining effective performance management systems and awards programs. This system differentiates between high and low levels of performance and links individual, team and unit performance to organizational goals and desired results.

By aligning employee performance plans with the organization's mission, goals and objectives, and by directly communicating them to employees, supervisors can demonstrate to employees how their performance affects the mission.

> **Results-Oriented Organizational Culture CSF — Empowerment and Inclusiveness.** Empowerment and inclusiveness require leaders give employees a sense of ownership through a set of leadership practices enabling individuals to take action and control work and decision-making autonomously.
>
> Empowerment is a management practice of sharing information, rewards and authority with employees so they, through their own initiative, make decisions to solve problems and improve service and performance. It is a philosophy based on giving employees the right skills, resources, authority, opportunity and motivation, as well as the responsibility and accountability for their actions.

Employee empowerment leads to greater customer satisfaction through problem resolution without the need to escalate issues to higher levels.

Results-Oriented Organizational Culture CSF — Unit and Individual Performance Linked to Organizational Goals. Performance management is more than an appraisal at the end of the rating cycle. It is translating goals into results. It focuses not only on individual employees, but also on teams, programs, processes and the organization as a whole.

Performance management should be linked to clearly-defined and transparent organizational objectives and success should be acknowledged with appropriate awards and recognition. Performance management systems should strengthen accountability for results and foster collaboration both within and across organizational boundaries to achieve those results. Effective performance management helps organizations raise individual performance, foster ongoing employee and supervisor development, and increase overall organizational effectiveness.

Employee involvement is essential in creating an environment in which people have an impact on decisions and actions that affect their jobs. Many organizations try to make employee involvement a goal or a tool. It is neither of these. Rather, employee involvement is a management and leadership philosophy in which people contribute to continuous improvement and the ongoing success of their work organization.

Empowered employees bring critical front-line perspectives to the process of planning and developing objectives. Including employees can also increase employees' understanding and acceptance of organizational objectives and improve motivation and morale.

High-performing organizations create opportunities for their employees to grow, develop skills and demonstrate leadership ability. When employees are involved in decisions that affect their work, they are empowered.

OPM defines inclusion as a culture that connects each employee to the organization, encourages collaboration, flexibility and fairness and leverages diversity throughout the organization so all employees participate and contribute to their full potential. It is treating employees fairly without exception.

Diversity goes beyond the representation of group affiliations and meeting compliance targets to recognizing, valuing and appreciating each group's knowledge, skills and expertise. High-performing organizations recognize the value of diversity by tapping into the unique perspectives and approaches each individual employee brings to the workplace.

The concept of diversity has evolved in the workplace. The graphic below represents where we have been in the Army with regards to diversity. Prior to the establishment of
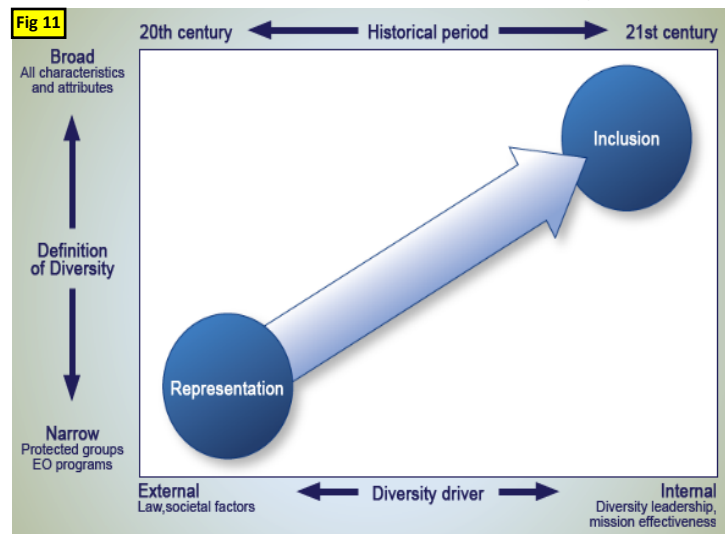
Army's vision on diversity, our goal was to be a workforce that reflects the nation we serve. The Army's focus and IMCOM's focus was on ensuring our workplace mirrors what our community looks like. IMCOM will focus on both increasing our demographics participation and using the benefits that come from diversity. This is what gets us to inclusion. It is more than our make-up and identity; it's how we use our diverse workforce to enhance how we support our customers.

How well an organization embraces new ideas reflects its understanding of diversity beyond simple compliance goals. Included in this understanding is how well it accommodates different styles of thinking; enables people to connect and collaborate; encourages different types of leaders; and creates flexible work environments.

High-performing organizations recognize that creating a culture that links an individual's responsibility and contributions to organizational goals is key to a successful performance management system. Organizations must align leadership's performance expectations with organizational goals and then flow performance expectations to lower organizational levels. Goals should be multi-dimensional to include customer service and employee climate. Performance elements should drive motivation for a results-oriented culture and should provide for assessment of results. While these elements should include recognition and performance awards appropriate to the level of performance, it should also include consequences for those who cannot or will not improve performance. In between those two extremes, there should be performance management tools to help employees improve performance.

To transform successfully into a high-performing organization, most federal agencies must fundamentally change their cultures by becoming more results-oriented, customer-focused and collaborative. Before an organization can change its culture, it must first understand the way things are now. Once we review, analyze and understand our culture and performance management system, we can decide what right looks like and define the strategic direction and plans to bring all the hallmarks of a high-performing organizational culture to IMCOM.

The following current assessment of IMCOM based on the Results Oriented Organizational Culture cornerstone reflects human capital trend data from studies, surveys and interviews of IMCOM stakeholders in areas that affect our performance culture. This information shows us how we are performing and where we need to improve.
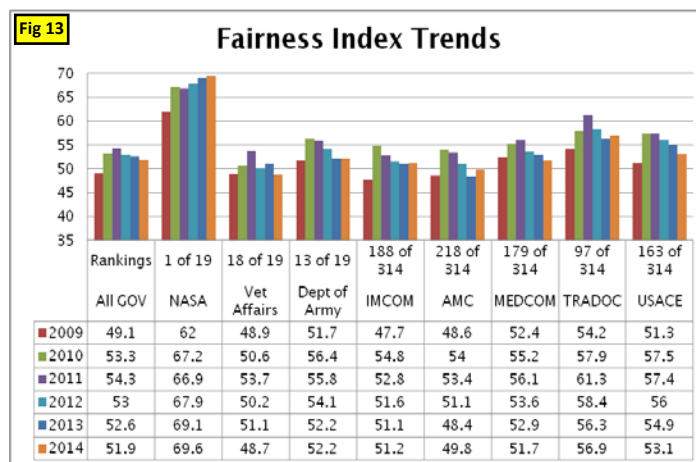
Empowerment and Inclusiveness

The 2014 FEVS reports almost 85 percent of IMCOM employees enjoy the work that they do, and 69.2 percent feel their work gives them a feeling of personal accomplishment. Our employees often go above and beyond to provide superior service to customers. Dedicated IMCOM employees often display a "can-do" attitude that does not allow for failure and, according to the FEVS, 91.5 percent of our employees are "constantly looking for ways to do my job better."

