SMID News

Leading Change

A Message from Director, SMID

By Mr. Steven K. Randol

The new CSA has identified some 16 items for the Army to focus on during this current wartime situation, and for the Army in the future. Take a look at them from the lens of the Army Performance Improvement Criteria (APIC), and you can see a pattern:

Soldier. Capital S. The Army is people. All organizations are their people. We are all soldiers engaged in a war with an organization whose people are willing to die for their cause.   The APIC, Category five asks assessors and examiners how the organization aligns the work systems of the organization with its goals and how its people know what to do to contribute to the overall success of the organization. How do soldiers know? How do we align individual tasks to collective tasks to operational, tactical, and strategic goals? See also Category 3—we provide soldiers to the combatant commander—our customer—but soldiers with the relevant skills, ready and capable to perform the tasks and missions required.

The Bench. How do we develop people to step up and serve in positions requiring more skill, and knowledge? How do we develop organizational capacity for the expected, and the unexpected? See Categories 2, 5, and 6.

The Network. How does the Army exploit information, share and use it, real time, real world, tactical to institutional. See Category 4—how do we use and analyze information and align it to our organizational goals (missions). Ask the units in Operation Iraqi Freedom (OIF) about reach back, Blue Force Tracking, and Internet cafes.

Modularity, Joint Expeditionary Mindset, AC/RC Balance. Ok, not every focus item maps directly to APIC, but Category 1 asks how senior leaders communication values. Part of the Army's value system is our mindset-- related to the role of an expeditionary force fighting GWOT, as opposed to a forward stationed force containing the Warsaw Pact.   That extends to the redefinition of the role of the active and reserve components, and the types of capabilities the Army provides to the Combatant Commander--and whether they are in active units, or more rapidly mobilizing of more thoroughly trained reserve component units. It all relates to the need to redefine the nature of the Army's future wars and conflicts, which will lead to restructuring Army operating units, and the generating force of the institutional Army--clearly the example of senior leaders answer to the questions in Category 1 of the APIC.

Unit Manning; Combat Training Center/BCTP. How do we design the work environment and the human capabilities in organizational planning. The studies have shown that combat effectiveness is much higher for units that have trained and grown together. (Category 2 and 5)

Leader Training, and Education. Not only the elements of Category 5, but the

coupling of this with The Bench will provide a powerful advance in the Army's answers to questions in that category.

Army Aviation. Again, willingness to undertake the visionary questions of strategic leadership. Category 1.

Installations as our Flagships. Clearly, the Army's installations are a key input to the working environment, and also provide the basis for many of our personnel benefits package. Category 5.

**Current to Future Force.** What about Category 2?

Resource Processes. The Army's budget is measured in billions, as are our requirements. How to we align and allocate resources. These questions are in Categories 2, 4, and 6.

Strategic Communications. How do senior leaders communicate values and direction to the organization and stakeholders. Right out of category 1!

Authorities, Responsibilities and Accountability. Category 2 asks how the organization deploys action plans to support strategic direction. Category 5 provides an opportunity to discuss how people are accountable for results. Not only does this align with the APIC, but the results focus aligns with the President's Management Agenda (PMA).

Actionable Intelligence. How about a comparison to market knowledge? Category 3? What are the enemy's best practices, how can we disrupt them? Knowing the competitor's strengths is a market advantage. I think it can fit into this category without modification, but not be declassified.

