



# AMERICAN BATTLE MONUMENTS COMMISSION

STRATEGIC PLAN

2016 - 2021



IN MEMORY OF THE SERVICES OF SUPPLY AMERICAN EXPEDITIONARY FORCE 1917-1918



# AMERICAN BATTLE MONUMENTS COMMISSION

STRATEGIC PLAN

2016 - 2021



# HISTORICAL MAP AMERICAN EXPEDITIONARY FORCE

SHOWING BATTLE LINES BASE PORTS  
COMMUNICATIONS AND ALLIED ZONES  
CLAYTON KERRY & PHILIP 1932 BYRON PAUL & JOHNSON

FROM HOME PORTS  
TO WAR ZONE

PLAN OF THE  
CITY OF BRUSSELS

ENGLAND

NETHERLANDS

BELGIUM

GERMANY

FRANCE

SWITZERLAND

ITALY

MASSILLIE

LEGEND

### HIGH POINTS OF THE WORLD CONFLICT

The Great War of 1914-1918 was the most destructive conflict in human history. It was a global struggle that involved more than 1 billion people and resulted in the deaths of 16 million soldiers and 60 million civilians. The war was fought on all continents and in every sea. It was a war of attrition, a war of nerves, and a war of technology. It was a war that changed the world forever.

### FAMOUS WAR SONGS OF THE WAR

1. "Over the Top" by The Buffs  
2. "The Last Post" by The British Army  
3. "The Charge of the Light Brigade" by The British Army  
4. "The Girl on the Train" by The British Army  
5. "The Boy Who Swam with the Dogs" by The British Army  
6. "The Boy Who Swam with the Dogs" by The British Army  
7. "The Boy Who Swam with the Dogs" by The British Army  
8. "The Boy Who Swam with the Dogs" by The British Army

### THE GREAT WAR

The Great War of 1914-1918 was the most destructive conflict in human history. It was a global struggle that involved more than 1 billion people and resulted in the deaths of 16 million soldiers and 60 million civilians. The war was fought on all continents and in every sea. It was a war of attrition, a war of nerves, and a war of technology. It was a war that changed the world forever.



*We are pleased to release the American Battle Monuments Commission 2016-2021 Strategic Plan. This plan is the foundational document that will guide progress, foster process improvement, encourage innovation, and ensure continued relevance well into the future.*

*Simply, the Strategic Plan underpins our mission to honor the contributions of America's armed forces, thus ensuring that "time will not dim the glory of their deeds."*

**Board of Commissioners**  
American Battle Monuments Commission

## MEDAL OF HONOR

The Medal of Honor is awarded by the President of the United States in the name of Congress to a member of the armed forces who distinguishes himself or herself by gallantry and intrepidity at the risk of his or her life above and beyond the call of duty while engaged in an action against an enemy of the United States, while engaged in military operations involving conflict with an opposing or foreign force, or while serving with friendly foreign forces engaged in an armed conflict against an opposing armed force in which the United States is not a belligerent party. The deed must have been of personal bravery or self-sacrifice so conspicuous as to clearly distinguish the individual from his or her comrades. In precedence for valor, the Medal of Honor is the nation's highest award.

The American Battle Monuments Commission honors 116 Medal of Honor recipients at rest in our cemeteries.



# UNKNOWNNS

Weapons on the modern battlefield can be so destructive that the remains of those killed by them cannot be identified. Following the world wars, the identification tools we rely on today were not available. American Battle Monuments Commission cemeteries honor the remains of U.S. war dead that were recovered but could not be identified. The gravesites of these “Unknown” are distinguished.

HERE RESTS IN HONORED GLORY  
AN AMERICAN SOLDIER  
KNOWN BUT TO GOD  
*World War I Burials*

HERE RESTS IN HONORED GLORY  
A COMRADE IN ARMS  
KNOWN BUT TO GOD  
*World War II Burials*



*“If progress is to be steady we must have long term guides extending far ahead.”*

**— President Dwight D. Eisenhower**

*State of the Union Address, Jan. 9, 1959*



*“From our task’s inception the Commission has tried, as far as work and patience and skill can do, to make the memorials worthy of the men and women they honor.”*

**— General George C. Marshall**

*General Marshall’s Nobel Lecture given upon his receipt of the Nobel Peace Prize on December 11, 1953, while he served as ABMC chairman.*



# VISION ★ MISSION ★ VALUES

## VISION

To serve the public by preserving our commemorative sites to an exceptional standard, developing our cultural and historical resources, and telling the story of those we honor.

*“Time will not dim the glory of their deeds.”*

General John J. Pershing

## MISSION

As the preeminent guardian of America’s overseas commemorative cemeteries and memorials, the American Battle Monuments Commission honors the service of the armed forces by designing, constructing, maintaining and operating permanent American cemeteries, and establishing, maintaining, and approving designs of memorials, markers, and monuments where America’s armed forces have served beyond our borders.

## CORE VALUES

- Excellence** We will strive for excellence in everything we do.
- Integrity** We will do what is right: legally, morally, and ethically.
- Stewardship** We will be careful and responsible guardians of the sacred mission entrusted to our care.
- Commitment** We will be dedicated to our mission, each other, and the public we serve.
- Respect** We will treat others with high regard and one another as valued members of our team.

## STRATEGIC PLAN 2016 - 2021

The American Battle Monuments Commission strategic plan has the following five focus areas:

1. Operational Enhancement
2. Security, Safety and Welfare
3. Knowledge Management
4. Collections and Preservation
5. Training and Development



## **FOCUS AREA 1:** Operational Enhancement (OE)

The American Battle Monuments Commission (ABMC) is the guardian of America's overseas commemorative cemeteries and memorials. In this role, we carry out a noble mission to honor the service of United States armed forces. We do this by maintaining our commemorative sites to an exceptional standard and by telling the story of those we honor. As an independent federal agency, ABMC has a global presence with a culturally diverse workforce. As such, there are inherent challenges associated with operational aspects, including internal communications amplified by dissimilar languages, work processes, cultural multiplicity, leadership and management effectiveness, common standards, and training requirements. It is imperative that these challenges are transformed into opportunities and strengths in order for us to not only continue to fulfill our mission, but to enhance our operational efficiency and effectiveness.

A strategic priority of ABMC is to achieve operational enhancements through several key objectives. These include initiatives such as: improving internal communication, telling the ABMC story, developing common work methodologies and standards, improving performance management, empowering Locally Engaged Staff (LES), clarifying and rendering transparent decision making processes, normalizing on/off boarding of employees, leveraging staff expertise and experiences, and clarifying/formalizing the roles and responsibilities of headquarters and overseas counterparts. The collective result of these objectives offers a number of benefits: they generate common expectations, standards, and lexicon; encourage innovations; create a culture of transparency, ownership, shared knowledge, collaboration and a sense of team; re-affirm shared values; improve stewardship of resources; and enhance the visitor experience.

## STRATEGIC GOAL

To improve our business and operational processes and create a unified culture across the expanse of ABMC, thereby positioning the Agency to meet the global demands of the twenty-first century, while continuing to render the highest honor in the execution of our duty.

## OBJECTIVES

**OE-1 Improve Internal Communications Agency-wide:** This objective has a twofold focus. First, we will endeavor to enhance communications and collaboration between the Board of Commissioners and the senior leaders of the agency. Simultaneously, we will work to improve communication throughout the workforce, both vertically and horizontally.

**End State:** A primary hallmark of ABMC culture is open and fluid communication.

Accordingly, the following initiatives are in order:

**OE-1.1 Board of Commissioners and Senior Leadership:** In order to maximize the role of the Board of Commissioners, additional communication and collaboration efforts will be implemented as follows:

**Task OE- 1.1a:** Besides the semi-annual onsite Commissioner meetings, two additional conference call updates will occur. Topics will primarily focus on key issues raised at the previous Commissioners meeting. However, additional topics may be addressed as coordinated between the Board of Commissioners and Agency senior leadership. Effective immediately.

**Task OE-1.1b:** In the event of additional critical or special topics, the Chairman reserves the right to call a special meeting or conference call. Special topics approved by the Secretary and/or Deputy Secretaries may be presented by ABMC staff members to the Board of Commissioners in the form of briefings, information papers, telephone discussions, teleconferences, special work sessions, and/or demonstrations. Effective immediately.

**Task OE-1.1c:** Budget execution updates will be provided to the Board of Commissioners as needed, but not less than semi-annually at the on-site Commissioner meetings. Effective immediately.

**Lead:** Secretary

**Support:** Deputy Secretaries



**OE-1.2 Workforce Internal Communications:** The geographical distribution, various languages, and cultural differences within the ABMC workforce offer a significant challenge to the flow of communications within the Agency. In order to move toward a unified culture characterized by a universally well informed workforce, common understanding, openness, and a sense of belonging, the following initiatives are instituted:

**Task OE-1.2a:** For strategic-level directives, the ABMC Headquarters (HQ), in cooperation with the Overseas Operations Office (OO), will generate and disseminate strategic talking points in the required languages, to ensure message consistency. This initiative will commence NLT 4th QTR FY 2016.

**Task OE-1.2b:** All leaders (Chiefs, Directors, Superintendents, Foremen) will communicate senior level disseminated vital information and directives to their teams within one working day of receipt. This will be accomplished verbally and in writing as may be required. This initiative will commence NLT 4th QTR FY 2016.

**Task OE-1.2c:** All leaders will conduct routine staff meetings, establish and honor an open door policy, and communicate pertinent information and staff concerns to their supervisors within three working days from receipt of such information. Leaders will provide feedback to their staff within seven working days. This will be accomplished verbally and in writing as required. This initiative will commence NLT 4th QTR FY 2016.

**Task OE-1.2d:** The OneABMC intranet site allows the workforce to post inquiries, recommendations, and observations for the Deputy Secretaries. With staff support, the Deputy Secretaries will post responses within ten working days. This task is complete.

**Task OE-1.2e:** Strategic-level directives and information will be posted to the OneABMC intranet site, to ensure accessibility to the entire workforce. This initiative will commence NLT 1st QTR FY 2017.

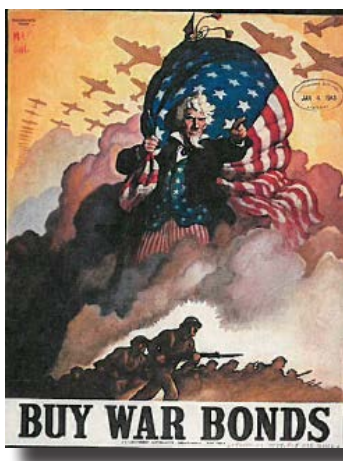
**Task OE-1.2f:** Hire an Internal Communications Manager to assist in the organization and dissemination of internal communications NLT 1st QTR FY 2017.

