



STRATEGIC MANAGEMENT & INNOVATIONS QUARTERLY NEWSLETTER



MESSAGE FROM THE CHIEF STRATEGIC MANAGEMENT & INNOVATIONS BRANCH

ANBY COLLEEN CAREY

Happy Summer to All From HQDA!!!

For most of us quality evangelists --- spring and summer always seem to be the time when strategic planning sessions are conducted and the resulting action plan development begins. Further, for those high performing organizations, it's also a time of year spent assessing your organization - inside and out - utilizing the APIC as your assessment criteria. We have evolved the APIC to mirror the National Institute of Standards and Technology (NIST's) Malcolm Baldrige National Quality Award (MBNQA) program criteria while still providing you useful Army examples of responses. Further, we've added a "Cliffnotes for Leaders" appendix, as well as, an appendix designed to be used by organizations that are just beginning to perform assessments. We hope you find these products useful. Sometime later this year we plan on sending a query to the field soliciting your feedback on our products. Please provide us all your comments so we can better serve you, our customers.

So what is new with us? Well, so far this year, we have found ourselves in a flurry of change.

First and foremost is the huge impact that having the Secretary of the Army, Dr. Harvey, as the Army Champion for Business Transformation. For us quality aficionados, that

could not be more welcome news. As I am certain you have experienced, having the highest placed senior leader as the champion, speaks volumes about commitment to continuous improvement. While the Lean Six Sigma approach to process improvement is the primary focus, there have already been several Army organizations that were already heavily involved with its use and application and we are learning from their experiences as we move forward.

So what does this mean to you? At HQDA we are deeply involved in insuring our quality efforts are integrated, coordinated, and synchronized. We are hard at work and involved with benchmarking and training developments, as well as, process improvement efforts, here, at the Headquarters. One thing you can be certain of is that changes will continue, so stay informed and abreast of all the information that is coming out. We'll do our best to keep you up to date, as well.

Secondly, in April, we relocated our office back to the Pentagon. The result? We all have new phone numbers and a new mailing street address. The new contact info is found on the last page of this newsletter. Our move, back to the "building" serves as a giant step forward and enables greater coordination and significantly improves relationship building efforts. As more people, in the "building" become more aware of our knowledge, skills, and abilities, we find ourselves frequently called upon to lend assistance to a particular issue or process review. So we've been pretty busy satisfying our closely located customers' requirements.

Third, we've had some personnel changes within the organization. We've been very fortunate to have added the great breadth of knowledge and experience to our organization from two newly assigned people:

Mrs. Jackie Crabtree, and
Mr. Brian Hoey

They both began their assignments within weeks of each other and both were employed outside of HQDA. Jackie was working at Defense Logistics Agency (DLA) prior to accepting her assignment here, while Brian was assigned at the Plans, Analysis, and Integration Office at the United States Military Academy at West Point, NY. They are both exceptional team members and bring a lot of energy and enthusiasm to the organization.

We also bid a sad, but fond, farewell to a departing SMIB member, LTC Tracy Bryant. LTC Bryant culminated his illustrious military career in May and retired from active duty. For those of you who had the great pleasure of working with, and around, this fine soldier, you'll undoubtedly feel the same sense of loss that his departure evokes from us. He will be greatly missed but we wish him the very best as he embarks on this chapter in his life.

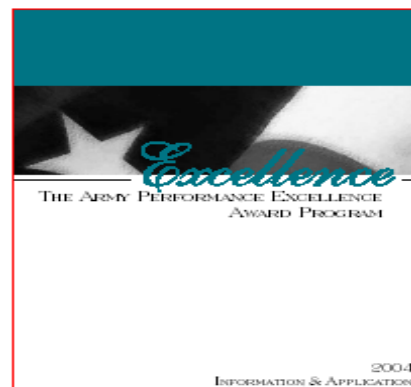


In summary, much change has happened and will continue to happen. Remain adaptive and agile to meet all the challenges with your best foot forward. I am committed to provide you the most current information available, as well as, committed to continuing to provide you excellent service and products that afford you the tools and information you need to carry out your tasks, well. Communication is the key. We also enjoy hearing your constructive input and ideas on things we can change that would better serve your needs. Please contact us, anytime.

In closing, please take a moment to think about our soldiers. It is for them that we do what we do. Thank a soldier for all that they do and for all the sacrifices they make. Stay safe.

**ARMY PERFORMANCE
EXCELLENCE AWARD
APEA**

BY GAIL TERRY



The new Secretary of the Army's Performance Excellence Award (APEA) Program recognizes organiza-

tions for their overall performance and improvement efforts, as well as, serves to share best ideas and techniques in the Army. The Army Performance Improvement Criteria (APIC) is the basis for the new award program. The Program's Application and Information booklet describing the Program in detail is posted on the Strategic

leading change



—APIC—
Army Performance Improvement Center

Management
and Innovations
Branch website
[http://
www.hqda.army.mil/
leadingchange](http://www.hqda.army.mil/leadingchange)

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

Due to lack of funding, the Productivity Enhancement Program has been suspended for FY05; however, we will try to resume this program in future years.