Fig 12

Question #5: I like the work I do.

5.6%
9.9%
84.5%

■ Positive
■ Neutral
■ Negative

2014 Federal Employee Viewpoint Survey
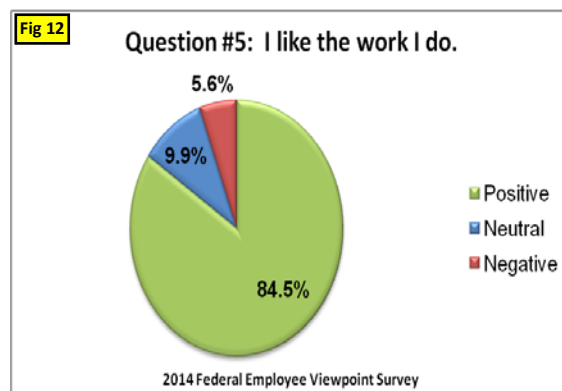
Employee viewpoint trends across the government have typically been down (with NASA being one notable exception) over the past five years. Although IMCOM's performance is generally on par with other Army commands of similar size, barely half of the IMCOM employees surveyed rated the command favorably. IMCOM has generally seen a downward trend since 2010 in all components of the sub-categories.

The FEVS fairness index measures the extents to which employees believe disputes are resolved fairly in their work unit, whether employees believe arbitrary action and personal favoritism are tolerated, and if employees feel comfortable reporting illegal activity without fear of reprisal. IMCOM ranks 188 of 314 federal agencies in the fairness index. Interviews with

Fig 13

Fairness Index Trends

Rankings	All GOV	1 of 19 NASA	18 of 19 Vet Affairs	13 of 19 Dept of Army	188 of 314 IMCOM	218 of 314 AMC	179 of 314 MEDCOM	97 of 314 TRADOC	163 of 314 USACE
2009	49.1	62	48.9	51.7	47.7	48.6	52.4	54.2	51.3
2010	53.3	67.2	50.6	56.4	54.8	54	55.2	57.9	57.5
2011	54.3	66.9	53.7	55.8	52.8	53.4	56.1	61.3	57.4
2012	53	67.9	50.2	54.1	51.6	51.1	53.6	58.4	56
2013	52.6	69.1	51.1	52.2	51.1	48.4	52.9	56.3	54.9
2014	51.9	69.6	48.7	52.2	51.2	49.8	51.7	56.9	53.1

IMCOM stakeholders revealed a perception of favoritism in hiring, performance management, assignment of duties and developmental opportunities. In the FEVS, only 25.8 percent of IMCOM employees believe promotions in their work unit are merit-

based and only 17 percent of IMCOM employees believe pay raises in their work unit depend on how well they perform their jobs.

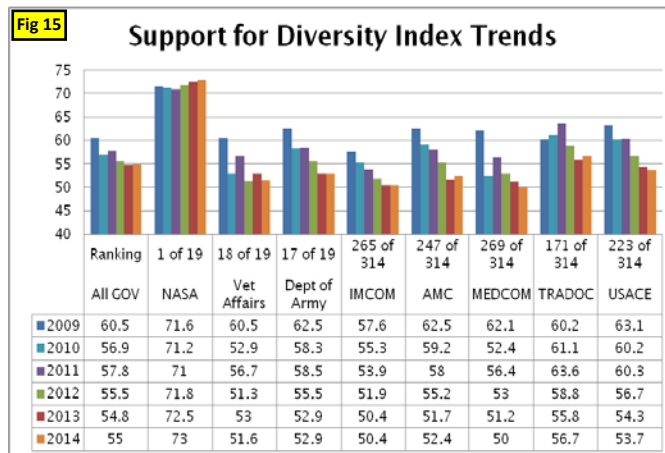The employee empowerment index, government-wide has been on a downward trend, declining 11.9 percent since 2009, while IMCOM's index declined 13.3 percent in the same period. The empowerment index measures opportunities for growth, skill development, employee involvement in decisions affecting their work, personal empowerment in work processes, recognition, and opportunities to demonstrate their abilities to lead.

Fig 14 — Empowerment Index Trends

	Rankings	1 of 19	18 of 19	11 of 19	184 of 314	215 of 314	242 of 314	77 of 314	166 of 314
	All GOV	NASA	Vet Affairs	Dept of Army	IMCOM	AMC	MEDCOM	TRADOC	USACE
2009	48.6	62	46.4	52.9	51.2	51.2	49.4	53	52.3
2010	49.1	62.6	43.7	53.8	52.4	55.1	45.1	56.2	56.3
2011	48.5	61	45.1	53.1	50.9	52.9	51.6	55.3	54.2
2012	45.8	62.2	40.2	49.1	46.8	48.7	45.5	52.4	49.4
2013	43.8	63	41.4	44.4	44.6	43.9	41.6	49.1	43.3
2014	42.8	64	39.2	44	44.4	42.5	40.5	51	45.5

In 2014, IMCOM ranked 184 of 314 federal agencies in the empowerment index. Stakeholder interviews revealed garrison-level leaders do not have the authority to make decisions such as hiring, resource allocation and position management. According to the 2014 FEVS, only 44.3 percent of IMCOM employees have a feeling of personal empowerment with respect to their work. Despite this perception, garrison leaders gave examples of innovative initiatives they created to accomplish the mission with limited resources.

The Support for Diversity category measures the extent to which employees believe that actions and policies of leadership and management promote and respect diversity. IMCOM ranks 265 of 314 federal agencies. Stakeholder interviews revealed a concern about diversity in both race and national origin and diversity of thoughts and ideas.