- 1) Develop and publish a recurring newsletter to ensure all levels of the workforce have access to critical information. This task is ongoing.
- 2) Ensure analysis results, recommendations, and all actions are coordinated and synchronized with the OE 1.2 (Workforce Internal Communications) mandates NLT 4th QTR FY 2016.

*“These men came here...for one purpose only, not to gain anything for ourselves, not to fulfill any ambitions that America had for conquest, but just to preserve freedom, systems of self-government in the world, many thousands (of) men have died for ideals such as these.”*

— **President Dwight D. Eisenhower**

*President Eisenhower's CBS News interview with Walter Cronkite on June 6, 1964 at Normandy American Cemetery during the 20th Anniversary of the Invasion of Normandy.*



**Task OE-1.2g:** Develop and issue a survey (both for the commissioners and the workforce) to evaluate the progress and effectiveness of this objective NLT 4th QTR FY 2018.

**Lead:** Deputy Secretaries

**Support:** Executive Officers, Division Chiefs, Directors, Superintendents, Foremen

**OE-2 Telling the Story:** For ABMC to effectively tell the story of the service of America's armed forces, we must maintain relevance while fulfilling our mandate and reaffirm the value of ABMC to the global community. In so doing, we

must consider the dwindling population of immediate family of the war dead interred and memorialized at our cemeteries and memorials. We must be able to speak to not only the minds, but to the hearts of our current and future constituents.

**End State:** ABMC not only maintains the loyalty of its current constituents, but also attracts a new and growing group of followers as we honor the service of America's armed forces.

ABMC will pursue the following imperatives to sustain relevance well into the next century:

**Task OE-2.1:** Clearly identify our key constituents NLT 4th QTR FY 2017.

**Task OE-2.2:** Continue to leverage social media and technology to increase exposure and promote the ABMC mission and relevance to the global community. Analyze current efforts and detail enhancement measures for future exertions including an execution plan and timeline NLT 2nd QTR FY 2017.

**Task OE-2.3:** Continue to pursue opportunities to engage the educational community with curriculum-based products, programs and services. Effective immediately.

**Task OE-2.4:** In coordination with OE-3 (Commemorating Service), continue to plan, develop and construct engaging and historically accurate Interpretive Centers. Effective immediately.

**Task OE-2.5:** Develop a plan to partner and collaborate with historical and commemorative organizations and agencies to advance, enhance and promote our mission, resources, and global presence. The plan should include a prioritized list of potential partners, points of contact, areas of expertise, and a general timeline for execution. The plan will be submitted to the Deputy Secretaries for approval NLT 1st QTR FY 2018.

**Lead:** Chief External Affairs

**Support:** Executive Officers, Division Chiefs, Directors as appropriate

**OE-3 Commemorating Service:** ABMC will seek new opportunities to commemorate the service of United States armed forces where they have served overseas by establishing new monuments, using noble materials that appropriately honor those for whom they are erected, and designed without hubris as representations of American character, spirit and values.

**End State:** ABMC monuments are appropriately placed at sites of events or achievements in U.S. military history that are deemed significant by the Commission and the military historical community, and that have the potential of reaching new constituencies through ABMC's commemorative mission.

**Task OE-3.1:** Under the direction of the Board of Commissioners, continue to prioritize, develop and plan memorial initiatives. Execution of these initiatives are a function of Congressional directives; Commissioner, Secretary and Deputy Secretary guidance; and budgetary constraints. This task is ongoing, with projects currently projected through FY 2021.

**Task OE-3.2:** The Chief Knowledge Management will ensure historical accuracy and engaging interpretive themes. This task is ongoing.

**Task OE-3.3:** Develop a Comprehensive Commemorative Projects Business Process Guide to include at a minimum the following categories, and forward it for approval by the Deputy Secretaries NLT 4th QTR FY 2017:

1) A category to govern all aspects associated with the development of new memorials.

2) A category that informs engineering project development for visitor centers,

contact stations, and landscapes.

- 3) A category that mandates the consideration, planning, support development, and programming of budgets and routine maintenance requirements.
- 4) A category that addresses considerations for associated public programs, social media, interpretative programs, historical and personal service support activities.

**Lead:** Chief Engineer

**Support:** Executive Officers, Chief Financial Officer, Chief Knowledge Management, Chief External Affairs, Chief Administrative Officer, Director Strategy and Plans, Director Cemetery Operations

**OE-4 Improve Work Processes:** The ABMC workforce is characterized by a diverse collection of languages, cultures, professions and technical specialties. Not surprisingly, work processes across the expanse of ABMC locations are equally diverse, resulting in some inconsistencies, inefficiencies, and a sense of isolation at certain locations. In order to address these challenges, OO, in collaboration with HQ, will commission cross-functional project teams to conduct process analysis and recommend improvements in several areas.

**End State:** A hallmark of ABMC success is unity of effort.

**Task OE-4.1:** Empower the Voice of LES. The goals of the LES Voice Process Team are to provide an effective and respectful way for LES across the organization to communicate with management; to improve employee morale; and to ensure consistency, clarity, and transparency within ABMC. In order to achieve this, the LES Voice Process Team will implement the following:

**Task OE-4.1a:** Develop an implementation plan for the newly proposed LES voice process. The plan will include an execution timeline and metrics in order to track progress. Coordinate the plan with the Chief Human Resources and forward it for approval by the OO Deputy Secretary NLT 1st QTR FY 2017.



**Task 4.1b:** Charter a committee to track, analyze, and develop recommendations to improve horizontal Agency communications during routine and reoccurring meetings. The proposed charter will be forwarded for review and approval by the Deputy Secretaries NLT 1st QTR FY 2018.

**Task 4.1c:** Synchronize all actions with OE-1 (Improved Internal Communications Agency-wide).

**Task OE-4.2:** Improve and Normalize Work Processes across Disciplines. The process team seeks better methods to plan and document major project activities and opportunities to achieve unity of effort and promote mutual respect among staff. There are two unique aspects associated with work across disciplines. They are:

- 1) major projects that involve many people; and
- 2) “day-to-day” activities in which everyone engages.

**Task OE-4.2a:** Coordinate with HQ to develop a list of required process flow charts and check lists as may be required NLT 1st QTR FY 2017.

**Task OE-4.2b:** Complete all required flow charts and checklists for inclusion on the OneABMC intranet site NLT 4th QTR FY 2017.



**Task OE-4.2c:** Charter a Cross-Functional Project Team consisting of representatives from both the HQ and OO with a twofold purpose. First, develop recommendations in order to improve interpersonal communication skills across the Agency. Second, develop recommendations to track cross-discipline “day-to-day” activities Agency-wide. The team will form and commence work NLT 4th QTR FY 2017.

for a virtual Project

consistent process for requesting, prioritizing and executing the monitoring and control responsibilities over project performance at ABMC. The PMO will be fully operational NLT 4th QTR FY 2017.

**Task OE-4.3:** Charter and establish Governance Management Office (PMO). This will establish a

**Lead:** OO Executive Officer, Director Strategy and Plans

**Support:** HQ Executive Officer, Director Cemetery Operations, Division Chiefs and Directors as required

### **OE-5 Clarify/Formalize the Roles and Responsibilities of Headquarters and Overseas**

**Counterparts:** Clarity of roles and scope of responsibilities and level of authorities is essential to inculcate a sense of team, collaboration, mutual support, and unity of effort, while eliminating confusion, unnecessary redundancies and inefficiencies. Headquarters and OO counterparts will identify site specific roles, responsibilities, authorities and areas



of collaboration between the two locations, thereby clarifying individual actions and interactions between HQ and OO counterparts.

**End State:** ABMC is functionally aligned in a manner that optimizes our overall effectiveness.

**Task OE-5.1:** Form a project team co-chaired by the Deputy Secretaries and consisting of the Executive Officers, Director Strategy and Plans, and Director Human Resources to study and formulate a recommendation. This task is complete.

**Task OE-5.2:** Based on approval by the Secretary, develop an execution plan. This task is complete.

**Task OE-5.3:** Through a series of briefings and a question and answer period, socialize the plan with the entire ABMC workforce. This task is complete.

**Task OE-5.4:** Execute the ABMC Mission-to-Organization Realignment. This task is complete.

**Task OE-5.5:** Develop and issue an ABMC workforce Mission-to-Organization Realignment Effectiveness Survey to assess the completeness and effectiveness of the realignment NLT 2nd QTR FY 2017.

**Lead:** Deputy Secretaries

**Support:** Executive Officers, Director Strategy and Plans, Director Human Resources, Division Chiefs and Directors

## **OE-6 Develop Standard New Employee Orientation and Normalize On/Off Boarding**

**Process:** Standard and well-designed new employee orientation and on/off boarding processes are important personnel functions requiring leader involvement. It is vital to a positive ABMC climate that new personnel are competently sponsored into the organization, and that departures are honorably managed. An effective sponsorship program will ensure that new employees feel welcome and are up to date on critical information, and will shorten the time for complete integration into the organization. Off boarding employees with integrity and gratefulness is the right thing to do. Formal announcements, recognition ceremonies, parting gifts and/or awards are examples of recognizing our departing or retiring employees. Collectively, these will inspire loyalty, improve morale and enhance retention.

**End State:** The culture of ABMC is characterized by a recognition that its workforce and alumni are strategic assets.

**Task OE-6.1:** Appoint a Sponsorship Program Coordinator NLT 1st QTR FY 2017.

**Task OE-6.2:** Develop an ABMC standard operating procedure (SOP) that uses a Sponsorship Program for on-boarding new employees and details the requirements and steps necessary to off-board employees with dignity. The SOP will include appropriate process flow charts, checklists and timelines. This task will be complete NLT 2nd QTR FY 2017.



**Task OE-6.3:** Develop and conduct sponsorship training for ABMC leadership. The first session should commence NLT 3rd QTR FY 2017.

**Task OE-6.4:** Develop an ABMC orientation program for new employees NLT 3rd QTR FY 2017.

**Lead:** Chief Human Resources

**Support:** Chief Administrative Officer,  
Director Information Technology,  
Director Security

**OE-7 Institute an Internal Control Program:** ABMC will design and implement an Internal Control Program to evaluate select business processes in order to provide reasonable assurance that the objectives of internal controls are achieved:

- 1) Effectiveness, consistency and efficiency of operations;
- 2) Compliance with applicable laws, mandates and regulations; and
- 3) Reliability of financial reporting.

**End State:** ABMC achieves its operations, reporting, and compliance objectives and effectively manages public resources.

**Task OE-7.1:** Conduct risk analysis for Budget and Finance sector NLT 4th QTR FY 2016.

**Task OE-7.2:** Produce Annual Delegated Assurance Statements NLT 4th QTR FY 2016.

**Task OE-7.3:** Develop templates and forms for internal control testing and corrective action plans NLT 1st QTR FY 2017.

