



STRATEGIC MANAGEMENT & INNOVATIONS QUARTERLY NEWSLETTER



MESSAGE FROM THE CHIEF

COLLEEN CAREY

FINAL EDITION SMIB ORGANIZATIONAL AND PERSONNEL CHANGES

This will be the final edition of the Strategic Management & Innovations Newsletter. In an effort to capitalize on efficiencies in an ever-diminishing resource environment, the Director of the Army Staff (DAS) and the Administrative Assistant to the Secretary of the Army (AASA) have signed a Memorandum of Agreement to transfer responsibility for certain administrative support and some program management functions. The Strategic Management and Innovations Branch (SMIB) programs and personnel were impacted by this transition.

SMIB has been renamed as the Quality Assessment Branch (QAB). QAB functions include: OCSA Internal controls; HQDA Action Officer training; HQDA Staff Officer orientation; OCSA quality improvement; DAS special projects; OCSA Contracting management and oversight; OCSA Black Belt projects; and update of ARs 10-87, 10-88, and OCSA DAGOs.

The following programs and functions were transferred to the Office of the Administrative Assistant (OAA), Resource Operations Center:

- Army Suggestion Program (ASP)
- Army Performance Improvement

Criteria (APIC)

- Army Performance Excellence Award (APEA)
- Army proponency for quality programs such as the President's Quality Award (PQA) and the Malcolm Baldrige National Quality Award (MBNQA)
- Proponency for AR's 5-1 and 5-17.

The following individuals have relocated to the OAA and will continue to manage their respective above named programs:

Brenda Scott and Vivian Collins:
Army Suggestion Program
Gail Terry: APEA Program

LTC Sheila Denham, who was the Deputy Branch Chief of SMIB, is the Chief of the new CSI Branch (Continuity of Operations, Physical and Personnel Security, and Information Management, Information Security, and Information Assurance).

I sincerely hope that this Newsletter has been a valuable asset to your organization and that it has provided you the information you desired pertaining to our quality programs. Thanks to you who have not only received and read our Newsletter, but have also contributed interesting and informative articles.

Good luck to our readers and to my staff whom I will miss very much. I would also like to say goodbye to our editor, June O'Steen. Mrs. O'Steen is retiring at the end of July and heading to sunny Florida with her husband, James.

**PRODUCTIVITY
ENHANCEMENT PROGRAM
(PEP)
BY BRENDA SCOTT**

Reference: HQDA Memo, dated 4 May 2006, Subject: Productivity Enhancement Program (PEP), signed by the Director of the Army Staff, LTG James L. Campbell. PEP was established in Fiscal Year 2000 as a means to provide limited funding for proposed enhancements to Army processes leading to innovations and resulting in savings. Since that time, the program has been supported with year-end funds each year through FY04; however, due to increased resource commitments to sustain ongoing Army operations, there have been no funds to support the PEP since that time, and none are projected. In addition, current Business Transformation efforts create the potential for duplicative processes all intending to recapture precious resources. In light of these contributing factors, the PEP will no longer be managed as an active program.

LTG Campbell highly recommends that activities continue their efforts to identify and fund projects that will pay for themselves in the short term. Utilizing approaches such as Lean Six Sigma, business transformation, and equipment upgrades will augment an effective and efficient use of activity budget, and create important process improvements that can be shared throughout the Army.

**OFFICER
TRAINING PROGRAM
BY BRIAN HOEY**

Our Action Officer Training course is going strong. So what do we feature? Eight

hours of scenario-based, hands-on training that focuses on executive writing and briefings using HQDA formats. This is not "Death by PowerPoint!" Students sit at computer work stations to create documents and briefing slides using "real world" examples.

The course is offered on a weekly basis; usually two to three sessions each week. Our target audience is both military (CPT-COL) and civilians (GS11-GS15) assigned to the Army Staff (ARSTAF) and the Army Secretariat. Personnel assigned to the HQDA field operating agencies (FOAs), staff support agencies (SSAs) or Army Commands, located within the National Capitol Region (NCR), are invited to participate, space permitting. Registration is continuous. For a registration step by step guide go to our Army Knowledge Online (AKO) collaboration - folder at https://www.us.army.mil/suite/collaboration/folder_V.do?foid=5144718.