Fig 15 — Support for Diversity Index Trends

	Ranking	1 of 19	18 of 19	17 of 19	265 of 314	247 of 314	269 of 314	171 of 314	223 of 314
	All GOV	NASA	Vet Affairs	Dept of Army	IMCOM	AMC	MEDCOM	TRADOC	USACE
2009	60.5	71.6	60.5	62.5	57.6	62.5	62.1	60.2	63.1
2010	56.9	71.2	52.9	58.3	55.3	59.2	52.4	61.1	60.2
2011	57.8	71	56.7	58.5	53.9	58	56.4	63.6	60.3
2012	55.5	71.8	51.3	55.5	51.9	55.2	53	58.8	56.7
2013	54.8	72.5	53	52.9	50.4	51.7	51.2	55.8	54.3
2014	55	73	51.6	52.9	50.4	52.4	50	56.7	53.7

Unit and Individual Performance Linked to Organizational Goals

IMCOM performance management has not been a meaningful tool for employee development. In 2014, IMCOM ranked 232 of 314 federal agencies in the Performance-Based Rewards and Advancement Index. This category measures the extent to which employees feel rewarded and promoted in a fair and timely manner for their performance
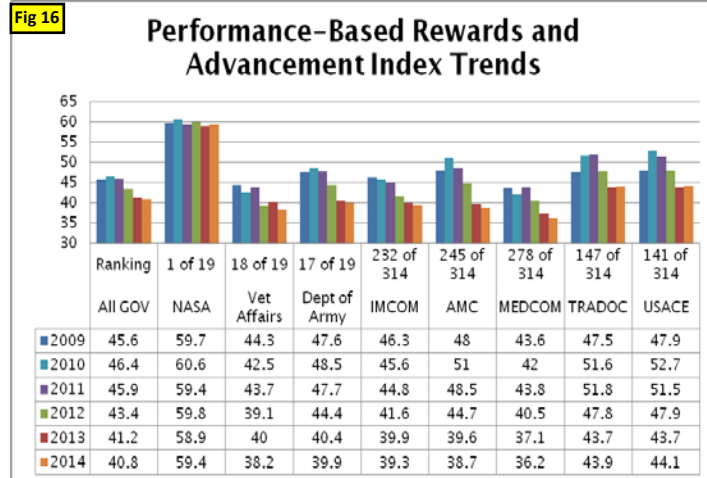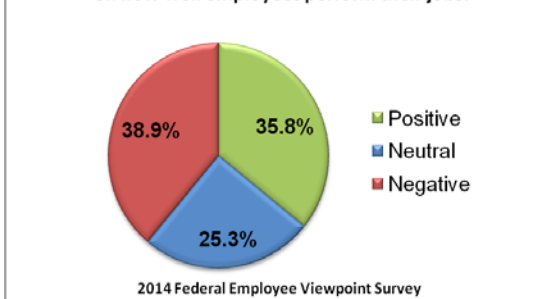
Fig 16 — Performance-Based Rewards and Advancement Index Trends

Ranking	1 of 19	18 of 19	17 of 19	232 of 314	245 of 314	278 of 314	147 of 314	141 of 314
All GOV	NASA	Vet Affairs	Dept of Army	IMCOM	AMC	MEDCOM	TRADOC	USACE
2009 45.6	59.7	44.3	47.6	46.3	48	43.6	47.5	47.9
2010 46.4	60.6	42.5	48.5	45.6	42	51	51.6	52.7
2011 45.9	59.4	43.7	47.7	44.8	48.5	43.8	51.8	51.5
2012 43.4	59.8	39.1	44.4	41.6	44.7	40.5	47.8	47.9
2013 41.2	58.9	40	40.4	39.9	39.6	37.1	43.7	43.7
2014 40.8	59.4	38.2	39.9	39.3	38.7	36.2	43.9	44.1

and innovative contributions to their workplaces. APF employees, on average, receive a performance rating of 4.69 on a 5-point scale (NAF employee results still being researched, but are anticipated to reflect the same pattern). This strongly suggests an inflated rating distribution. The 2014 FEVS reveals only 35.8 percent of employees believe awards in their work unit depend on how well employees perform their jobs. When poor and mediocre performers receive inflated performance ratings equivalent to high-performing employees, it lowers morale and negatively affects organizational performance.

Fig 17 — Question #25: Awards in my work unit depend on how well employees perform their jobs.

Positive 35.8% · Neutral 25.3% · Negative 38.9%

2014 Federal Employee Viewpoint Survey

High-performing employees will look for other employment where they perceive performance ratings to be more fairly distributed. This exodus of high-performers is a significant risk for our organization because poor and mediocre performers are incapable of building and managing a premier organization. To be successful, an organization must conduct meaningful, accurate and fair employee performance management. Supervisors and leaders must be held responsible and accountable for their employees' performance management.

IMCOM stakeholders stated performance management is a yearly task and not used throughout the year as a performance tool. Individual development plans also are viewed as a yearly task rather than a tool to develop employees and strengthen productivity. Employees do not think supervisors use the current performance management system as a tool to coach and mentor. For employees to believe in the performance management system, leaders must demonstrate it is rooted in the Army values.

Future Assessment — What IMCOM should look like

With publication of its SHCP, IMCOM embarked on a minimum 10-year journey to improve its human capital management execution and to sustain its human capital management gains and continually seek opportunities to improve its human capital management practices. IMCOM will continue to measure itself by the four cornerstones and accompanying critical success factors, which are embedded in OPM's Human Capital Accountability and Assessment Framework.

We will evaluate IMCOM's future performance in terms of whether it can be characterized as fully compliant with the following CSF descriptions.

Leadership

Commitment to Human Capital Management. IMCOM's leadership and managers understand and support the importance of people to command performance. Leadership insists on top-to-bottom accountability for managing people. It measures human capital management approaches by how well they integrate with and support command goals and program results.

Role of the Human Capital Function. Human capital professionals have a key role in overall mission accomplishment, and are empowered to provide quality input to program managers. Command program managers and human capital professionals work together to develop strategies to support the command's mission. Human capital management processes support internal and external customer needs efficiently through use of technology.

Strategic Human Capital Planning

Integration and Alignment. IMCOM can demonstrate the effect its human capital approaches have on organizational performance. IMCOM adjusts its human capital approaches based on what works and what doesn't, tries new approaches in response to changing requirements, and reflects the results in its SHCP.

Data-Driven Human Capital Decisions. IMCOM gathers and maintains human capital data related to organizational results. It uses the data to inform IMCOM decision-making, to identify problem areas or improvement opportunities before crises develop. Human capital performance measures exist, are used in program performance reviews and are combined with workforce profile data for strategic human capital planning.

Acquiring, Developing and Retaining Talent

Targeted Investments in People. IMCOM makes human capital investments (e.g., training) to support requirements identified through its planning. Expected outcomes for investments are well defined, and results are evaluated to determine their effectiveness.