**Task OE-7.4:** Develop forms and guidance for conducting and documenting monthly Internal Financial Audits NLT 1st QTR FY 2017.

**Task OE-7.5:** Expand ABMC risk analysis including Contracting, Information Technology, Property and updates to the Finance Risk Analysis NLT 2nd QTR FY 2017.

**Task OE-7.6:** Begin annual internal control testing based on risk analyses with follow-up corrective action plans NLT 3rd QTR FY 2017.

**Task OE-7.7:** Develop a comprehensive agency risk analysis, including updates to previous risk analyses NLT 2nd QTR FY 2019.

**Lead:** Chief Financial Officer, Overseas Finance Director

**Support:** Division Chiefs, Directors as appropriate, Finance staff

### **OE-8 Improve/Streamline, Standardize and Clarify Administrative, Financial, and**

**Procurement Procedures:** Inconsistent processes, lack of common understanding, and varying standards result in inefficient operations and impede mission execution and unity of effort, which lowers morale and wastes valuable resources. In order to address these impediments, we will take measures to improve, streamline, standardize and clarify our administrative, financial, and procurement procedures.

**End State:** There are no ambiguities, inconsistencies, or misunderstandings of the procedures, expectations, and format requirements for standard ABMC business processes.

The following initiatives are in order:

**Task OE-8.1:** In coordination with OE-4 (Improve Work Processes; Task 4.2, Improve and Normalize Work Processes across Disciplines), develop and refine a comprehensive list of ABMC current and required standard operating procedures. This task is ongoing.

**Task OE-8.2:** In coordination with OE-4 (Improve Work Processes; Task 4.2, Improve and Normalize Work Processes across Disciplines) create well defined flow charts, checklists, and step-by-step procedures NLT 4th QTR FY 2017.

**Task OE-8.3:** Make these documents accessible to all ABMC staff via OneABMC beginning 1st QTR FY 2018.

**Task OE-8.4:** Establish a Program Budget Advisory Committee (PBAC). The PBAC is co-chaired by the Deputy Secretaries and is comprised of the Executive Officers, Director Strategy and Plans, Chief Financial Officer, Director Cemetery Operations, Budget Officer, and Overseas Finance Director. The PBAC will routinely evaluate budget proposals submitted by ABMC directorates against current and future funding projections in order to establish and approve funding levels in compliance with Congressional budget guidance. This task is complete.

**Lead:** Deputy Secretaries

**Support:** Executive Officers, Director Strategy and Plans, Chief Financial Officer, Director Cemetery Operations, Budget Officer, Overseas Finance Director, Superintendents Leadership Council, Division Chiefs as required

**OE-9 Sustain Individual Job Satisfaction:** Individual job satisfaction among the ABMC workforce (both U.S. Government and LES) has a direct impact on the ability of the organization to fulfill its mission in an honorable and sincere manner. As ABMC organizes and adjusts to the challenges of the future, affirms foundational standards, introduces culture change, and embraces innovations, leaders must be sensitive to the impact such change may have on individual job satisfaction. It is essential that any negative impact be mitigated to the maximum extent possible. Through improved communication methods, socialization of the ABMC vision and future, and standardized strategic talking points, individual job satisfaction will increase even in an environment of change.

**End State:** The ABMC workforce is highly motivated and is well informed on matters of the future direction of the organization, thus ensuring we remain a high performing agency.

**Task OE-9.1:** All leaders will be prepared to assess the level of engagement and motivation of their teams, identify potential issues, and develop, brief, and implement mitigating measures as may be required. Chief Human Resources will provide recommendations, techniques and guides, such as a performance management tool. These resources will assist in evaluating the engagement and motivation level of employees. Leaders will be prepared to commence this activity NLT 4th QTR FY 2017.

**Task OE-9.2:** Performance of this objective is a leader responsibility executed through routine performance counseling and annual performance ratings. The Chief Human Resources will monitor compliance and be prepared to brief and/or advise ABMC senior leadership as may be required NLT 4th QTR FY 2018.

**Lead:** Chief Human Resources

**Support:** Executive Officers, Division Chiefs, Directors, Superintendents, Foremen, staff as required

**OE-10 Sustain Equal Employment Opportunity Mandates:** ABMC will continue to foster an environment of fairness, opportunity, mutual respect, and cultural tolerance. We will pursue the vigorous enforcement of Federal Equal Employment Opportunity (EEO) mandates and related policies, to include mandatory mediation. As a result, our workforce will be free to focus on mission accomplishment and honorable service.

**End State:** Everyone in the workforce, regardless of grade, position, title, nationality, race, gender, religion, etc., is valued and treated fairly and courteously.

**Task OE-10.1:** Establish accountability. This is accomplished by including goals and standards as part of the employee’s annual performance objectives. This will be accomplished for all ABMC employees, at all levels, as soon as possible, or at the beginning of an employee’s next rating period. A standard statement of performance will be proposed and submitted to the Deputy Secretaries for approval by the Chief Human Resources. Effective immediately.



**Task OE-10.2:** Measure compliance and progress through the number or frequency of formal and informal complaints and annual Climate and EEO Surveys. Effective immediately.

**Lead:** Deputy Secretaries

**Support:** The entire ABMC workforce

**OE-11 Establish an Innovation Review Board:** In today’s environment of rapidly evolving technologies and diminishing direct descendants of those interred at our cemeteries, ABMC must embrace a culture of innovation in order to meet and exceed our obligations. We must be able to recognize and embrace creativity as a workforce multiplier and transform viable new ideas into action. The Innovation Review Board will serve as the central repository for good ideas, assess their viability, select and fund for testing those that offer the greatest potential to become an actual innovation, and evaluate their effectiveness.

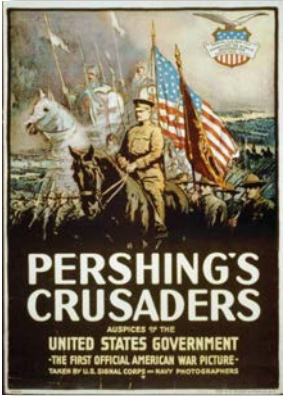
**End State:** Through innovative ideas we will maximize the use of resources, creatively overcome challenges, create opportunities, attract new constituents, and enhance our relevance well into the 21st century.

**Task OE-11.1:** The OneABMC project team establishes an Innovation Review Board folder on the site to provide access to the entire workforce NLT 4th QTR FY 2016.

**Task OE-11.2:** Develop the Innovation Review Board Standard Operation Procedures, process flow chart and idea submission template for approval by the Deputy Secretaries NLT 1st QTR FY 2017.

**Task OE-11.3:** Draft a letter for the workforce that announces the initiative, the importance and opportunities of staff participation, and senior leader commitment to innovations. The letter will be signed by the Secretary NLT 2nd QTR FY 2017. This will signal the availability of the Innovation Review Board site on OneABMC to begin accepting submissions.

**Task OE-11.4:** Division Chiefs and Directors provide a list of volunteers to serve on the board for approval by the Deputy Secretaries NLT 3rd QTR FY 2017.



**Task OE-11.5:** The board convenes NLT 4th QTR FY 2017.

**Lead:** Chief Knowledge Management, Director Strategy and Plans

**Support:** Division Chiefs and Directors





## **FOCUS AREA 2:** Security, Safety, and Welfare (SW)

As a globally dispersed organization featuring a culturally diverse staff, the challenges of the twenty-first century command our attention to a rapidly evolving and unpredictable security environment. Threats to our personnel, visitors, cemeteries, memorials and facilities range from those with a low probability but high severity (ex: acts of terrorism that could shut down facilities and result in loss of life), to those with high probability but low severity (ex: a network virus that temporarily interrupts communications and services). These threats can manifest themselves from both external and internal sources. The most important priority is the security, safety and welfare of our employees and our visitors. Conditions and maintenance of our offices, grounds, equipment and facilities, with an emphasis on safe working procedures, all influence the welfare of our workforce, which in turn impacts our effectiveness.

While security, safety, and welfare are leadership responsibilities, they demand the full engagement by the entire ABMC workforce. This Focus Area places these entities in the forefront of concerns as a strategic imperative. As a result, a mixture of specific technical and administrative measures, combined with common sense and awareness, will ensure that security, safety and welfare are paramount considerations woven into every aspect, effort, plan, and activity undertaken by our staff. This will result in a work environment of confidence, mutual support, and effectiveness.

### **STRATEGIC GOAL**

To create a secure and safe environment that promotes the welfare of our people, thereby generating a workforce unencumbered with associated concerns, and focused on efficient and effective mission execution and service.

## OBJECTIVES

**SW-1 Conduct an Agency-wide Threat Assessment:** While the Overseas Operations Office, cemeteries and memorials face particular challenges based on their locations and cultural environments, the Headquarters faces its own unique security challenges (no guards, commercial building with slightly controlled access) and is not insulated from potential threats. Periodic comprehensive threat assessments will ensure situational awareness and identify preemptive measures to mitigate potential threats.

**End State:** The ABMC workforce is situationally aware of site specific threats.

**Task SW-1.1:** Coordinate and develop a comprehensive and Agency specific assessment checklist, while keeping in compliance with appropriate Federal Governmental Agency guidelines NLT 2nd QTR FY 2017. Site specific considerations must also be addressed.

**Task SW-1.2:** Coordinate and publish a prioritized assessment schedule to include initial and follow-up assessments NLT 2nd QTR FY 2017.

**Task SW-1.3:** Identify manpower requirements to conduct assessments NLT 2nd QTR FY 2017.

**Task SW-1.4:** In accordance with the approved assessment checklist above, conduct an Agency-wide threat assessment in both HQ and OO locations, with the initial assessments commencing NLT 3rd QTR FY 2017.

**Task SW-1.5:** Coordinate and prepare a comprehensive Agency-wide Assessment Report to include an executive summary, name of inspector(s), location descriptions, copies of assessment results by location, highlights of critical issues requiring immediate action, photographs where necessary, and overall recommendations to be submitted to and approved by the Secretary and Board of Commissioners NLT 4th QTR FY 2017.

