

# STRATEGIC PERFORMANCE OBJECTIVES & MEASUREMENTS

**LEADING ... to the  
Army Vision**

***"People,  
Readiness,  
Transformation"***

***“IMCOM’s Challenge/Opportunity: People are IMCOM’s greatest asset. We will strengthen the current cadre of leaders, and build future leaders, by equipping them with the skills they need for success. We will hire and retain the best and brightest employees by providing challenging work and making IMCOM an employer of choice. We will be an organization of highly motivated critical thinkers and creative problem solvers working together to accomplish the Army mission.”***

**IMCOM GOAL 1.** (Leadership) Develop and retain the best leaders and most professional workforce to accomplish organizational goals and objectives.

**FORT KNOX GOAL 1. (Leadership)** Develop and retain the best leaders and most professional workforce enhancing the quality of life of the greater Fort Knox community.

**IMCOM Objective 1.1.** Acquire, develop and retain leaders who effectively lead people, manage resources, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance.

**IMCOM Objective 1.2.** Acquire, develop and retain a diverse workforce that is technically competent, agile, motivated, knowledgeable, postured to meet the challenges of today’s and tomorrow’s mission.

**Fort Knox Objective 1.1.** Ensure a fully trained and qualified workforce is available and maintain this capability by minimizing position vacancy times.

**Fort Knox Objective 1.3.** Organizations will develop employee transition and succession plans.

**Fort Knox Objective 1.5.** Maximize the Civilian Education System (CES) through the use of web-based training.

Employ all available strategies and sources to attract and hire top talent

Provide meaningful incentives to retain employees with critical skills

Develop successors to critical positions

Implement a disciplined career lifecycle workforce education/development framework

**Measures:**

1. % of vacant positions in the Garrison
2. % of managers who report their employees have skills to meet current and future needs
3. % of IDP training completed and IDPs executed
4. % of employees completing CES Foundation Course

5. % of supervisors completing CES Basic or Intermediate Training or attain CES equivalency
6. % of NSPS employees receiving training
7. % of departures from the Garrison (not related to retirement, PCS, etc)
8. % of key positions with succession plans in place
9. # of employees who apply for advanced/senior service courses annually

**Target:**

1. < 7% of Garrison positions vacant at any given time
2. 90% of managers report their employees have skills to meet current and future needs
3. 25% of Garrison employees on Individual Development Plans (IDPs) NLT Sep 09, 50% by Mar 10 and 90% by Sep 10
4. 25% of employees who complete CES Foundation Course NLT Sep 09, 50% by Mar 10, and 90% by Sep 10 (this applies to employees hired after Sep 06)
5. 50% of supervisors/managers who complete CES Basic or Intermediate Course or attain CES equivalency NLT Sep 09 and 100% by Sep 10
6. 100% of all NSPS employees trained NLT Sep 09
7. Less than 5% annual turnover rate for Garrison departures other than retirement or PCS with spouse
8. 50% of key positions with succession plans in place NLT Sep 09; 75% by Mar 10; 90% by Oct 10
9. A minimum of 1 employee apply for advanced curriculum/senior service course annually

**Initiatives:**

- Recognize that recruiting is an ongoing activity needed to sustain and augment staff levels and competencies
- Enhance recruiting aimed at strengthening staff diversity
- Identify, strengthen, and implement incentives that attract top quality candidates to federal service including competitive benefits, quality of work experience, and work/life balance
- Maximize recruitment avenues:
  - Merit promotion & delegated examining announcements
  - Direct hire authority

- Federal Career & Local Intern Program
  - Job fairs and college recruitment
  - Announce positions as developmental
  - Noncompetitive appointment authorities, e.g., reemployed annuitants, student educational employment program (STEP & SCEP), persons with disabilities, veterans recruitment appointment, disabled veterans authority
  - Consider joint hiring panels with other Knox commands
  - Use of paid ads, e.g., newspapers, journals
- Capitalize on the Army “brand” (e.g., great place to work) to attract exceptional candidates to apply for positions
  - Increase awareness through intense marketing of the core, advanced, and leadership development criteria within the framework of the Civilian Education System (CES)
  - Require skills-based IDP for each employee that tracks to future skill set requirement as defined by strategic objective
  - Provide training opportunities in key skills areas: Information Technology, Protection Services/Firefighting, Management and Financial Analysis, Human Resources
  - Ensure directors/chiefs schedule NSPS employees for initial and/or sustainment training
  - Identify and offer meaningful enticements to retain civilian workforce:
    - Internal promotion opportunities
    - Retention incentive if employee is likely to leave Federal service, e.g., retirement or private sector
    - Student loan repayment
    - Flexible and/or alternative work schedules or telework
    - Annual performance awards through NSPS/TAPES
    - Incentive awards throughout year, e.g., special act/service, on-the-spot, time-off, honorary
    - Training opportunities (such as cross-training, Developmental Assignment Program)
    - Exciting mission; mission loyalty
    - Work environment, e.g., office space
    - Recruitment incentive for new federal employees
    - PCS whenever possible
    - Superior qualification appointment for GS positions
    - Job sharing for applicants who want to work part-time schedules
    - Fitness programs
  - Conduct and analyze exit interviews to determine reasons for leaving Fort Knox employment
  - Develop succession plan/identify successors
  - Plan for meeting succession needs, both anticipated and unanticipated, from both in-house and/or external candidate pools;

- Determine positions requiring focus for the successor workforce and develop plans to fill those positions
- Develop, review, and modify the Critical Series listing at least annually to reflect the changing picture of the mission and personnel
- Meet with leaders of career programs and develop a plan for intake and training for critical skills needed in the successor workforce
- Use developmental assignments and cross-functional teams
- Develop a mentorship program and focus on competitive assignments required to fill the positions identified in the Critical Skills listing.
- Capture institutional knowledge of retirement eligible employees prior to them leaving Government

**Initiative Resource Requirement:** To be determined.