Human Capital Approaches Tailored to Meet Organizational Needs. IMCOM tailors its human capital approaches to support its mission needs. It eliminates barriers to effective human capital management within its authorities to operate so it can improve its attractiveness as a "Best Place to Work." Necessary additional human capital legal or regulatory flexibilities to operate are justified in compelling business cases.

Results-Oriented Organizational Cultures

Empowerment and Inclusiveness. Authority to accomplish program goals has been delegated to those responsible for programs, and innovation and problem solving are encouraged. Effective communication exists up and down the chain of command, and leaders solicit employee views on human capital management approaches and issues and on command effectiveness. Command leadership embraces "zero tolerance" of discrimination and strives for transparency. When conflicts occur, it addresses them. It embraces diversity as a competitive advantage in its efforts to be a "Best Place to Work."

Unit and Individual Performance Linked to Organizational Goals. IMCOM's organizational culture is results-oriented and externally focused. Organizational objectives, continuous improvement and innovation are the basis for evaluating individual performance management, and managers are held accountable for achieving objectives. Individual performance management is integrated into organizational goals through well-defined and communicated performance expectations. Employees and teams are aware of performance standards for managing program results, servicing customers and resolving employee issues.

IMCOM Strategic Human Capital Plan

IMCOM Ongoing and Future Actions

IMCOM's self-assessment identifies areas of weakness in its human capital management practices. To address these weaknesses, achieve its IMCOM 2025 and Beyond (I2025B) Campaign Plan goals, and its talent management objectives, IMCOM developed a set of actions associated with the sub-objectives of the I2025B talent management major objective.

These actions will give life to IMCOM's Strategic Human Capital Plan. They will re-invigorate the environment through enhanced leadership focus on people, innovative personnel practices and processes, creating a culture that is diverse in thought and population and identifying competency gaps and skill voids. With dynamic approaches to employee education, training and developmental experiences, these actions will produce an agile, adaptive and engaged IMCOM workforce, and leaders capable of providing the leadership the workforce deserves.

The I2025B Campaign Plan contains sub-objectives with outcomes for its talent management major objective (Appendix B). The actions associated with these sub-objectives, including action statements, outcomes, deliverables and time frames, are at Appendix C. These action statements address processes, policies and programs to meet I2025B organizational goals. These action items will be further developed and submitted for command approval on an individual basis before implementation. We summarize these action items below.

SHCP Ongoing and Future Actions Summary

IMCOM will ensure organizational readiness through planning, recruiting and hiring results-oriented professionals. A targeted, effective recruitment program, supported by workforce analytics that identify capabilities and requirements at all levels, will accomplish this.

- Adopt and integrate Army competency- based practices to increase hiring and performance management efficiency, succession planning and competency/skills gap analysis.
- Educate and train garrison commanders and managers on HR tools; empower them by establishing an in-house civilian HR advisor position on the GC's staff and by obtaining authority to use existing NAF hiring flexibilities.
- Transfer NAF HR functions from the Civilian Human Resources Agency to IMCOM to create more efficient NAF hiring capabilities.

Establish a results-oriented performance culture defined by shared expectations for organizational and individual performance and rewards for innovation and creativity. Promote a diverse workforce through application of merit-based principles to motivate employee engagement and achievement.

- High performing teams require trust and transparency. To foster this environment, IMCOM will develop a supervisory leadership creed and Civilian SHCP implementation road show.
- Improve performance management practices throughout IMCOM by linking IDPs to organizational objectives, providing performance management training to leaders and managers, and requiring performance awards boards.
- Develop a public-facing human resources website so employees and supervisors can easily access policies, regulatory guidance, performance management tools, and training and development guidance and resources.
- Roll out an IMCOM on-boarding program so new and relocated employees will have a better understanding of the Army and IMCOM and be integrated into their new organization more quickly.
- Create an organizational culture that views diversity as essential to mission success, and increases diversity of thought, innovation and creativity in the workforce.

IMCOM employees have a right to expect opportunities for continuing education, training and leader development that support their ability to contribute to IMCOM's organizational success. IMCOM will meet these expectations through investments in opportunities that have measurable outcomes, which will support an environment that strengthens workforce competencies. It will adjust these efforts based on the extent to which they succeed.

- Improve career program management at all command levels by enhancing the visibility and role of CP managers in providing commanders, leaders and employees insights and information on IMCOM CP workforce profiles and developmental and training opportunities.
- Develop instruction for leadership that supports its ability to enhance workforce development and improve performance management.
- Expand developmental programs and succession planning to cover a larger portion of the workforce. The desired result is "bench building," a more competent and engaged workforce capable of competing more effectively for employment opportunities.
- Fund and implement a tuition assistance program to support recruiting and retention.

- Improve IMCOM's capabilities as a professional training institution by overcoming the existing gaps identified by the 2014 FEVs (i.e., the lack of training opportunities for both employees and supervisors) and give employees the opportunity to improve their skills.
- Spearhead development of programs of instruction for signature courses that support institutional and individual training requirements and expand accreditation efforts to APF and NAF courses.
- Coordinate with colleges to obtain credit that will transfer to civilian transcripts (i.e. garrison leaders course).
- Increase training opportunities for wage system employees.
- Implement commander and key leaders' communication opportunities (direct talk, pulse check, etc.) and ensure enterprise-wide dissemination to increase awareness, building trust and transparency.

As our environment changes, so should our workforce. Strengthening leadership focus on human capital management practices is paramount to the successful execution of our mission. Our workforce must be responsive to organizational requirements in expeditionary and non-expeditionary environments.

- Designate a senior Civilian position in IMCOM as the IMCOM command human capital officer and the DGC/GM position as the garrison human capital officer to ensure human capital effects are considered in IMCOM decisions, to provide advocacy for employee issues and to provide a leadership spokesperson on human capital issues.
- Create a mobile HQ IMCOM Human Capital Support Team to support garrison requests for assistance in implementing human capital initiatives.
- Continue to improve effectiveness of the IMCOM Enhanced Placement Program to improve return of deployed IMCOM employees to IMCOM CONUS positions.

Personnel management tools that identify key talent and critical skills to be shared across the enterprise are necessary to sustain an agile and adaptive workforce. Empowering performers who have critical skills inspires confidence and respect, and builds leadership attributes that help the workforce remain mission focused despite fiscal circumstances affecting mission accomplishment.

- Promote expanded use of work/life balance tools and implement employee advisory councils to improve employee engagement and empowerment, and to provide IMCOM leaders employee views and input on issues affecting the workplace.
- Establish mobile labor relations teams to support IMCOM labor management contract negotiations.