**Lead:** Chief Administrative Officer and Director Security

**Support:** Division Chiefs, Director Cemetery Operations, Director Information Technology, Directors as required

**SW-2 Immediately Prepare an Emergency Management and Disaster Preparedness Plan:** An Emergency Management and Disaster Preparedness Plan will detail the steps necessary to prevent the occurrence or minimize the impact of an emergency or disaster. The plan must prescribe steps to mitigate the damage of potential events that could jeopardize our





ability to function normally. Such a plan must contain procedures that provide for the safety of personnel, property, and facilities. It shall include provisions to ascertain the severity of an incident and implement steps to eradicate the problem. Additionally, the plan will provide for the preservation of orderly functioning of the agency, clear lines of authority, decision making, communications, and the use of resources. In the case of the Headquarters, the plan may be in the form of a Business Continuity Plan (BCP) that clearly identifies the critical business

processes that must be sustained and protected in the event of an emergency. In the case of the Overseas Operations Office, the plan may be in the form of a more detailed Continuity of Operations Plan (COOP). The two plans will be consolidated and synchronized in an overall ABMC Emergency Management and Disaster Preparedness Plan and, in addition to the above description, address the following:

- 1) General Security and Safety Procedures and Guidelines;
- 2) a Shelter in Place Plan; and
- 3) an Evacuation Plan.

**End State:** The ABMC workforce is informed, well-rehearsed and prepared to deal with emergency situations.

**Task SW-2.1:** In accordance with the above assessment results, recommendations, and appropriate Federal Government Agency guidelines, coordinate and develop a comprehensive list of minimal security and emergency preparedness standards and metrics to be submitted to and approved by the Secretary and the Board of Commissioners NLT 4th QTR FY 2017.

**Task SW-2.2:** Coordinate and draft an ABMC Emergency Management and Disaster Preparedness Plan format and table of contents for approval by the Secretary NLT 4th QTR FY 2017.

**Task SW-2.3:** In accordance with the assessment results, the approved format and list of contents, and the above list of standards and metrics, develop an Agency-wide plan to be submitted to and approved by the Secretary and Board of Commissioners NLT end of 1st QTR FY 2018.

**Lead:** Chief Administrative Officer and Director Security

**Support:** Executive Officers, Director Strategy and Plans, Director Cemetery Operations, Director Information Technology

### **SW-3 Complete the Planning and Execution for the Overseas Operations Office**

**Relocation:** This effort is currently underway. Challenges include, but are not limited to, Department of State security mandates, political sensitivities, suitability of proposed locations (i.e., proximity to transportation hub, availability of reliable communications, impact on ABMC commemorative sites, etc.), and local population concerns.

**End State:** The Overseas Operations Office is located in suitable facilities that satisfy political concerns, are reasonably accessible to the staff, and meet or exceed security and safety mandates.

**Task SW-3.1:** Identify suitable commercial space in metro Paris, and execute a Letter of Intent NLT 3rd QTR FY 2016.

**Task SW-3.2:** Develop and award contract, including necessary build outs, NLT 4th QTR FY 2016.

**Task SW-3.3:** Produce and publish suitable strategic communiqué announcing the move NLT 1st QTR FY 2017.

**Task SW-3.4:** Publish updated list of contact information including phone numbers and mailing addresses NLT 2nd QTR FY 2017.

**Task SW-3.5:** Execute physical move of personnel and equipment to new facility NLT 2nd QTR FY 2017.

**Task SW-3.6:** Produce an After Action Report NLT 3rd QTR FY 2017.

**Lead:** OO Deputy Secretary

**Support:** HQ Deputy Secretary, Executive Officers, Director Collections and Preservation, Chief Engineer, Chief Financial Officer, Chief External Affairs, Director Cemetery Operations, Director Information Technology, Director Security

**SW-4 Instill a Culture of Safety Mindedness:** Safety Mindedness is the way in which safety is viewed and the priority it receives as a matter of routine within an organization. It reflects the values, attitudes and perceptions that the workforce embraces relative to safety. Such a culture is established by leadership – not just through words and mandates – but especially through personal example. Clearly, leaders and managers at all levels are ultimately responsible for the care, safety, and therefore the welfare of their teams. Nonetheless, everyone is a safety officer and has the responsibility and authority to not only identify unsafe situations, but stop any unsafe act. An ABMC culture of safety mindedness will protect resources (people, time, money, facilities, cultural objects, equipment, etc.), inspire a sense of team, promote mutual trust and support, and demonstrate that leadership cares.

**End State:** Safety is a routine behavior exhibited in the way the workforce operates on a daily basis.

**Task SW-4.1:** Establish accountability. This is accomplished by including goals and standards as part of the employee's annual performance objectives. This will be accomplished for all ABMC employees, at all levels, as soon as possible, or at the beginning of an employee's next rating period. A standard statement of performance will be proposed by the Chief Administrative Officer and submitted to the Deputy Secretaries for approval, NLT 1st QTR FY 2017.



**Task SW-4.2:** Establish an Agency-wide Safety Steering Committee (SSC). The SSC is comprised of management and employees. This group's purpose not only establishes an alliance or partnership between ABMC management and the workforce, it also facilitates, supports, and directs the safety culture change processes. To be effective, the group must have the authority to get things done. The SSC will be established NLT 1st QTR FY 2017.

**Task SW-4.3:** The SSC coordinates and develops a safety plan. The safety plan will consist of a committee charter, an agency safety vision statement, key policies, goals, reporting procedures, measures, specific roles and responsibilities, and reference associated strategic and operational plans. The safety plan provides guidance, and serves as a check list that can be used to determine if the decisions being made and actions taken support or detract from ABMC's intended safety improvement processes. This task will be accomplished NLT end of 2nd QTR FY 2017.

**Task SW-4.4:** The SSC coordinates, develops, and tracks performance metrics for the following goals:

- 1) Hazards reported or corrected;
- 2) Safety walk-arounds;
- 3) Equipment checks;
- 4) Safety meetings conducted;
- 5) Employees leading safety meetings;
- 6) Completed job safety analyses; and
- 7) Work process reviews.

Additional performance metrics may be included as applicable. Furthermore, the SSC will establish an award system that recognizes individual and group/team initiatives and performance in support of ABMC safety culture change processes NLT 3rd QTR FY 2017.

**Task SW-4.5:** The SSC establishes a Safety Folder on the OneABMC platform. This venue will serve to share safety related updates, best practices, newsletters, announcements, problem solving forums, recommendations, etc., NLT 4th QTR FY 2017.

**Lead:** Chief Administrative Officer and Director Cemetery Operations

**Support:** Executive Officers, Director Strategy and Plans, Director Security, Division Chiefs, Directors, Superintendents, Foremen

**SW-5 Promote the Health and Welfare of the Workforce:** The health and welfare of our workforce is paramount to our success. Furthermore, an effective Employee Health and Welfare Program demonstrates our core values in a very tangible manner. Through concerned leadership, the provision of external and internal resources, and proactive support programs, ABMC employees achieve a proper balance between their work life and personal life, which in turn maximizes their effectiveness, loyalty, and dedication to the ABMC mission.



**End State:** Productivity and loyalty to the organization are enhanced.

**Task SW-5.1:** Establish an Agency-wide Health and Welfare Steering Committee (HWSC). The HWSC is chaired by the Director Human Resources and staffed by volunteers from both the HQ and OO workforce. This group's purpose not only establishes an alliance or partnership

between ABMC management and the workforce, it also facilitates, supports, and directs the health and welfare culture change processes. To be effective, the group must have the authority to get things done. The HWSC will be established NLT beginning of 2nd QTR FY 2018.

**Task SW-5.2:** The HWSC coordinates and develops an ABMC Workforce Health and Welfare Plan. The plan will consist of a committee charter, an agency health and welfare vision statement, key policies, goals, list of programs and resources, performance metrics, specific roles and responsibilities, and reference associated strategic and operational plans. The health and welfare plan provides guidance, and serves as a vehicle that can be used to determine if the decisions being made and actions taken support or detract from ABMC's intended health and welfare improvement processes. This task will be accomplished NLT end of 3rd QTR FY 2018.

**Task SW-5.3:** The HWSC establishes a Health and Welfare Folder on the OneABMC platform. This venue will serve to share related updates, best practices, newsletters,

announcements, problem solving forums, recommendations, etc., NLT 4th QTR FY 2018.

**Task SW-5.4:** The HWSC will develop a health and welfare operational plan, with a supporting budget, in order to establish, coordinate, and conduct Health-Day Fairs at least once per fiscal year. The fairs will be open to family members, and may include: lectures, demonstrations, related games and entertainment, resources, health assessments, and appropriate vaccines, etc. The first to occur NLT end of 1st QTR FY 2020.

**Task SW-5.5:** The HWSC develops and implements a workforce survey to determine the effectiveness of its programs NLT 2nd QTR FY 2021.

**Task SW-5.6:** The HWSC will incorporate current OO Wellness Team actions into new initiatives, FY 2018 - FY 2021.

**Lead:** Director Human Resources

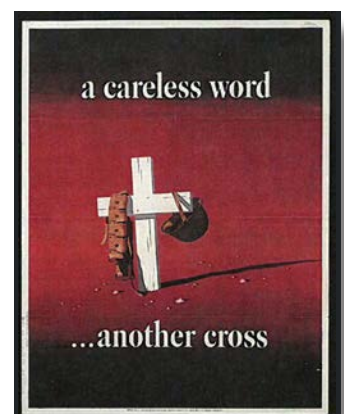
**Support:** Chief Administrative Officer, Director Cemetery Operations, Division Chiefs, Directors, Superintendents, Foremen

**SW-6 Instill a Culture of Security Awareness:** The global dispersion of the ABMC workforce emphasizes the importance of recognizing and understanding the continually evolving threat climate. A culture of security awareness ensures the entire ABMC workforce is regularly informed regarding the security conditions and concerns both within and outside of the work environment. This includes the development of security awareness training programs, and mechanisms to identify and report unusual behavior and/or suspicious activity.

**End State:** The ABMC workforce is constantly aware of their surroundings and proactive in protecting themselves, their colleagues, and organizational resources.

**Task SW-6.1:** Establish a simple classification taxonomy of security levels for data, consisting of two basic categories: sensitive and non-sensitive. Develop and publish the supporting policies and directives. This task will be completed NLT 3rd QTR FY 2017.

**Task SW-6.2:** Create a proactive environment by enlisting security champions. Together with the security leads for HQ and OO, they form the ABMC Security Team. Security champions should (1) have an interest in expanding their



leadership role, (2) represent a cross section of the ABMC workforce and (3) be able to relate security goals to their work units and, as members of the Security Team, develop acceptable programs, policies, metrics, events and solutions as required. This task will be completed NLT 3rd QTR FY 2017.

**Task SW-6.3:** Develop and implement an ongoing Security Awareness Communications and Training Program using a variety of mediums, such as newsletters, all-hands meetings, webinars, posters, online classes, etc. Include a security awareness folder on OneABMC as a venue to share security awareness related updates, best practices, newsletters, announcements, problem solving forums, recommendations, etc., NLT 1st QTR FY 2018.

**Task SW-6.4:** Based on metrics, guidance, policies, etc., established by the Security Team and approved by the Secretary, develop and implement a plan to measure the progress of agency security awareness. Execute the first assessment NLT 4th QTR FY 2018.