In a nutshell, the APIC can be taken and applied to all facets of Army life and business. As we continue to be an Army at War, continue to utilize the principles found in the APIC to continuously improve your organization.
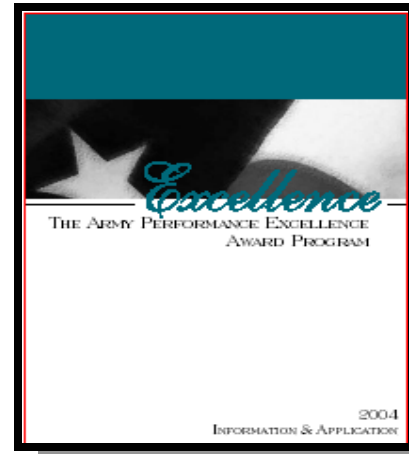
Announcing
The Secretary of the Army's Army Performance Excellence Award (APEA) Program

By Ms. Gail Terry

The Army Performance Excellence Award (APEA) Program, approved by Acting Secretary of the Army, Honorable Brownlee in August 2003, is the Army Capstone's award program for organizational performance excellence. The program recognizes organizations for their overall performance and improvement efforts as well as serves as a vehicle for sharing best ideas and techniques across the Army. 2004 marks the initial year for this program.

This program for performance excellence includes three award levels: Gold, Silver, and Bronze. High performing Army organizations will receive these awards on an annual basis. The Army Performance Improvement Criteria (APIC) provides the framework for the award process.

The program will recognize Army organizations that improve their overall performance and capabilities. Organizations must demonstrate a sustained trend in providing high-quality products and services, resulting in effective use of taxpayer dollars.

The APEA promotes sharing of the best management techniques, strategies and performance practices among all Army organizations, as well other government agencies and the private sector.

The program also provides models for organizations to assess their overall performance in delivering continuous value for customers. In addition, it provides a systematic, disciplined approach to deal with change by providing a framework or tool for conducting assessments, analysis, training and performance improvement planning.

Basic eligibility requirements are covered in detail on in the program guidance booklet. All organizations meeting the minimum employee requirements are eligible to submit for the award levels. Army installations that are eligible to compete in the Army Communities of Excellence (ACOE) Program will continue to follow the guidance provided by the Assistant Chief of Staff, Installation Management (ACSIM) and HQ Installation Management Agency (IMA) and submit their applications through their respective IMA Regions. Non-installations will submit their applications through their MACOM point of contact.

Army Reinvention Program

By Ms. Brenda Scott

As approved by the SecArmy, policy and guidance for this program will no longer be administered by SMID.

A recent Army Business Initiatives Council (ABIC) initiative was submitted to streamline the reinvention waiver process and institutionalize across the Army.

The result is a directive to implement a new Waiver Clause for Army Regulations. This clause will enable activities to coordinate directly with the applicable HQDA proponent for waivers and changes to regulations.

The clause will initially be published in AR 25-30, with a brief statement to be added to Figure 3-1 "Sample proponent and exception authority statement" to refer to AR 25-30 for specific guidance. This significant change to the reinvention waiver program was effective as of 16 January 2004.

For more information and details please contact our office at leadingchange@hqda.army.mil.

## Productivity Enhancement Program (PEP)

By Ms. Brenda Scott

The Productivity Enhancement Program (PEP) is a SECARMY Initiative designed to:

- ❖ Provide an additional incentive to organizations for enhancing productivity
- ❖ Invest in the future and quickly (3-5 yrs) recoup investment costs
- ❖ Build on demonstrated successful programs
- ❖ Identify and promote best practices

The PEP competition for FY03 was completed on 29 July 03. From a total of 58 projects submitted for FY03, 15 were reviewed for funding by the board of staff proponents.

The Executive Board approved and prioritized funding for 11 projects. Of these, nine projects were ultimately completed for a total implementation cost of $1,569,180; representing anticipated ROI of $69,031,970.
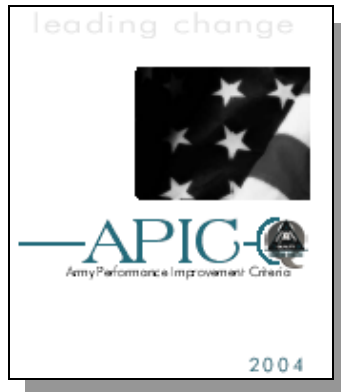
APIC 2004 Published

By Ms. Diane Farhat

The picture above is the cover of the 2004 version of the Army Performance Improvement Criteria (APIC). Look for lots of improvements in this version with tremendous amounts of real-Army examples courtesy of:

10th Area Support Group (ASG)
417th Base Support Battalion (BSB)
Fort McCoy
Ohio National Guard
Rock Island Arsenal

Appendix A is a "Cliffnotes" version for Leaders while Appendix B has some great tools to help organizations get started with their assessment process.