The quarterly HQDA Staff Officer Orientation program, is also part of our training program. This orientation provides a valuable opportunity to hear directly from senior Army leaders. So, who are the presenters? Glad you asked! In addition to intelligence, operations, public affairs, staff procedures and legislative updates, this forum features insights directly from the senior Army leadership: the Secretary or Under-Secretary of the Army; the Army Chief or Vice Chief of Staff; the Sergeant Major of the Army; and the Director of the Army Staff. Staff offices within the Army Secretariat and Army Staff, that cannot present because of time constraints, provide us with presentations to highlight their roles, mission and organizations. You can find all these great presentations within our AKO collaboration site:

1. Go to AKO at www.us.army.mil and log in.
2. From the main page—click on "files" at the top right.

3. Click to expand "US Army Organizations" on the toolbar at the left.
4. Click "Army Leadership".
5. Click on "CSA".
6. Click on "Director of the Army Staff".
7. Click on "HQDA Staff Officer".

8. Click on orientation folders; for example "1 June 2005".
9. Select briefings or info papers to download or print.

If you are not subscribed to the knowledge center, check the box to the left of the folder and then click the "Subscribe" button on the toolbar at the top of the page. All persons are automatically subscribed with no administrator approval necessary.

For more information on the training program, see the 7 October 2005 edition of DA Memo 1-11 on the Army publishing website.

ARMY MANAGEMENT AND STAFF COLLEGE CONTINUING TO EXCEL
BY MARYANN HODGES, MARKETING SPECIALIST, AMSC



The Training and Doctrine Command (TRADOC) is currently developing a new progressive and sequential leader development system called the Civilian Education System (CES) that will provide enhanced leader development and education opportunities for Army civilians. The transformation of civilian training and education will align uniformed and civilian leader development training and education and enable Army civilians to contribute to their fullest potential.

The **Foundation Course** is designed for civilians entering the Army. Students will

learn to understand and appreciate Army values and customs, serve professionally as a member of the Department of the Army, acquire foundation competencies for leader development, develop effective communication skills, and be ready to assume a first leadership role. The **Basic Course** is designed for leaders who exercise direct leadership. Students will understand and apply basic leadership skills to effectively lead and care for small teams, apply effective communication skills and develop and mentor subordinates. The **Intermediate Course** is designed for civilian leaders who exercise direct and indirect supervision. Students learn skills to manage human and financial resources; direct program management and systems integration; display flexibility, resilience, and focus on the mission. The **Advanced Course** is for civilian leaders who exercise predominately indirect supervision. Students become skilled in leading a complex organization; managing human and financial resources; leading change; inspiring vision and creativity; directing program management and systems integration. As information becomes available, it will be posted on the AMSC website at <http://amscportal.belvoir.army.mil>, and (per Army G-3), beginning on May 30, 2006, in the Civilian Leader Development Transformation Community on AKO.

The Army Management Staff College hosted a workshop, "Leading Federal Employees in the 21st Century," May 10-11, 2006. The event was considered a resounding success according to Dr. Arthur P. McMahan, Director, Department of Educational Services at AMSC and the workshop coordinator. "The combination of quality speakers from academia, private industry and government coupled with an audience of enthusiastic Army leaders made for a dynamic interaction that provided attendees with valuable take-aways that will improve their ability to lead and to follow."

**ARMY MATERIAL COMMAND
GOOD NEWS STORIES**

BY SHEVAUN J. LASSITER

The U.S. Army Materiel Command (AMC) is the Army's premier provider of materiel readiness - technology, acquisition support, materiel development, logistics power projection, and sustainment to the total force, across the spectrum of joint military operations. The command's complex missions range from development of sophisticated weapon systems and cutting-edge research, to maintenance and distribution of spare parts.

AMC is headquartered in Fort Belvoir, Virginia, and is located in about 149 locations including 45 states and 38 countries. Manning these organizations is a work force of about 50,000 dedicated military and civilian employees, many with highly developed specialties in weapons development and logistics.