**Lead:** Chief Administrative Officer, Director Security

**Support:** Division Chiefs, Directors, Superintendents, Foremen





## FOCUS AREA 3: Knowledge Management (KM)

Knowledge Management (KM) is a concept that facilitates an integrated approach to identifying, retrieving, evaluating, and sharing an enterprise's tacit (what people know) and explicit (documentary) information. First, the KM process focuses on the people and the institutional culture by creating and fostering an environment of sharing and collaboration throughout the entire ABMC workforce. Second, it encourages the transformation of processes into systems that will better support the ABMC mission. Third, it promotes the use of smart technologies to empower ABMC personnel to produce more effective results.

### STRATEGIC GOAL

To align the Agency with state-of-the-art knowledge management initiatives by leveraging twenty-first century best practices and technologies to transform our culture, products, services and information into an asset of more value and relevance to the global community.

### OBJECTIVES

#### **KM-1 Develop a Knowledge Management Maturity Model (KMMM) and Implement Knowledge Audits:**

The route to a successful implementation of a Knowledge Management environment requires significant changes in the overall processes and culture of an organization. The KMMM shall analyze the complete scope of key areas of knowledge management, such as organizational environment, culture, technology and strategy. ABMC will develop a KMMM report to define the Agency's current position and future direction. We will conduct knowledge audits to identify, quantify and measure knowledge assets within the agency to determine effective processes and systems.

**End State:** A flexible benchmark provides the basis to plan for and measure KM program maturity which permits the Agency to progress to increasingly higher states of KM maturity, thus maximizing its chances of achieving its KM institutional value.

**Task KM-1.1a Stage one:** Create KM Awareness Agency-wide. Develop a “What Is Knowledge Management And Why Do We Need It” video and brochure to provide to the workforce NLT 1st QTR FY 2017.

**Task KM-1.1b Stage two:** Establish KM Institutional Commitment and Direction. Identify and establish a KM Executive Oversight Committee, draft an ABMC Secretary Directive, and develop governance NLT 2nd QTR FY 2017.

**Task KM-1.1c Stage three:** Establish Support Foundation for KM Development and Use. Identify KM funding requirements and incorporate into Agency budget annual planning cycle. Identify internal and external constituents, NLT 2nd QTR FY 2017.

**Task KM-1.1d Stage four:** Identify the current state of KM initiatives Agency-wide (“as is state”), assess their short and long term viability, determine opportunities and requirements for additional KM initiatives (“to be state”), and initiate development of KM architecture NLT 3rd QTR FY 2017.

**Task KM-1.1e Stage five:** Develop and submit an assessment report, identifying the level of KM maturity based on industry best practices, to include recommended next steps regarding evolution of current KM initiatives and potential new KM initiatives and structured programs within each Agency business process. Submit the report NLT 4th QTR FY 2017.

**Task KM-1.1f Stage six:** Expanding and Evolving KM and Its Use for Institutional Transformation. A full complement of business process related architectures specific to KM are approved by senior leadership. All of these shall include “as is” and “to be” views of performance, services, data, technologies, and security, etc., as well as glide paths for transitioning from “as is” to the “to be” state of KM maturity. Implement NLT 2nd QTR FY 2018.

**Task KM-1.1g Stage seven:** Continuously Improve KM and Its Use of Corporate Optimization. Using internal and external assessments, the full complement of KM culture, processes, products, and services are maintained, improved, and/or updated. Implement NLT 3rd QTR FY 2018.

**Task KM-1.2a:** Conduct a Knowledge Audit. This process is conducted simultaneously with KM-1 (Develop a Knowledge Management Maturity Model) above. It will identify information in one of two categories: what knowledge currently exists and what



knowledge is missing at the individual or work group level. In order to accomplish this task, KM will canvass the workforce via interviews and questionnaires NLT 2nd QTR FY 2017.

**Task KM-1.2b:** Consolidate and analyze the information gathered in KM-1.2a (Conduct a Knowledge Audit) above and in conjunction with KM-1.1e (Develop and Submit an Assessment Report), incorporate the analysis, recommendations and way ahead in the assessment report NLT 4th QTR FY 2017.

**Lead:** Chief Knowledge Management

**Support:** Executive Officers, Chiefs, Directors, Superintendents workforce as required



**KM-2 People and Culture:** The heart of any organization is its people and their culture. The ABMC knowledge management principles describe the goal of creating a culture of better information sharing and collaboration within work groups, divisions, and the entire organization. Our workforce requires efficient methods to communicate, collaborate, search, categorize and use the vast resources of experiences, expertise, good ideas and information that are resident within our workforce and other

sources. In so doing, we will vastly improve the quality of our products and services. This objective will focus on developing policies and effective training that will facilitate a more collaborative culture, resulting in increased value to the nation and the global community.

**End State:** ABMC workforce routinely operates with a collaborative and innovative mindset as part of a mature knowledge management culture.

**Task KM-2.1:** Develop KM related policies and procedures NLT 2nd QTR FY 2017.

**Task KM-2.2:** Develop first iteration KM related training resources that can be administered virtually or in-person NLT 1st QTR FY 2018. Coordinate with the Chief Human Resources.

**Lead:** Chief Knowledge Management

**Support:** Chief Human Resources, HQ Executive Officer, other Division Chiefs, Directors and Superintendents, as required



**KM-3 Develop a Knowledge Capture Plan:** The ABMC is the repository for and coordinator of many one-of-a-kind historical files. In addition to storing data, it produces finished products. These finished products often constitute the core “knowledge” of the ABMC as opposed to raw and unprocessed information. Electronic documents, printed materials, and other physical media-based collections (such as publications, papers, photos, audio, video, maps, and oral history transcriptions) reside in Agency locations in the hundreds, and possibly thousands. The plan will be to analyze all of ABMC’s raw and electronic information by collection and determine the volume, the frequency of usage, the condition, the physical media types, the indexing requirement, and the

priority for digitizing to searchable media. Much of ABMC’s new raw data will come from the Overseas Operations Office, the cemeteries and other field collection programs; some of it is electronic in the native software format and generally not indexed. This information will be available for general research by the workforce and used by historians to write official ABMC histories and other products. Thus, this information must be transformed into a common searchable PDF format for easy retrieval and use while preserving the original formats. ABMC is also a repository for historical correspondence, informational papers, authoritative publications, and circulars that not only document the evolution of ABMC, but the evolution of policy, manning requirements and professional training requirements as well. This institutional information needs to be available to support operational management and professional development initiatives. The knowledge capture plan will detail the results of the analysis and generate a requirements document describing the resources needed to prepare the media for improved electronic access and use by the Agency.

**End State:** ABMC will efficiently harvest, categorize, and make accessible the broad scope of knowledge resident within the Agency.

**Tasks KM-3.1:** Conduct an inventory of existing data and information and develop a requirements document NLT 3rd QTR FY 2017.

**Task KM-3.2:** Develop a data and information repository hosted in a cloud environment NLT 4th QTR FY 2017.

**Tasks KM-3.3:** Develop standard processes which provide scalability, maintenance, update capability, management, and integration with other automated systems used within ABMC NLT 2nd QTR FY 2018.

**Task KM-3.4:** Identify the user interface for accessibility through OneABMC to the data and information repository NLT 3rd QTR FY 2018.

**Lead:** Chief Knowledge Management

**Support:** Director Information Technology, Executive Officers, Division Chiefs, Directors, Superintendents as required

**KM-4 Agile and Integrated Processes:** Design and Implement an ABMC Information Network: This objective is to determine what is required to connect “those who know” with “those who need to know” and then develop a future Web-based and PIV (Personal Identity Verification) card-enabled ABMC information network.

**End State:** The ABMC workforce is an integral part of a wide range of subject matter experts, both internal and external.

**Task KM-4.1:** Develop protocols to identify subject matter experts, sources of information, and other resources, as well as methods, guidelines, and systems to garner access, contribute knowledge, and develop networks and communities of practice NLT 3rd QTR FY 2018.

**Task KM-4.2:** Integrate PIV card authentication and execute protocols NLT 4th QTR FY 2018.

**Lead:** Chief Knowledge Management

**Support:** Chiefs and Directors as required

**KM-5 Collaboration and Information-sharing Technologies:** The ABMC workforce is geographically dispersed yet requires ready access to a variety of data, often one-of-a-kind, stored in large multimedia collections in many different locations. Two major efforts are required to provide this capability.

**End State:** ABMC collaborative and information sharing capabilities are enhanced by state-of-the-art technologies.

**Task KM-5.1:** Integrate OneABMC as a key knowledge sharing and collaborative venue in the KM cache of services and tools NLT 2nd QTR FY 2017.

**Task KM-5.2:** Evaluate additional emerging technologies (including cloud computing) relative to ABMC’s mission and business processes, and exploit those components that can provide a net benefit to the agency in terms of functionality, cost and reliability. Assimilate these technologies with OneABMC. This task is ongoing.



**Task KM-5.3:** Develop a robust and scalable content management system (CMS) for hosting, managing, and making available historical and research documents at all times. CMS technology is specifically designed to manage the data that will be stored in ABMC information collections. The CMS must be Web-based, feature an advanced search capability,

include a collaborative ability, and meet Federal requirements and mandates. The CMS will become the core ABMC historical and research information network system. Integrate with OneABMC NLT 4th QTR FY 2018.

**Task KM-5.4:** Related to this objective, the Chief Knowledge Management, in coordination with the Chief Engineer, the Director Strategy and Plans, Arlington National Cemetery Liaison, the National Park Service, and others as required will research, benchmark and analyze industry best practices and plan for an initial implementation of an ABMC-wide Research and Accountability Solution. The “research tool” will cross reference multiple sources, document changes, analyze changes, support resolution development, and document the processes, changes, solutions and lessons learned for the historical record. It will allow analysts to look for discrepancies and implement resolutions at our cemeteries providing us with 100% accountability and accuracy for such locations as the Honolulu Memorial, Hawaii and Clark Veterans Cemetery, Philippines NLT 4th QTR FY 2017.

**Lead:** Chief Knowledge Management

**Support:** Director Information Technology, Executive Officers, Division Chiefs, Directors and Superintendents as required



**KM-6 Professionalize the Interpretation Program within ABMC:** The interpretive programs and services visitors receive are an outward manifestation of the ABMC brand, our most visible way of communicating our purpose and how we carry out our mission.

Whether those programs are presented by Cemetery Associates, Interpretive Guides, Assistant Superintendents, Deputy Superintendents, or Cemetery Superintendents, the quality, historical accuracy, and delivery of information makes a lasting impression on an audience, directly influences the quality of the visitor experience, reflects on the professionalism of the Agency, and ultimately impacts our relevance to the global community.