- Develop an OCONUS/CONUS return assistance capability for NAF personnel.
- Develop and publish an IMCOM merit promotion plan and an IMCOM pay setting policy to establish consistent, transparent processes for filling positions and setting pay.

Personnel management tools mitigate loss of talent and critical skill-sets. A personnel management process will ensure timely succession planning and facilitate transitioning personnel.

- Use knowledge management principles and processes to improve information sharing and collaboration.
- Educate garrison leadership on transition tools and processes to make leaders more aware of human capital approaches and their effect on people.
- Establish local shadow developmental program for all levels of the workforce to increase awareness of roles and responsibilities.

Appendix B
IMCOM Strategic Human Capital Plan

IMCOM 2025 and Beyond Campaign Plan
Line of Effort 1—Major Objective 1.1

MAJOR OBJECTIVE AND SUB-OBJECTIVES

MO 1.1 Talent Management

> **Acquire, sustain and develop a well-led, diverse, capable, competent, high-performing workforce through application of sound talent management practices in the framework of Army's personnel life cycle management functions.**
>
> *OUTCOME: An agile and adaptive IMCOM workforce able to execute installation management effectively in a rapidly changing, uncertain, and complex environment, who are empowered by a leadership culture that rewards respect, trust, command values, and dedication to talent management*

Sub-objectives:

1.1.1 Ensure organizational readiness through planning, recruiting and hiring a dynamic staff of results-oriented professionals (Structure, Acquisition)

Outcome: A targeted, effective recruitment program providing on-time human capital supported by well-developed workforce analytics that identify capabilities and requirements

1.1.2 A Results-Oriented Performance Culture that defines and establishes shared expectations, encourages high performance and rewards innovation, creativity, and those who adapt to rapidly changing environments and missions (Development, Compensation)

Outcome: A diverse workforce culture that is merit-based and built on collaborative performance expectations where employees are motivated by achievement and commitment and rewarded based on exemplary performance that is linked to the IMCOM organization mission

1.1.3 Ensure organizational capabilities through continuous education, training and development (Development)

Outcome: An environment that cultivates and strengthens IMCOM talent through the acquisition of skills, knowledge and developmental experiences which result in a well-rounded employee with the capabilities to produce measurable and specific achievements both professionally and personally

1.1.4 Foster and strengthen the ability to manage talent at all levels of the Command to ensure successful execution of current and evolving missions (Distribution, Development, Deployment)

Outcome: Leadership capability to respond timely to provide workforce talent to address organizational requirements in both expeditionary and non-expeditionary environments

1.1.5 Effectively sustain a workforce of empowered, strong performers, key talent and critical skills in a complex and challenging environment (Sustainment)

Outcome: An IMCOM culture that inspires confidence in leadership, mutual respect among all workforce members, and which instills the fortitude to remain mission focused despite difficult and potentially adverse fiscal and other circumstances.

1.1.6 Maintain and monitor the utilization of all personnel management tools designed for a transitioning workforce (Transition)

Outcome: Command capability to manage the unexpected or unavoidable loss of departing talent with multiple tools to facilitate and smooth the transition process

1.1.7 Develop a premier training and education institution (Development)–G7

Outcome: An installation Management Academy that operates efficiently and effectively, and is dedicated to attracting, developing and retaining a world-class installation management workforce.

1.1.8 Implement Leader Development Program (APF & NAF) (Development)–G7

Outcome: Innovative, multi-skilled, ready and resilient professionals with the competencies required to effectively deliver extraordinary services and facilities for our Soldiers, Civilians and Families.

1.1.9 Manage Installation Management Career Program 29 (Acquisition, Distribution, Development)–CP29

Outcome: Fewer competency gaps and enhanced professionalism contributing to achievement of organizational objectives.

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Appendix C
IMCOM Strategic Human Capital Plan

Detailed SHCP Action Plan Item Listing
(Individual Items to be researched, developed and submitted for command approval prior to implementation)

Coding Key	Sub-objectives and Outcomes (V-23):
1.1.1	Ensure organizational readiness through planning, recruiting and hiring a dynamic staff of results-oriented professionals (Structure, Acquisition) **Outcome:** A targeted, effective recruitment program providing on-time human capital supported by well-developed workforce analytics that identify capabilities and requirements
1.1.2	A Results-Oriented Performance Culture that defines and establishes shared expectations and encourages high performance and rewards innovation, creativity, and those who adapt to rapidly changing environments and missions (Development, Compensation) **Outcome:** A diverse workforce culture that is merit-based and built on collaborative performance expectations where employees are motivated by achievement and commitment and rewarded based on exemplary performance that is linked to the IMCOM organization mission
1.1.3	Ensure organizational capabilities through continuous education, training and development (Development) **Outcome:** An environment that cultivates and strengthens IMCOM talent through the acquisition of skills, knowledge and developmental experiences which result in a well-rounded employee with the capabilities to produce measurable and specific achievements both professionally and personally
1.1.4	Foster and strengthen the ability to manage talent at all levels of the Command to ensure successful execution of current and evolving missions (Distribution, Development, Deployment) **Outcome:** Leadership capability to respond timely to provide workforce talent to address organizational requirements in both expeditionary and non-expeditionary environments
1.1.5	Effectively sustain a workforce of empowered, strong performers, key talent and critical skills in a complex and challenging environment (Sustainment) **Outcome:** An IMCOM culture that inspires confidence in leadership, mutual respect among all workforce members, and which instills the fortitude to remain mission focused despite difficult and potentially adverse fiscal and other circumstances
1.1.6	Maintain and monitor the utilization of all personnel management tools designed for a transitioning workforce (Transition) **Outcome:** Command capability to manage the unexpected or unavoidable loss of departing talent with multiple tools to facilitate and smooth the transition process

Coding Key	Sub-objectives and Outcomes (V-23):
1.1.7	Develop a premier training and education institution (Development) – G7 **Outcome:** An Installation Management Academy that operates efficiently and effectively, and is dedicated to attracting, developing and retaining a world-class installation management workforce
1.1.8	Implement Leader Development Program (APF & NAF) (Development) – G7 **Outcome:** Innovative, multi-skilled, ready and resilient professionals with the competencies required to effectively deliver extraordinary services and facilities for our Soldiers, Civilians and Families.
1.1.9	Manage Installation Management Career Program 29 (Acquisition, Distribution, Development) – CP29 **Outcome:** Fewer competency gaps and enhanced professionalism contributing to achievement of organizational objectives

