

Integrated Management System (IMS) Basic Course

13-15 September 2022

Information and Application Instructions

Background

The Army is a huge enterprise. If the Army's annual operating budget were revenue, the Army would rank 15th on the Fortune 500 list of the largest U.S. corporations. It is comprised of nearly 1.4 million people and operates in over 180 countries on every continent. Such a large enterprise requires skilled leaders, adept in organizational and strategic leadership to achieve successful mission outcomes, but it also requires world-class management. Yet, while the Army defines leadership as the activity of influencing people by providing purpose, direction, and motivation to accomplish the mission, it has developed neither a definition nor doctrine for management. As a consequence, the professional development of both uniformed and civilian personnel in the Army is leadership centric with occasional review of management related topics. At best, this is not enough to develop the management skills needed to effectively and efficiently operate an enterprise the size of the Army.

Although managers must also lead, management is distinct from leadership by its focus on controlling the human, financial, physical, and information resources of an organization to reach its goals. Moreover, the Duncan Hunter National Defense Authorization Act for FY 2009 (Section 908) requires the Department of Defense to "achieve an integrated management system for business operations of military departments." Accordingly, AR 5-1 (Management of Army Business Operations) establishes the Army's IMS that supports the integration of the Army's people, processes, data, and information. It is based on the Baldrige Excellence Framework, an internationally recognized model for developing and sustaining high performing organizations. Developed by the National Institute of Standards and Technology, it has been used by the highest performing public and private organizations in the U.S. since 1987. In short, it is a world class management framework for world class management of the Army enterprise that is relevant and scalable for all Army organizations.

Overview

This three day (24 hour) course is designed to develop understanding of the Army's IMS framework as a blueprint for leading and managing high-performing organizations. It requires between two and three hours of pre-work and three days of virtual classroom time.

Course of Instruction

Instruction will cover key IMS concepts and criteria for critically assessing organizational performance and identifying strengths to sustain and opportunities for improvement. Participants will work in small, virtual group settings to develop an understanding of the framework and identify management approaches responsive to the framework's criteria. After successful completion of this course, students will be able to apply key concepts of IMS to identify and prioritize areas for organizational performance improvement. This is a fully online course. In order to successfully complete the course, students must be extremely motivated and well organized. Course materials are available via Blackboard. Regular Internet access is essential for successful completion of the course.

Participation

This course is designed for both civilian and uniformed personnel serving in leadership and management roles between the ranks/grades of O-4 and O-6 and GS-13-15. The ideal participant serves in a capacity that imparts a broad understanding of the organization's mission, its approaches to planning and operations, and human resources management. Understanding of how the organization interfaces with its higher headquarters and other key stakeholders will also be beneficial.

To Apply

Note: Nominees will require the endorsement of a supervisor (for those in O-6, GS-15 positions) or first O-6/GS-15 in the student's rating chain (for those below that level).

1. Complete the attached nomination form.
2. Complete the attached bio (limit to 1 page with no pictures).
3. Once nomination has been signed by both the nominee and the sponsor/supervisor, return nomination form and bio to Army_IMS@army.mil by COB 2 September, 2022.
4. Questions or concerns about the IMS Course or the nomination process can be directed to Army_IMS@army.mil. Responses will be provided within 24 working hours.