A successful interpretation program features several important aspects:

- 1) Professional research on the visiting public made available to cemetery staff;
- 2) Professional evaluation of interpretive programs and products;
- 3) Professional research on the history of the fallen made available to cemetery staff;
- 4) Development of foundational documents and policies related to interpretation in order to plan for the present and the future;
- 5) Ongoing interpretive training and National Association for Interpretation (NAI) certification in the classroom and online learning;
- 6) Accurate and continuing interpretive auditing, coaching, and appraisal by supervisors;
- 7) Appropriate use of performance appraisals relative to interpretation to maximize performance, and reward interpretive excellence;
- 8) Recognition of outstanding performance through an Annual ABMC Interpretive Award;
- 9) Planned innovation and intentional creativity that leads to success;
- 10) Increased focus on those areas that will result in relevance with a changing audience;
- 11) Establishment and maintenance of a connection between ABMC and the professional disciplines of Interpretation, Public History, and Social Science, and;
- 12) Sufficient human and fiscal resources to allow Interpretation staff and contractors to address interpretive issues “on-the-ground” at ABMC cemeteries. It is a strategic imperative that we pursue these areas simultaneously to fully professionalize our interpretation programs and practices.



**End State:** ABMC is a recognized leader in the field based on a coherent Agency policy, consistent with established best practices in the profession of Heritage Interpretation.

**Task KM-6.1:** Develop a comprehensive plan designed to professionalize interpretative services by our public facing staff, improve the delivery of those services through both personal and non-personal interpretive programs, processes, and venues, and enrich our visitor experiences. The plan will be developed and forwarded for approval by the Deputy Secretaries NLT 1st QTR FY 2017. Synchronize the plan with task OE-2 (Telling the Story).

**Task KM-6.2:** Develop cemetery-specific interpretive themes for use by all ABMC cemeteries NLT 3rd QTR FY 2017.

**Task KM-6.3:** Develop a template for interpretive program outlines and train ABMC staff in the use of the Program Outline NLT 4th QTR FY 2017.

**Task KM-6.4:** Develop a template for long-range interpretive plans NLT 4th QTR FY 2017.

**Task KM-6.5:** Produce long-range interpretive plans NLT 2nd QTR FY 2018.

**Task KM-6.6:** Coordinate and contract for Professional Evaluation and Visitor Surveys NLT 4th QTR FY 2018.

**Task KM-6.7:** Develop the process and capacity to implement an effective, responsive, and professional interpretive assistance program to the cemeteries NLT 2nd QTR FY 2019.

**Task KM-6.8:** Develop, refine, and implement key components of a professional interpretive program to include: training, certification, auditing, along with alliances and staff membership in professional interpretive organizations NLT 2nd QTR FY 2019.

**Task KM-6.9:** Develop foundational documents for interpretation that analyze the past and help plot the course for the future NLT 2nd QTR FY 2020.

**Task KM-6.10:** Develop and implement a methodology to capture and analyze data about: visitors served, visitors to cemeteries, number of visitors, types of programs and how they relate to the visitor experiences NLT 4th QTR FY 2020.

**Task KM-6.11:** Expand online interpretation training courses NLT 2nd QTR FY 2021.

**Lead:** Director Interpretation and Visitor Services

**Support:** Division Chiefs, Directors, Superintendents as required





## FOCUS AREA 4: COLLECTIONS and PRESERVATION (CP)

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ABMC is the guardian of America’s overseas commemorative cemeteries and memorials. Inherent in this mission is the care and accountability of not only the cemeteries, memorial structures, and landscapes themselves, but also the Agency’s collection – the full spectrum of material culture associated with ABMC and its operations. In the course of meeting Agency duties, ABMC is adding to the historic record by maintaining its cemeteries and monuments, constructing new visitor center facilities, keeping an administrative record, actively collecting specific objects and artifacts in support of visitor education and enhanced scholarship, and maintaining cultural resources including historic structures, cultural landscapes, and archeological features. The Collections & Preservation Directorate was established to preserve ABMC’s tangible history so that we can better tell the stories of those we honor.

ABMC is well known for its impeccable maintenance of cemeteries, memorials, architectural elements, and their associated designed landscapes. This new directorate will extend that same standard of excellence to the long-term protection and preservation of Agency cultural resources, including: material culture, document and photographic collections, cultural landscapes, archaeological features, and historic structures throughout ABMC-managed cemeteries and memorials, the Headquarters, and the Overseas Operations Office. The strategic direction for ABMC Collections & Preservation is informed by legal mandates, field-oriented operational needs, input from the Superintendents Leadership Council, and agency priorities as defined by the Board of Commissioners, Secretary, and Deputy Secretaries.

### STRATEGIC GOAL

To identify, evaluate, document, and preserve ABMC collections, cultural landscapes, archaeological features, and historic structures so that the Agency can have better access to its past, inform present and future decisions, and provide physical and intellectual access to its collections to facilitate telling the compelling stories of those who are commemorated at ABMC sites.

## OBJECTIVES

**CP-1 Identify, Evaluate, Document, and Preserve Cultural Resources:** This objective seeks to establish a programmatic approach to collections management and preservation activities in compliance with applicable laws and to the standard of excellence ABMC has come to represent. By instituting these standards for cultural resources, this objective increases the organization's overall knowledge of its cultural resources including collections, historic structures, archeological features, and cultural landscapes.



**End State:** 100% identification, evaluation, documentation and on-going preservation of ABMC collection holdings, cultural landscapes, archaeological features, and historic structures, and a framework for compliance with all applicable federal laws related to collections management and historic preservation. ABMC's programmatic approach to cultural resource management will be initiated with implementation underway by 4th QTR FY 2020.

The following specific initiatives are required in support of the overall CP-1 (Identify, Evaluate, Document, and Preserve Cultural Resources) objective:

**Task CP-1.1:** Develop Policies and Procedures to Instill a Standard of Excellence in Collections Care. The Collections & Preservation Directorate will develop a customized structure for collections management which can be applied across the Agency. The standards developed will be a hybrid, drawing on best practices from U.S., European, private, and public sectors. ABMC will have the full complement of Agency-specific guidance related to collections management and those policies and procedures will be disseminated Agency-wide NLT 4th QTR FY 2020.

**Task CP-1.2:** Develop Policies, Plans, and Procedures to Instill a Standard of Excellence in Historic Preservation. Establish a preservation program and Agency-wide preservation plan that is consistent with best practices in the field of historic preservation and recognizes



host nation legal requirements and U.S. federal agency obligations under the National Historic Preservation Act and other applicable laws. ABMC will have the full complement of Agency-specific guidance, best practices, and planning documents in place related to historic preservation, and those policies and procedures are under development NLT 4th QTR FY 2020.

**Task CP-1.3:** Active Collection of ABMC Tangible History. Consistent with ABMC’s Strategic Plan and Scope of Collections Statement, cultivate ABMC collections by actively collecting to enhance scholarship and interpretation of the ABMC mission, and to ensure ABMC is able to share compelling stories of service, achievement, and sacrifice with authenticity and integrity. ABMC will have in place a Scope of Collections Statement, a baseline of items representative of all collection types, an Acquisition

Plan and funding to continue to grow the collection within the constraints of storage space availability and staffing limitations. The framework for ensuring that collections activities are strategic, ethical, and well-documented will be in place NLT 4th QTR FY 2020.



**Task CP-1.4:** Establish a Program of Cyclic Inventory and Preservation Review. Such a program will take ABMC forward in maintaining physical and intellectual control of its cultural resources. The Program will enable ABMC to know the locations of its cultural resources and will allow for the constant review of conditions so items can be preserved for the future. In collaboration with Engineering, Cemetery Operations, and Historical Services, initiate the Cyclic Inventory Program NLT 4th QTR FY 2018.

**Task CP-1.5:** Develop Baseline Documentation. Develop a list of all baseline documents needed for ABMC-managed cemeteries and memorials to fulfill legal requirements and specific best practices in the areas of collections management, archaeology, cultural landscapes, and historic structures. The list of ABMC baseline documents needed for collections and preservation, by cemetery, will be developed NLT 2nd QTR 2017.

**Lead:** Director Collections and Preservation

**Support:** Collections Registrar/Curator, Director Cemetery Operations, Cemetery Superintendents and Associates, Director Horticulture, Director Information Technology,

Director Contracting, Chief Engineer, Chief Financial Officer, Chief Administrative Officer, Chief Historical Services

**CP-2 Establish Interim Collections Storage Solution and Develop Comprehensive Strategy**

**for Long-Term Storage:** This objective is essential for developing ABMC’s ability to care for agency collections. The interim collections storage facility and collections repository for macro artifacts provide physical space to properly process and store collection items that have been accessioned and cataloged consistent with ABMC’s Scope of Collections Statement in locations that are accessible to the ABMC cemeteries and monuments.

**End State:** ABMC establishes an interim Collections Storage Facility, constructs a Collections Repository for macro artifacts, and develops an Agency-wide, comprehensive plan for long-term collections storage by 4th QTR FY 2020.

The following specific initiatives are required in support of the overall CP-2 objective:

**Task CP-2.1:** An interim storage location will be identified and established with equipment installed NLT 3rd QTR FY 2016.

**Task CP-2.2:** Collections Management Software will be purchased. This task is complete.

**Task CP-2.3:** A Collections Repository for macro artifacts will be designed with equipment purchased and installed NLT 4th QTR FY 2017.

**Task CP-2.4:** Comprehensive, long-term collections storage needs will be defined and a plan for Agency-wide, long-term collections storage location will be developed NLT 4th QTR FY 2020.



**Lead:** Director Collections and Preservation

**Support:** Collections Registrar/ Curator, Director Cemetery Operations, Cemetery Superintendents and Associates, Director Horticulture, Director Information Technology, Director Contracting, Chief Engineer, Chief Financial Officer, Chief Administrative Officer, Chief Historical Services



### **CP-3 Enhance Physical and Intellectual Access to ABMC**

**Collections:** Identifying, evaluating, documenting, and preserving ABMC collections gives us an opportunity to know which collection items directly support ABMC efforts to share the stories of those we honor. These processes also ensure that collections can be effectively employed to educate ABMC visitors through physical exhibits, online access, and guided interpretive programs. As new ABMC visitor centers are constructed, we will guide the integration of ABMC collections in accordance with best practices in conservation and aligned with national and international discipline standards.

**End State:** ABMC at-large and the general public possess an awareness and appreciation of the collections we have and the stories they tell by FY 2020.

**Task CP-3.1:** The ABMC Collections Management software database will be accessible to ABMC employees NLT 2nd QTR FY 2017.

**Task CP-3.2:** A process for requesting public access to collections for the purpose of research, exhibition, loan, etc., will be developed NLT 4th QTR FY 2017.



**Task CP-3.3:** Appropriate venues, formats and information to make our collections available to the general public will be identified in coordination with External Affairs NLT 4th QTR FY 2017.