Human Capital Cornerstones	Sub-objective	Action/Milestone	Key Deliverables	Key Outcomes	Suggested Time-line
Cornerstone: Leadership **Critical Success Factors:** **(1) Commitment to Human Capital Management, and** **(2) Role of the Human Capital Function**	**1.1.1**	**1.1.1.6. Provide garrison commanders with an HR advisor by establishing civilian HR Liaison**	**Established position on the TDA**	**Garrison commanders gain in-house expertise**	**FY16**
	1.1.2	**1.1.2.1. Develop a supervisory leadership creed with merit system principles**	**Written creed and command messaging for civilian supervisors to include merit system principles**	**Increased civilian supervisor understanding of supervisory and merit principles responsibilities.**	**FY15**
	1.1.2	**1.1.2.2. Implement a civilian road show**	**Civilian road show**	**Increase awareness, building trust and addressing transparency to collaborate on key leadership issues while directly engaging our workforce across IMCOM**	**FY15**

Human Capital Cornerstones	Sub-objective	Action/Milestone	Key Deliverables	Key Outcomes	Suggested Time-line
	1.1.3	1.1.3.5. Implement commander/key leaders' Direct Talk/Pulse Check and ensure enterprise-wide dissemination (i.e., virtual forum, brown bag lunches, interviews-state of the workforce address, etc.)	Communication channel	Increase awareness, building trust and addressing transparency to collaborate on key leadership issues while directly engaging our workforce across IMCOM	FY15
	1.1.3	1.1.3.6. Cultural Immersion Course (training in AF/NAF/LN/MIL - (CONUS/OCONUS) addressing the differences/ HR knowledge/ laws/ rules/ regulations that govern each faction as well as diversity and inclusion information)	Training developed (e.g., 40-hour training Commanders/80-hour training DGC)	Acquisition of skills and knowledge that shape the IMCOM organization; more knowledge of developing a more diverse workforce	FY16
	1.1.4	1.1.4.1. Designate the senior civilian position in IMCOM as Chief, Human Capital Officer and the DGC/GM as the garrison Human Capital Officer; Regions may also designate a Human Capital Officer; define and document roles and responsibilities	Develop performance standards that link to human capital management	Ensure human capital plan continues to move forward and provides accountability	FY15
	1.1.4	1.1.4.2. Identify and implement a mobile HQ IMCOM Human Capital Plan Support Team to support garrison commanders upon request	Team identified and implemented	Increase awareness, building trust and addressing transparency by collaborating on civilian personnel concerns while directly engaging our workforce	FY16

Human Capital Cornerstones	Sub-objective	Action/Milestone	Key Deliverables	Key Outcomes	Suggested Time-line
	1.1.4	1.1.4.4. Command leadership ensures human capital impacts are considered in all IMCOM decisions	Human capital considerations are included in all command decision-making efforts	Human capital considerations are at the forefront of all decision-making processes; improved capability to forecast actions to satisfy competency requirements	FY15
	1.1.5	1.1.5.4. Mandate registration in milSuite to encourage use of resources and collaboration capabilities	Policy to mandate registration	Increased workforce resource accessibility and collaboration	FY15
	1.1.5	1.1.5.7. IMCOM will employ integrated strategic human capital planning at all levels to ensure the right skills are available within the civilian workforce to meet command priorities	See subsidiary action milestones deliverables	See subsidiary action milestone key outcomes	See subsidiary action milestone timeline
	1.1.6	1.1.6.2. Establish local shadow developmental program for all levels of the workforce for application at the garrisons, regions and headquarters	Locally published employee shadow program	Decease knowledge gaps; increased education and awareness of roles and responsibilities; preliminary means of identifying leadership potential	Deploy FY15
	1.1.7	1.1.7.1. Obtain Army/TRADOC's Learning Institution of Excellence accreditation for the School for Installation Management; maintain accreditation for School for Family and MWR	A TRADOC-accredited IMCOM Academy	Increase education and training for academy personnel enabling the delivery of education excellence	FY17

Human Capital Cornerstones	Sub-objective	Action/Milestone	Key Deliverables	Key Outcomes	Suggested Time-line
	1.1.7	1.1.7.2. Offer high quality, state-of-the-art training through multi-media platforms	High quality multi-media information technology solutions in support of Classroom 21	High quality continuing education; innovative workforce committed to the IMCOM mission	FY15-16
	1.1.7	1.1.7.3. Become the southwest region satellite training site for CES	Official designation as a satellite training site for CES	Long-term growth and development for CES workforce; increased training opportunities with a reduction in TDY expenses	FY15-16
	1.1.8	1.1.8.2. Partner with colleges, universities and organizations to educate and train our workforce	Accredited education programs available to workforce	Skilled and educated workforce	FY16
Cornerstone: Strategic Human Capital Planning

Critical Success Factors:
(1) Integration and Alignment, and
(2) Data-Driven Human Capital Decisions | 1.1.1 | 1.1.1.7. Maximize standardization of IMCOM positions (minimum 30 percent) | Mandated usage of standardized position descriptions. | Increased hiring efficiency and a more portable workforce; parity among installations for similar work | FY16/17 |
| | 1.1.1 | 1.1.1.8. Transfer NAF HR from CHRA to IMCOM | Command directive | More efficient NAF specific hiring capabilities improving business operations | FY15/FY16 |
| | 1.1.1 | 1.1.1.9. Conduct comprehensive update of all position descriptions, developing a process for periodic review | Accurate position descriptions and standardized review process to include vacancy review | Application of classification standards and grade level/pay equality | FY16 |

Human Capital Cornerstones	Sub-objective	Action/Milestone	Key Deliverables	Key Outcomes	Suggested Time-line
	1.1.3	1.1.3.7. Place career program designation into standardized position descriptions	Employees coded correctly in DCPDS	Employees more engaged with the correct career program	FY16 (on-going)
	1.1.3	1.1.3.10. Expand succession planning to include GS-7 and above (NAF 3 and above)	"Building the bench" plan of action	Increases upward mobility opportunities for workforce	FY17
	1.1.3	1.1.3.12. Leverage NAF professional development tools with multiple career programs and initiatives	Career development parity for NAF employees, who comprise approximately 50 percent of IMCOM workforce	Employees are given equal consideration for training, education and development	Ongoing
	1.1.4	1.1.4.5. Better integrate the use of available tools and processes affecting the human capital structure within the command (i.e. TDA actions, SGO, CLS, MDEP review) and include G1 in the integration process	Integrated planning capability	Improved capability to forecast actions necessary to satisfy command critical competency requirements	TBD
	1.1.5	1.1.5.7.c. Annual assessment and gap analysis for managed talent pool positions	Assessment tool for talent pool; GAP analysis methodology	Trained and ready talent pool and identification of gaps in KSAs	FY15-16
	1.1.6	1.1.6.1. Use of knowledge management (KM) principles and processes to improve efficiency of information sharing and collaboration.	Established process for use of KM to include increased education and awareness of KM tools	Improved efficiency	FY16 and on-going