U.S. Army Edgewood Chemical and Biological Center (ECBC) Rock Island Arsenal is a tenant - part of the U.S. Army Research, Development & Engineering Command headquartered in Aberdeen, Maryland. They are known for their work in smoke generators, gas masks and systems that detect hazardous materials like nerve gas and bio-hazardous waste.

ECBC is the first in its engineering directorate to earn ISO 9001:2000 certification, The site was certified in December 2005 after almost a year of preparation, work and audits. Paul Carlson, chief of product quality management, ECBC-RI, had the idea to give this site an edge over its competitors with the internationally recognized certification.

The ISO 9001 is a quality management system that focuses on continuously improving the way services are done and products are made. It is a way to help capture "Corporate Knowledge" from one generation to the next. It helps ensure customer's requirements are being met.

"Kuwait - 120 days boots on ground!". Late Summer 2005, Steve Terronez, Chief of Large Cal for ARDEC RI, was looking for volunteers to support a mission in Kuwait. A team of RDECOM-ARDEC civilian specialists answered the call to duty. They believed that using their skills and knowledge gained from many years working for the government and from training they received as part of the CP 15 career program they would have the QA specialist skill sets that were broad enough in scope to be invaluable to them in their new mission - support Operation Iraqi Freedom.

Once at their new assignment, they had the opportunity to work directly with the soldiers and units to support the efforts in Iraq, as well as, in Afghanistan.

AMC would like to recognize these unselfish and heroic individuals: Nelson Martinez, Estella Leonard, Mike Loussaert, Kim DeMartelacre, Doug Waller, Erin Sharkey, and Marvin Lagarde.

**THE ARMY SUGGESTERS OF THE
YEAR HONORED**

BY BRENDA SCOTT

The Secretary of the Army Annual Awards Ceremony was conducted on March 29, 2006, in the Pentagon auditorium where awards were presented by the Secretary of the Army, Dr. Francis Harvey, and the Army Chief of Staff, General Peter Schoomaker. Among this year's recipients were winners of the Military and Civilian Suggester of the

Year awards, presented annually for outstanding suggestions, approved and implemented, that result in cost savings benefits to the Army.



The selected award recipient for the military category was Chief Warrant Officer Three (CW3) Merle Goodall of Headquarters, U.S. Army Garrison, Fort

Campbell, KY. CW3 Goodall suggested an improvement to the procedure for repair of the horizontal situation indicator (HIS) on the UH-60 helicopter, which resulted in first year savings of \$200,000.

The civilian winner was Mr. Jerry Dickson of the U.S. Army Aviation and Missile Research Development and Engineering Center, Redstone Arsenal, Alabama. Mr. Dickson's suggestion improved existing design tools and libraries associated with development of the Brilliant Anti-Tank (BAT) transmitter, expected to save the Army millions of dollars in cost avoidance.



ARMY SUGGESTION PROGRAM
BY BRENDA SCOTT



Military and civilian employees of the Army are encouraged to share their good ideas in the Army Suggestion Program (ASP), where they may be eligible for a cash award for their efforts. Submission of a suggestion can be accomplished using the ASP website, linked

to the Army Knowledge Online (AKO), from anywhere in the world. The ASP website is <http://armysuggestions/army.mil>. In addition to submitting an idea, submitters also have the capability to track their submission and find out where it's at in the review process.

Eligible ideas: To be accepted in the ASP, an idea must satisfy the following conditions: (a) be submitted on the ASP Website at <http://armysuggestions.army.mil>; (b) benefit the Army or other U.S. Government activity ,and; (c) present a problem and a proposed solution with sufficient rationale to support the suggestion.

For additional information, go to the Leading Change Website at the ASP logo: <http://armysuggestions.army.mil>

Also, training slides are available on AKO. For easy access to the slides, at the homepage type in "ASP Training Slides" and click on search.



LEAN SIX SIGMA
BY JACKIE CRABTREE

Lean Six Sigma is a rigorous, highly focused, iterative, disciplined proven approach whose predictive outcomes directly lead to improving business processes and performance.