**Lead:** Director Collections and Preservation

**Support:** Collections Registrar/Curator, Director Cemetery Operations, Cemetery Superintendents and Associates, Director Horticulture, Director Information Technology, Director Contracting, Director Interpretation and Visitor Services, Chief External Affairs, Chief Engineer, Chief Financial Officer, Chief Administrative Officer, Chief Historical Services

**CP-4 Increase Collaboration:** Collections have a way of bringing professionals of various disciplines together to work towards providing care as well as access to collections by multiple end-users. Working together with others within ABMC, U.S. and international organizations and businesses spread our story and mission to individuals who may not otherwise know about ABMC. It also provides an opportunity for idea cross-pollination, thus increasing the opportunity for the Directorate to take advantage of best practices for preservation and collections care.

**End State:** ABMC resources and expertise are leveraged. Partnerships are established and relationships cultivated in support of mutual interests. ABMC is recognized as an active participant in the international museum and preservation communities by 2020.



**Task CP-4.1:** A prioritized list of potential partners with whom to foster constructive, collaborative working relationships for collections and preservation purposes will be developed NLT 4th QTR FY 2016.

**Task CP-4.2:** Collections and Preservation staff will actively participate in the professional collections and preservation communities through conference attendance, providing technical assistance, serving as guest lecturers, and submitting articles to professional journals on a regular basis beginning NLT 3rd QTR FY 2017.

**Lead:** Director Collections and Preservation

**Support:** Collections Registrar/Curator, Chief External Affairs, Chief Human Resources

**CP-5 Technical Assistance and Training:** Collections management and historic preservation practices are in-depth processes across a breadth of disciplines. The Collections and Preservation Directorate must provide focused training to Headquarters, Overseas Operations, and cemetery staff to ensure the entire organization takes a consistent approach to collections care and preservation practices. The Directorate will plan for and provide this assistance for all ABMC sites.

**End State:** Effectiveness of the technical assistance provided is measured by customer service feedback received. Also, ABMC employees demonstrate a working knowledge about the Agency's collections management and historic preservation responsibilities, have access to training, and have acquired the skills needed to implement basic collections management and preservation practices. ABMC managed sites receive high quality, efficient and effective technical assistance in the areas of collections and preservation.



**Task CP-5.1:** Technical Assistance. While ABMC staff will be provided training in the areas of collections and preservation and will be equipped to perform basic related tasks, the Collections and Preservation team will provide on-site, systematic, and superior

professional technical assistance to the field to complete larger, more complex projects. To do this, the Directorate will assemble relevant experts and send them to the sites needing help to complete the project. The technical assistance process will be ready to implement NLT 4th QTR FY 2017.

**Task CP-5.2: Training.** Constant monitoring is required in collections care and preservation. Similarly, a basic level of understanding of object materials and types is needed along with general familiarity with the legal implications of accepting and caring for historic property. Thus, the Collections and Preservation Directorate will develop and implement a training plan for superintendents and cemetery associates at their symposia, during individual site visits, and through web interface by ABMC staff and external partners working in the fields of collections and preservation. This will lead to an ABMC-wide team equipped with the knowledge and information needed to preserve the organization’s tangible history to the highest standard possible. Training will commence NLT 2nd QTR FY 2017.

**Task CP-5.3: Program Evaluation.** Metrics to measure program efficacy are developed and implemented as a structured feedback mechanism NLT 4th QTR FY 2017.

**Lead:** Director Collections and Preservation

**Support:** Collections Registrar/Curator, Chief Human Resources





## FOCUS AREA 5: Training and Development (TD)

ABMC is staffed with a professional and dedicated workforce characterized by an array of disciplines, skills, and experiences. The depth and variety of expertise and knowledge is an invaluable resource which must be leveraged to meet the global demands of the twenty-first century, while continuing to render the highest honor in the execution of our mission. Long-term sustainability and continuing relevance of the American Battle Monuments Commission rests ultimately on our people. This mandates the continued professional development of a diverse and talented workforce encompassing a broad range of skills, knowledge, and abilities. A professional and skilled workforce is achieved and sustained by an organizational commitment to training and professional development. Such a program must position for success an intellectually agile, flexible, and innovative culture that adheres to the highest standards of professionalism and the values of the American Battle Monuments Commission.

### STRATEGIC GOAL

To establish civilian training and development as an enduring priority within ABMC that encompasses all training areas: supervisory development, mandatory annual training, functional training, career program training, leader development programs and self-development opportunities. Leaders and employees alike must make civilian training and professional development a top priority. Every leader must take a personal role in their professional development and the professional development of those they supervise.

### OBJECTIVES

**TD-1 Develop and Implement a Training and Professional Development Program Management System:** This strategic initiative includes: professional staff, career specialties and trade professionals represented in the organization.

Professional development is the process of training, developing, and promoting employees throughout an organization. While it does not preclude bringing in outside talent, internally developed leaders can be extremely valuable assets because they have been groomed in the ABMC community culture, have internalized the values of the organization, and are professionally invested in its long-term success. Training and professional development opportunities are a matter of strategic human resource management and thus leaders and managers at all levels are responsible.

**End State:** ABMC is staffed with an agile, highly motivated and dedicated workforce that has superior professional capabilities and skills; which are adaptive to changing priorities and missions.

**Task TD-1.1:** Resource a capability (contract two-three year effort) dedicated to a comprehensive look at ABMC civilian training and develop an integrated and fully synchronized plan NLT 1st QTR FY 2017, with roll-out of an Agency-wide Plan NLT 1st QTR FY 2018.

**Task TD-1.2:** Establish a common delivery platform and an updated supporting policy for training management. First iteration NLT 1st QTR FY 2017.

**Task TD-1.3:** Synchronize categories of training against annual and long-term training calendars that are informed by training projections and affordability NLT 3rd QTR FY 2017.

**Task TD-1.4:** Capture and memorialize training in official personnel records. Quantify and illustrate a training posture brief for senior leaders. After migration to Federal Personnel and Pay System institutionalize quarterly training briefings to senior leaders NLT 4th QTR FY 2017.

**Task TD-1.5:** Develop refined training projections and synchronize with budget planning process NLT 1st QTR FY 2018.

**Lead:** Chief Human Resources

**Support:** Director Human Resources, Chief Financial Officer, Supervisors at all levels

**TD-2 Establish and Conduct Leader and Manager Developmental Training:** Development of effective leaders and managers is essential to the professional development and career progression of our personnel, as well as the future of ABMC. A well-defined leader and manager training program features a transparent and consistent talent identification and selection process and provides the theory, concepts and tools as the foundation

to translate intent into action. The Program is challenging, takes personnel out of their comfort zones, stresses character and integrity, provides opportunities to practice the theory through special projects, and connects junior leaders and managers to seasoned leaders and managers as part of a robust mentorship program.

**End State:** ABMC is staffed with competent leaders and effective managers.

**Task TD-2.1:** Consistent with task TD-1.1 (Capability Resourcing) and TD-1.2 (Common Delivery Platform for Training Management), develop the supporting documents – either procurement documents for contracting services, or memorandums of agreement for interagency resources – to obtain the required training and education services. First Iteration NLT 1st QTR FY 2018.



**Task TD-2.2:** Through interviews, training and experience, record reviews, surveys, and other venues, identify and analyze leadership and management skills gaps. Based on this gap analysis, identify training requirements NLT 1st QTR FY 2018.



**Task TD-2.3:** Research and identify sources that will provide the training and education necessary to address the shortcomings identified in the gap analysis, and meet the quality mandates promulgated in the Training and Development Strategic Goal NLT 2nd QTR FY 2018.

**Task TD-2.4:** Establish an in-house cadre of experienced leaders and managers to serve as mentors and coaches for ABMC staff undergoing leadership and management training. Post this information in an appropriate folder on OneABMC NLT 3rd QTR FY 2019.

**Task TD-2.5:** Synchronize short and long-term training schedules to support mission critical activities and minimize disruption. Post the training and education schedule in an appropriate folder on OneABMC NLT 2nd QTR FY 2018.

**Task TD-2.6:** Develop and initiate a training and education effectiveness assessment NLT 3rd QTR FY 2018.

**Lead:** Chief Human Resources

**Support:** Director Human Resources, Director Strategy and Plans, Director Information Technology, Superintendents Leadership Council



### **TD-3 Develop and Implement Structured Training Programs for Locally Engaged Staff:**

This strategic initiative is intended to maximize the contribution of LES staff and support them in reaching their full potential.

**End State:** ABMC Locally Engaged Staff is not only characterized by competence at the entry level, but has cross-training opportunities, thereby ensuring ABMC is staffed with dedicated, motivated and loyal world-class employees.

**Task TD-3.1:** Structured Training and Cross Training. Provide structured training courses and/or cross training opportunities to further develop existing skill sets or develop new skills. The program will be established NLT 3rd QTR FY 2021.

**Task TD-3.2:** Exportable Training Courses. Create videos, tutorials and online training for the various trade skills resident in our cemeteries. This exportable training enables the staff to pursue developmental education at their own pace without traveling to other locations. It also allows key staff members to ensure a universal standard and influence quality without having to travel, which in turn conserves time and funds. These videos, tutorials and online courses will include tests to gauge the effectiveness of the content, and to ensure the objective is understood and the subject matter is thoroughly comprehended. The program will be established NLT 4th QTR FY 2021.

**Lead:** Chief Human Resources

**Support:** Director Human Resources, Director Information Technology, Superintendents Leadership Council

### **TD-4 Cultural Awareness Training/Education:**

An essential skill for career progression within ABMC is the ability to effectively operate in the culturally diverse environment that characterizes the ABMC team. More specifically, this features an open understanding, flexibility and sensitivity towards other cultures. The development and implementation of an ABMC Cultural Awareness Training/Education program will ensure our workforce can achieve common understanding and work productively across varying languages and national cultures, in order to achieve our goals and more effectively fulfill our mission.

**End State:** A hallmark of ABMC character is a workforce that understands the values, beliefs, behaviors and norms of the various cultures represented within the Agency. As a result, increased



understanding, greater respect, tolerance, and acceptance for others will minimize cross cultural conflicts, and miscommunications thus enhancing mission effectiveness.

**Task TD-4.1:** Establish and communicate the foundations for a Cultural Awareness Training/Education Program which may cover such topics as defining diversity, the business case for an ABMC program, the need to effectively lead and manage in a significantly diverse culture and how to attract and retain high quality employees of diverse cultures NLT 2nd QTR FY 2020.

**Task TD-4.2:** Develop and/or identify resources that will provide a hybrid long-term approach. The most effective diversity training programs include a hybrid or blended approach by combining instruction led in a traditional classroom setting, with the use of the latest technology; and making presentations through webinars or developing interactive, self-paced online training programs. Submit the program for approval by the Deputy Secretaries NLT 3rd QTR FY 2020.