We think each year the APIC becomes a better product and is an excellent tool for organizations to use in their performance improvement process. Further, it also serves as the criteria for participation in the Army Communities of Excellence (ACOE) award program and the Army Performance Excellence Award (APEA) program.

The APIC is available for easy download on our web site of www.hqda.army.mil/leadingchange. In addition, we have produced a CD as well as a limited quantity of printed copies.

Serving as an ACOE Examiner

By MAJ Chris Kohler

The Army National Guard (ARNG) and Army Reserve (AR) conducted a Joint Army Community of Excellence (ACOE) Examination and selection process on 2-14 September 2003. This year, over 100 examiners reviewed a total of 30 applications. These represented 21 State level Joint Forces Headquarters, 3 ARNG installations and 6 Army Reserve Regional Readiness Commands (RRCs).

The process is designed to accomplish two major objectives:

1. First, to select the best application from each component for further competition at the Headquarters, Department of the Army, ACOE Board of Examiners process.
2. Second, to provide useful feedback to all applicants, including site-visit information that may be helpful if selected for a Department of the Army Site Visit. This process ensures that each applicant receives the highest benefit possible from their ACOE submission.

The ACOE Joint Examination and selection process is designed to select three finalists from the ARNG and AR to represent their component at the HQDA, ACOE Board of Examiners process. This joint examination and selection process also serves as a forum to provide feedback to DA applicants and ARNG installations that choose to participate in the process. Each component or installation that submits an ACOE/APIC application is required to provide a minimum of three examiners, to participate in the examination and selection process.

Although not all of the states and territories that participate in the ACOE examination process are selected for consideration in the HQDA ACOE Competition, each applicant can expect to achieve higher standards as a result of utilizing the Army Performance Improvement Criteria (APIC) to assess their organizations. The most important aspect of the ACOE program is the eventual improvements the APIC process brings to an organization in terms of readiness and soldier well-being.

Army Day at the Employee Involvement Association Conference

By Ms. Vivian Collins

The Employee Involvement Association Sixty-First Annual EIA Training and Networking Conference was held September 17-19th, 2003 in Fort Lauderdale, FL.

The EIA is a non-profit service organization composed of members from finance, commerce, industry and government, dedicated to the worth, contributions and benefits of employee suggestion systems and other employee involvement processes.

A total of 188 individuals from public and private sector organizations attended this year's conference. The Army was well represented with a total of 48 attendees, which was the largest representation from any organization.

The 2003 Annual Training Conference Keynote Lineup was fantastic and the sessions were really dynamic. Through out the conference, private sector and federal government personnel met to exchange ideas on improving their suggestion programs. The biggest highlight was on 16 September, when Headquarters Department of the Army hosted an "Army Team Day". This event provided an opportunity for our Army Suggestion Program (ASP) Coordinators to meet one another, and share experiences and knowledge about their organizations' achievements

This full-day session included presentations by several experienced ASP Program Coordinators, Installation Management Regions, and Headquarters Department of Army Personnel. ASP Coordinators were enthusiastic and eager to share their ideas on ways to improve the program.

Make plans to participate in the 2004 Army Days event at this same venue scheduled for 20-21 September at San Diego, CA.

PEP on AKO

By Ms. Brenda Scott

To enable the sharing of all the great ideas submitted through this program, we have established a Knowledge Collaboration Community (KCC) on Army Knowledge Online (AKO).