It is an approach that focuses on the elimination of waste while creating greater value. Also, it is a combination of Six Sigma Theory with Lean Theory, as well as, a way to eliminate costs that provide no value to the customer. And, Lean Six Sigma uses the DMAIC Approach (Define, Measure, Analyze, Improve, Control). HQDA must transform the way we do business (our decision-making process). We must have better efficiencies.

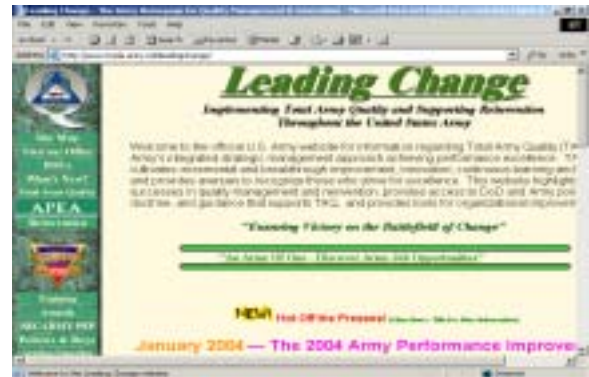
Current processes are routinely evaluated on outputs or outcomes. New and old processes must be synchronized. Currently, there are too many stovepipe processes. Predictive outcome and process improvement methodology must be synchronized for Senior Leader recommendations. This process absolutely must be top driven if it is to succeed. And possibly the most difficult effort of all - the Army must include continuous, measurable improvement into its culture.

Management Division and the Vice Director of the Army Staff personnel plan to work with HQDA staff to:

Help develop Lean Six Sigma certification level requirements: Yellow Belt (Familiarization), Green Belt (Apprentice), Black Belt (Journeyman), and Master Black Belt. Assist in developing HQDa Six Sigma training program. Lean Six Sigma will be incorporated into Army process improvements in accordance with the SECARMY's Business Transformation

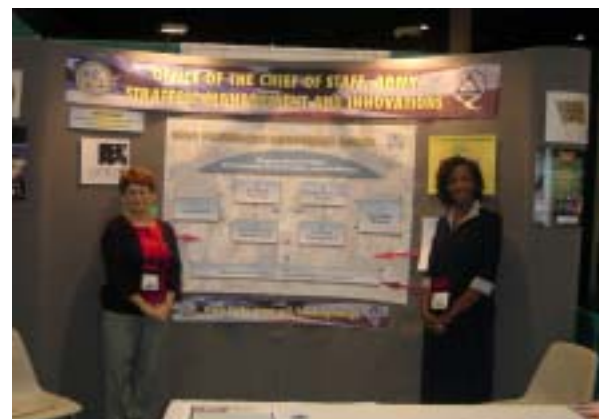
2006 APIC PAMPHLET
BY JUNE OSTEEEN

The 2006 APIC pamphlet has been published and is also available in pdf format on our website



**ASSOCIATION OF MILITARY
COMPTROLLERS PROFESSIONAL
DEVELOPMENT CONFERENCE
(PDI)**
BY JUNE OSTEEEN

The Association of Military Comptroller's Professional Development Conference, or PDI, was held 31 May - 2 Jun 2006 in San Diego, California. Representing the Strategic Management and Innovations Branch, LTC Sheila Denham and Mrs. June O'Steen spoke to many of the over 3,000 attendees about our quality products. Some of the questions from customers had to do with the Army Performance Improvement Criteria (APIC) as they picked up our mini-CD handouts. Other questions were about the Army Suggestion Program and how Lean Six Sigma is being implemented across the Army.





GOODBY

BY JUNE OSTEEN

It's hard to believe, but in August I would have been assigned to the Strategic Management and Innovations Branch, or as we lovingly call it, SMIB, for 2 years. How time flies when "you're having fun"! Time really has flown. However, since I'm not the spring chicken I used to be and I have a couple of new grandchildren that I don't even know yet, I decided it was time to retire. My husband is ecstatic as we are heading to Florida to a home we purchased 2 years ago. I have enjoyed being the Newsletter editor because its something I've never done before and I feel I have made many friends through this media. I wish each reader the best of luck and my thanks for your patience and support.

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