**Task TD-4.4:** Initiate Cultural Awareness Training/Education Program NLT 4th QTR FY 2020.

**Lead:** Chief Human Resources

**Support:** Director Human Resources, Director Information Technology, Superintendents Leadership Council

**TD-5 Develop an Agency-wide Human Capital Plan:** This strategic initiative is intended to serve as the primary authorizing document for personnel assigned to ABMC. It will, at a minimum, consist of a current mission statement, a section outlining and detailing site characteristics, a technical staffing summary table, a current personnel shortage illustration, and plans for filling those vacancies.

**End State:** ABMC has a comprehensive manning document and scheme that synchronizes current mission and future vision with a validated manning (authorization) document that comports with Office of Management and Budget guidance. ABMC has an Agency-wide view of hiring priorities which are predictable internally, credible externally, and prevent hiring decisions made in isolation.

**Task TD-5.1:** Resource, contract and execute a Workforce Survey of the Headquarters and Overseas Operations Office. An output of which will be an authorization document that at a minimum captures critical elements of each position (title/series/grade/language requirement/security clearance). It is not

intended for this effort to focus on cemetery operations, however, available cemetery resources may be influenced by the outcome of this study. Finalize the study and document NLT 3rd QTR FY 2017.

**Task TD-5.2:** Establish a Human Resources Emerging Requirements Board (HRERB). The HRERB will provide a more strategic approach to forecasting, planning and fulfilling manning requirements. While it will not slow or make more difficult hiring decisions at the local level, it will review all FTE impacting requests allowing for the establishment of an Agency-wide priority of fill.

**Task TD-5.2a:** Develop the HRERB charter, membership, governance and associated policies and/or procedure documents. Finalize the documents NLT 1st QTR FY 2017.

**Task TD-5.2b:** Socialize the HRERB Agency-wide via OneABMC, briefings, staff calls and all-hands meetings NLT 1st QTR FY 2017.

**Task TD-5.2c:** Initiate the first HRERB review NLT 2nd QTR FY 2017.

**Lead:** Chief Human Resources

**Support:** Executive Officers, Division Chiefs, Directors



# APPENDIX

## A Brief History of the American Battle Monuments Commission

On April 6, 1917, the United States entered World War I and joined the bloody conflict that began in August 1914. Over the course of the war four million Americans served in the armed forces, along with thousands of civilian support workers. More than 116,500 lost their lives.

During the war, the U.S. Army established the American Graves Registration Service (GRS) to bury American casualties in temporary cemeteries in Europe. In 1918, the Secretary of War publicly pledged that the government would repatriate these war dead to the U.S. for burial if their relatives so desired. After the November 11 armistice, the War Department began the process of consolidating the temporary cemeteries into permanent ones, and repatriating the dead back home if requested by next of kin.

At the same time that the permanent cemeteries were under construction, numerous military units erected memorials on European battlefields without government oversight. Seeking greater control over monument construction in order to tell a balanced and accurate story of American participation, the Secretary of War created the War Memorials Council in 1920 to oversee monuments in Europe. On June 11, 1921, the War Department replaced the council with the Battle Monuments Board, the predecessor to the American Battle Monuments Commission (ABMC), to officially mark American World War I battlefields.

On March 4, 1923, Congress enacted legislation creating the ABMC. This new independent agency was responsible for both the permanent overseas military cemeteries and the creation of authorized overseas American monuments. The ABMC eventually assumed responsibility for eight World War I cemeteries and fourteen monuments, located in France, Belgium, and England.

During the 1920s and 1930s, ABMC cemeteries and memorials became key sites of American commemoration in Europe. From 1930 to 1933, during the Gold Star pilgrimages, mothers and widows of service members buried and memorialized in the ABMC cemeteries visited these sites at the government's expense.

When the United States entered World War II, the GRS resumed its responsibility for temporary military cemeteries. More than 405,000 Americans lost their lives in World War II. In 1947, fourteen sites around the world were selected for permanent cemeteries under the care of the ABMC, in Europe, North Africa, and Asia. To commemorate American achievements during the conflict, the ABMC also constructed three memorials in the United States and erected or assumed responsibility for seven monuments overseas.

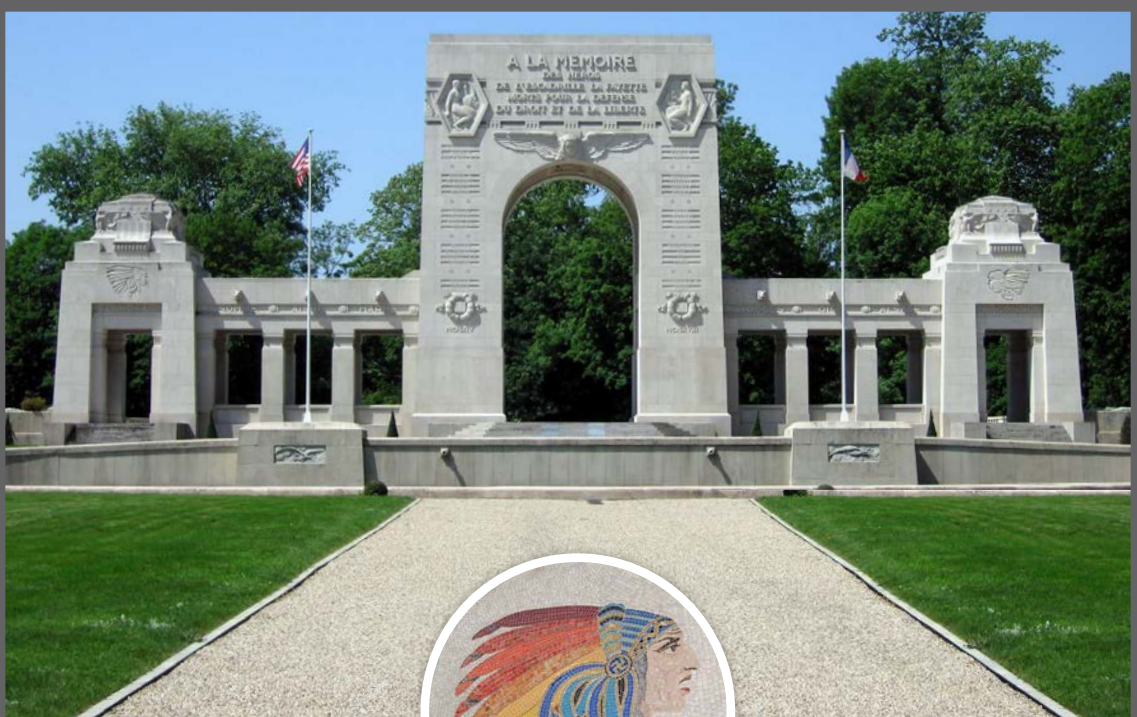
After World War II, monuments constructed by ABMC were dedicated to the American military sacrifice in the Korean and Vietnam Wars.

In the intervening years since the establishment of the ABMC in 1923, the Agency has served a unique and sacred mission, as the guardian of America’s overseas commemorative cemeteries and memorials. In this way, ABMC honors the service of America’s armed forces and the memory of those who gave their lives, as echoed in the words of poet Archibald Macleish: “We leave you our deaths, give them their meaning.”

### **Timeline of ABMC History**

- April 6, 1917:** The United States enters World War I.
- November 11, 1918:** The Armistice ends World War I.
- June 11, 1921:** The War Department establishes the Battle Monuments Board to mark U.S. battlefields in Europe.
- November 11, 1921:** An unknown service member--who was originally buried in either Aisne-Marne, Meuse-Argonne, Somme, or St. Mihiel, it is not known which--is reburied in the Tomb of the Unknown Soldier at Arlington National Cemetery.
- March 4, 1923:** Congress enacts legislation that establishes the American Battle Monuments Commission. Soon after, General of the Armies John J. Pershing is elected chairman.
- January 1927:** General Pershing appoints then-Major Dwight D. Eisenhower to the ABMC Historical Section for six months. Eisenhower also works at ABMC from 1928 to 1929.
- August 1927:** The ABMC publishes “A Guide to the American Battle Fields in Europe.”
- 1930-1933:** The Gold Star pilgrimages take WWI Gold Star mothers and widows on a government-funded trip to visit their loved one’s graves at ABMC cemeteries.
- February 26, 1934:** Executive Order 6614 transfers administration of the cemeteries and memorials in Europe from the War Department to the ABMC.
- 1937:** ABMC holds dedication ceremonies at World War I cemetery chapels and monuments.
- 1938:** The ABMC publishes “American Armies and Battlefields in Europe.”
- December 7, 1941:** Japan bombs Pearl Harbor. The next day, the United States declares war on Japan and enters World War II.
- May 8, 1945:** V-E Day ends World War II in Europe.
- August 15, 1945:** V-J Day ends World War II.
- July 17, 1947:** ABMC acquires Mexico City National Cemetery from the War Department by Executive Order.
- May 30, 1958:** Unknowns from World War II and the Korean War are buried in the Tomb of the Unknown Soldier at Arlington National Cemetery. Many of the remains included in the selection of the World War II Unknown came from ABMC cemeteries.
- 1956-60:** ABMC holds dedication ceremonies at World War II cemeteries worldwide.
- June 2, 1982:** ABMC acquires Corozal American Cemetery by Executive Order as a result of the Panama Canal Treaty.
- December 16, 2013:** Following passage of the Dignified Burial and Other Veteran’s Benefits Improvement Act (Public Law 112-260), ABMC acquires the rights to restore and maintain Clark Veterans Cemetery with the signing of a Memorandum of Understanding by the Governments of the United States and the Philippines.





## LAFAYETTE ESCADRILLE MEMORIAL

The Lafayette Escadrille Memorial in Marnes-la-Coquette, France, honors the service of the Lafayette Flying Corps, a group of American aviators who served in the Lafayette Escadrille and other units of the French armed forces during World War I, prior to the entry of the United States into the war. Many members of the Lafayette Flying Corps who are honored at the Memorial subsequently served in the U.S. Army Air Service after the U.S. entered the war on April 6, 1917. Forty-nine members of the Lafayette Flying Corps who lost their lives in the war, including some who died while serving in the Air Service, are interred in crypts below the Memorial. Using funds raised in the U.S. and provided by the French Ministry of Defense, ABMC partnered with the Lafayette Escadrille Memorial Foundation to complete a \$1.7M restoration of this Memorial tribute and final resting place for pioneering combat Airmen who gave their lives in one of the most pivotal wars of the twentieth century. The Memorial was rededicated on April 20, 2016, the 100th anniversary of the establishment of the Lafayette Escadrille.

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