We have posted all approved proposals to this site along with brief information regarding the scope of each proposal. We will continue to post all approved PEP submissions to this site, whether funded or not to facilitate sharing of great ideas

throughout the enterprise. If someone is performing a search on AKO on any of these topics, then these proposals would be returned as part of that search.

Creation of this KCC was the result of an initiative, IT-A-03-26, submitted to the Army Business Initiatives Council (ABIC). This will allow sharing of initiatives for all organizations that have access to AKO and will allow search capability.

Army Suggestion Program (ASP) Automation

By Ms. Brenda Scott

We are currently developing a global website, linked to the Army Knowledge Online (AKO), which will enable soldiers and civilians to submit their good ideas online from anywhere in the world. In addition to submitting an idea, submitters will also have the capability to track their submission and find out where it's at in the review process.

Finalizing specifics for this website includes testing which began 15 Jan 04. In October, SMID personnel met with the contractor and various representatives from all levels to discuss concerns and required information for the website. The meeting provided a review and prospective of the ASP procedure from all levels; installation, region, and HQDA, and helped to work out issues and specifics prior to testing and implementation.

We also met with members of the Army Infantry Center, program managers for

"Task Force SOLDIER" initiative and DCD-SAAS (Soldier as a System) program on Wednesday, 5 November at Fort Monroe VA, to provide support to them in the arena of Army Suggestions. This initiative is in response to the CSA's comments concerning focus area 1, a TRADOC lead focus area.

We hope to unveil the ASP web-based system sometime soon. Stay tuned for more details!!!!
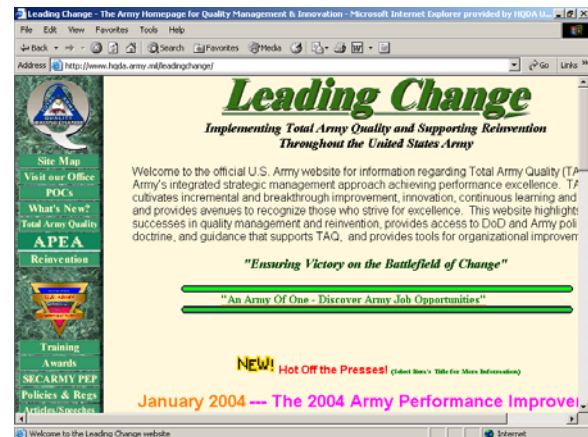
Leading Change Web Site to Undergo Revamping

By Ms. Colleen Carey

Work is currently underway to revamp the Leading Change website located at www.hqda.army.mil/leadingchange. The revamping will provide a new, refreshed look and feel of our website as well as better, more current information.

We invite you to provide your comments for improvements to our illustrious Web Master at leadingchange@hqda.army.mil. Completion of this project is expected sometime in early summer 2004.

Best Practices Update

By Ms. Colleen Carey

Since Secretary of the Army approval on a proposed initiative to the Army's Business Initiative Council (ABIC), to develop a means to identify and share best practices, we have been working hard to make this a reality.

We've joined forces with The Army's Chief Information Office (CIO) to develop a way to have a push, pull, and search capability on Army Knowledge Online (AKO). Concurrently, we're working on developing the business vetting process to determine exactly what a best practice is and what method and process will be used to rank them. We're hopeful to have something tested and ready for use later this year. We'll keep you posted!

SMID Booth ~~~ On the Road

By MAJ Chris Kohler

We plan on setting up our booth in more places this year, especially to promote the new Army Performance Excellence Award (APEA). This year we plan on being at the US Coast Guard Innovation Expo in Savannah, GA in May. Then in June we plan on being at the American Society of Military Comptrollers (ASMC) Professional Development Institute (PDI) in Cleveland, Ohio. In Oct 2004, at the Association of the United States Army (AUSA) annual meeting. Do you have an event? We'd love to come!! Let us know the details.

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