Human Capital Cornerstones	Sub-objective	Action/Milestone	Key Deliverables	Key Outcomes	Suggested Time-line
	1.1.9	1.1.9.2 Establish and manage developmental assignment program for CP29	Career broadening experiences for top performers with strong potential for service at higher levels	Increased understanding of the profession	Call for applications and selections first quarter, conduct assignments second and third quarter
	1.1.9	1.1.9.3 Manage CP29 Academic Degree Training (ADT) program	4-6 CP29 careerists graduating each year with a degree beginning in CY 2019	Increased senior management and business skills	Call for applications and selections third quarter, begin classes fourth and first quarter
	1.1.9	1.1.9.4. Implement and manage CP29 competency management system	Competency lists, career ladders, short-term training	Careerists readily understand some options for advancing in the career program; reduced competency gaps	Ongoing
Cornerstone: Acquiring, Developing and Retaining Talent Critical Success Factors:	1.1.1	1.1.1.1. Identify and analyze the types of information that supports the development of a human capital dashboard	A tool to capture a snapshot of the current state of the workforce.	Better informed leadership; standards for data-driven human capital decisions	FY15-FY16

Human Capital Cornerstones	Sub-objective	Action/Milestone	Key Deliverables	Key Outcomes	Suggested Time-line
(1) Targeted Investment in People, and (2) Human Capital Approaches Tailored to Meet Organizational Needs	1.1.1	1.1.1.2. Identify IMCOM HQ/region/garrison mission critical positions and competencies	Identification of mission critical positions	No critical positions are left vacant	FY16
	1.1.1	1.1.1.2.a. Conduct skills-gap analysis based on mission critical positions and competencies	Assessment of current and future skill gaps	Increase efficiency because of reduced gaps in mission critical positions and competencies	FY16
	1.1.1	1.1.1.3. Adopt and integrate Army competency/capability based workforce management in IMCOM	See subsidiary action milestones deliverables	See subsidiary action milestone key outcomes	See subsidiary action milestone timeline
	1.1.1	1.1.1.3.a. Integrate competencies into position descriptions	Competencies incorporated into position descriptions	Increased hiring and performance management efficiency and effectiveness	on-going
	1.1.1	1.1.1.3.b. Integrate competencies into recruitment tools	Competencies incorporated job announcements, questionnaires, assessment tools	Increased hiring and performance management efficiency and effectiveness	on-going
	1.1.1	1.1.1.3.c. Develop IMCOM pre-positioned recruitment plan	A competency based job analysis and pre-positioned vacancy announcement	Better screening of applicants, quicker fill times, enable targeted outreach efforts, and workforce succession planning	FY16/17

Human Capital Cornerstones	Sub-objective	Action/Milestone	Key Deliverables	Key Outcomes	Suggested Time-line
	1.1.1	1.1.1.4. Implement education targeting commanders and hiring officials on the use of recruitment, retention and relocation incentives	Training sessions or training document.	Increased use of recruitment, retention and relocation incentives	on-going
	1.1.1	1.1.1.5. Execute authorized delegated recruitment authority for non-appropriated fund positions	Use of delegated recruitment authority for non-appropriated funds	Increased flexibility for garrison commanders to address entry level service related/high-turnover positions	FY15-FY16
	1.1.3	1.1.3.1. IMCOM career program managers will provide leaders throughout the command with specific insights and feedback	Identification of specific training, education and development opportunities to address competency gaps	Workforce maintains appropriate and up-to-date skills and competencies	FY16 (on-going)
	1.1.3	1.1.3.2. Mandate appointment of career program point of contact at all garrisons create a communication channel to workforce to information disseminate (both AF/NAF POCs)	Locally-appointed career program point of contact for all garrisons	Workforce is more informed on career programs	FY15
	1.1.3	1.1.3.3 Develop programs of instruction for supervisors that supports workforce development and enhances performance management **(overarching action that encompasses all listed training and education)	Workforce development and performance management programs of instruction for supervisors; education for supervisors on supporting a diverse and inclusive workforce	Better equipped workforce; increased levels of understanding and trust between employees and supervisors	FY18
	1.1.3	1.1.3.4. Implement ways to increase CES training opportunities (i.e., mobile	Implemented training opportunities	Increased availability of training opportunities and employees successfully	FY16/FY17

Human Capital Cornerstones	Sub-objective	Action/Milestone	Key Deliverables	Key Outcomes	Suggested Time-line
		training teams)		completing CES courses	
	1.1.3	1.1.3.8. Implement tuition assistance program	Tuition assistance program	Increased workforce morale and loyalty; increased efficiency	FY16
	1.1.3	1.1.3.9. Expand developmental programs (DAP, HCMP) to include more of the workforce	Program with developmental opportunities for various levels of the workforce	More qualified workforce; increased workforce engagement	FY16
	1.1.3	1.1.3.11. Create IMCOM developmental employee exchange program	Developmental employee exchange program	Enhanced developmental training opportunities (e.g., garrison-to-garrison, garrison-to-HQ; HQ-to-garrison)	FY16
	1.1.4	1.1.4.3. Continue to improve effectiveness of IMCOM Enhanced Placement Program	Recommendations for improved effectiveness	Improve return of IMCOM workforce to IMCOM CONUS positions	FY15
	1.1.5	1.1.5.1. Commanders and leaders promote expanded use of available tools (e.g., flexible work schedules, gliding work schedules, compressed work schedules, wellness programs and telework) to improve work/life balance	Standard guidance for use of available tools; training to supervisors and leaders on the IMCOM leave, work schedule and telework policy.	Improved wellness and morale of workforce; increased equality of use of available tools	FY15
	1.1.5	1.1.5.2. Establish mobile labor relations teams to support IMCOM labor management/local national contract negotiations	Established labor relations team to aid regions/garrisons in labor relations	Improved labor relations	FY16

Human Capital Cornerstones	Sub-objective	Action/Milestone	Key Deliverables	Key Outcomes	Suggested Time-line
	1.1.5	1.1.5.3. Expand current INAFTAP program to include OCONUS/CONUS return assistance for NAF personnel	Establish a return assistance program	Increased career-enhancing opportunities for NAF workforce	Deploy FY16 QTR1
	1.1.5	1.1.5.7.a. Standardize policy and procedures for succession management.	Civilian succession management policy memo	Standardized succession management throughout the enterprise	FY15
	1.1.5	1.1.5.7.d. Establish mobility program in conjunction with talent pool positions	Defined mobility program with clear accountabilities	Leaders will encourage employees to embrace mobility and seek assignments throughout the enterprise for personal development and upward mobility	FY16
	1.1.7	1.1.7.4. Build strategic communication plan to promote schools and courses offered at the Installation Management Academy	IMCOM approved strategic communication plan for schools and courses	Increased awareness with standard messaging of schools and courses offered for employees across the IMCOM	FY15-17
	1.1.8	1.1.8.1. Serve as single entry point at HQ IMCOM for integrating and synchronizing leader development and training our workforce	Annual training and expense plan	Annual training and expense plan IAW G staff directors' training requirements	FY16
	1.1.9	1.1.9.1 Effectively manage installation management (CP 29) intern program	Annual cohort of career interns to contribute to future pool of senior leadership candidates	A diverse group of well qualified interns with high potential for service in CP 29 at the GS-11 level and above	Annual DA intern program timeline

Human Capital Cornerstones	Sub-objective	Action/Milestone	Key Deliverables	Key Outcomes	Suggested Time-line
Cornerstone: Results-Oriented Organizational Cultures **Critical Success Factors: (1) Empowerment and Inclusiveness, and (2) Unit and Individual Performance Linked to Organization Goals**	1.1.2	**1.1.2.3. Improve performance management practices throughout IMCOM**	See subsidiary action milestones deliverables	See subsidiary action milestone key outcomes	See subsidiary action milestone timeline
	1.1.2	**1.1.2.3.a. Develop performance standards for all employees that link to organizational objectives**	**Linked performance standards to organizational objectives; performance objective templates for similar positions and grades.**	**Increased productivity and employee engagement**	FY16
	1.1.2	**1.1.2.3.b. Ensure Individual Development Plans (IDP) are completed as part of overall individual performance standards**	**Completed IDP for AF/NAF workforce**	**Improve development accountability; close competency/capability gaps**	FY16
	1.1.2	**1.1.2.3.c. Rewards and recognition program tied to IMCOM objectives**	**Recognition for outstanding performers tied to organizational strategic objectives**	**Meaningful performance management trends and ratings distribution**	FY15
	1.1.2	**1.1.2.3.d. Develop training for leaders for performance management to include TAPES, performance counseling, NAF tools, etc.**	**Training developed**	**Leaders better skilled to handle overall performance management**	FY16
	1.1.2	**1.1.2.3.e. Study feasibility of using 360 review as part of performance management**	**Provide study results**	**Determine IMCOM use of 360 reviews**	FY16

Human Capital Cornerstones	Sub-objective	Action/Milestone	Key Deliverables	Key Outcomes	Suggested Time-line
	1.1.2	1.1.2.3.f. Incorporate competency management into performance management and implement the new Army Performance Management System	Performance standards will be linked to competencies	TBD	TBD
	1.1.2	1.1.2.4. Develop centralized public-facing website for human resources (policies, performance management, developmental assignments, career program, etc.), information and tools modeled after best practices (e.g., NASA's site)	Centralized IMCOM public-facing human resource website	Employees are able to easily access policies, regulatory guidance and resources. Employees are able to obtain performance management and developmental information, and supervisors are able to use performance management tools	FY18
	1.1.2	1.1.2.5. Require performance awards to be reviewed by performance awards boards	Established process and set of metrics	Awards will be distributed equitably	FY15
	1.1.2	1.1.2.6 Roll out an IMCOM on-boarding program that includes an overview of all professional development opportunities	IMCOM orientation will occur during on-boarding process	New employees will have a better understanding of the Army and IMCOM	FY16/FY17
	1.1.2	1.1.2.7. Create an environment that attracts and retains a diverse workforce and elimination of barriers	See subsidiary action milestones deliverables	See subsidiary action milestone key outcomes	See subsidiary action milestone timeline
	1.1.2	1.1.2.7.a. Develop a program that will incentivize, recognize and reward programs, individuals, supervisors that are making a culture change toward diversity and inclusion	Enterprise recognition program which focuses on leadership commitment to diversity and inclusion	Evolution to an organizational culture that views diversity as essential to mission success	FY16/17

Human Capital Cornerstones	Sub-objective	Action/Milestone	Key Deliverables	Key Outcomes	Suggested Time-line
	1.1.2	1.1.2.7.b. Increase the representation of women, Hispanics and individuals w/disabilities within the workforce and leadership	More diverse workforce	Increased diversity of thought, innovation and creativity in workforce	FY20
	1.1.2	1.1.2.7.c. Develop a diversity and inclusion training and education plan to educate the IMCOM workforce on diversity and inclusion principles	Educates the IMCOM workforce	Attainment of critical-thinking professionals with expanded world views and the energy to change the culture of the organization; incorporate into leadership training	FY16/17
	1.1.2	1.1.2.7.d. Integrate diversity principles and inclusive leadership practices into leader development	Diversity and inclusion training program module integrated into the IMCOM leader development program	Leaders who obtain knowledge on how to develop a diversity and inclusion workforce and better skilled to manage personnel	TBD
	1.1.2	1.1.2.7.e. Establish formal diversity and inclusion council for visible leadership commitment	A collaborative, strategic and senior level forum that ensures execution of human capital and diversity and inclusion initiatives	Leaders are committed to change	TBD
	1.1.5	1.1.5.5. Develop and publish an IMCOM merit promotion plan	Merit promotion plan policy	An established consistent, transparent and regulatory compliant staffing process	FY16
	1.1.5	1.1.5.6. Implement employee council at the local level to provide feedback to the local commander	Employee council charter	Improve employee involvement in decisions affecting their work; improve employee engagement and empowerment	FY15

Human Capital Cornerstones	Sub-objective	Action/Milestone	Key Deliverables	Key Outcomes	Suggested Time-line
	1.1.5	1.1.5.7.b. Develop a succession management platform visible throughout the enterprise	Establish AKO as the platform to inform the workforce of managed key positions and centrally managed opportunities; develop communication and marketing plans	An agile and adaptive workforce able to execute installation management missions effectively in a changing, uncertain, and complex environment; ensures greatest number of eligible, qualified, and capable employees for assignment consideration	FY15

"I, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office on which I am about to enter. So help me God."

One Oath. One Army.