**DO YOU BENCHMARK?
THE BENCHMARK EXCHANGE
(TBE)
BY JUNE O'STEEN**

For the fifth year in a row, TBE's BenchNet is voted #1 for online benchmarking information and communication services. TBE offers subscription-based information on how to measure quality and process improvements in any organization. It is an online resource dedicated to supporting the information and communication flow of the worldwide benchmarking community. In addition, it is a conduit for all industries to share experiences, learn superior business practices, educate and raise new levels of industry quality standards.

Members using TBE include those already benchmarking, as well as people just getting started, corporate managers to individual contributors, large, medium, and small organizations, participants from 50 countries, all industries, private and public sectors, quality/

benchmarking associations and industry groups, and anyone agreeing to the *Benchmarking Code of Conduct*. The Management Division, Office of the Vice Director of the Army Staff, annually obtains a TBE Site License. The Site License is available to Army personnel worldwide that are formal employees (not contractors) and hold an email address containing the Army mail server domain name (i.e., JohnDoe@xxxxx.army.mil). The TBE Site License is designed to provide subscribers with the most cost-effective means of accessing benchmarking and best practice resources and research. The more employees that sign up on the Army Site License the more cost effective the license becomes. And, best of all, the more people using the Army Site License the more opportunity for improvement within the Army.

Using the TBE site members can:

- Enter into a database of best practices from hundreds of leading authorities. General focus is on qualitative performance, not metrics.
- Complete surveys on your company's best practices. Supply an e-mail address and the surveying party will share their results. You can also compile your own survey of other TBE users.
- Take a Self Assessment/Diagnostic survey to see where your organization sizes up to current industry standards.

TBE's SelfAssessor application is designed to help you understand where you are so you can better decide on how to get to where you want to be. TBE's SelfAssessor is a very easy to use scorecard assessment based on the *Malcolm Baldrige National Quality Award Criteria For Business Excellence*. Upon taking the Assessment you will be asked to supply ratings for each section and

subsection of the Baldrige framework. Once you have entered in your ratings you will be presented with a comprehensive report detailing how you scored and where you fit within your Industry. The report will highlight your organization's strengths and weaknesses. You will see how much you need to improve in order to get to where you want to be by showing you the Industry Standard score and your own score for each of the Baldrige sections and sub-sections.

- Look for a specific set of metrics by posting a message in TBE's Posting Board or host a survey with TBE's Surveyor to ask all members to complete. In most cases, members receive immediate responses.
- Receive a quarterly newsletter to keep members informed on what is going on in the world of benchmarking, to include upcoming events and special features on the site.

Army employees can obtain their own username and password for accessing TBE at <http://www.benchnet.com>. At that website, click on "Join an existing Site License" and follow the instructions given. In addition, the Army TBE License information is posted on the Leading Change Internet website <http://www.hqda.army.mil/leadingchange>

If someone within Army accidentally subscribes to TBE with any other form of subscription that requires payment, TBE will not charge the individual. Instead, TBE will activate the account and send an acknowledgment email informing them that the subscription is already paid for through the existing Site License.

HQDA STAFF OFFICER ORIENTATION PROGRAM BY BRIAN HOEY

We Hear You!

Our friends in the National Capitol Region are already seeing big changes in the quarterly HQDA Staff Officer Orientation program, and there are even more to come!

Based on comments from attendees and senior Army leaders, effective 1 June 2005, the Orientation has gone from two days to one. 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

Other key staff offices within the Army Secretariat and Army Staff provide us with presentations to highlight their roles, mission and organizations. You can find all these great presentations within our Army Knowledge Online (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.

The next scheduled orientation date is 10 August.

What else is on the horizon? In the near future, we will be offering an eight hour training course for HQDA Action Officers. The course will provide hands on and web-based, task-oriented training on DA Memo 25-52, Staff Action Processes and Correspondence Policies, executive writing, and ARSTAF briefing skills. The course will be offered on a weekly basis for military (CPT-COL) and civilians (GS11-GS15) action officers assigned to the Army Staff (ARSTAF) and the Office of the Secretary of the Army (OSA). Additionally, personnel assigned to the HQDA field operating agencies (FOAs), staff support agencies (SSAs) or MACOMs, located within the National Capitol Region (NCR), are invited to participate, space permitting. More to follow as we develop this training.

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



The Army Management Staff College (AMSC) prepares sustaining base leaders...military and civilian leaders who aid our nation's Soldiers to meet their mission in times of conflict and peace.

AMSC is located on Fort Belvoir, Virginia. Since 1987, AMSC has been an agent of change throughout the Army's sustaining base, graduating over 10,000 civilian and military leaders from its programs. AMSC is now the college of choice for sustaining base leaders across all career programs and is equipped to educate Army leaders to meet the demands of Army Transformation.

At AMSC, as the Army changes, the curriculum evolves to meet that change. Six courses of study are offered, including the Sustaining Base Leadership and Management resident and nonresident programs. SBLM teaches the business of the Army with development of key skills such as leadership, communication and problem solving.

To get more information on AMSC, visit their website, which offers a wealth of information about its programs and services, at <http://amsportal.belvoir.army.mil>. Better yet...you can go by and visit.

PRESIDENT'S QUALITY AWARD
BY GAIL TERRY

The prestigious 2005 President's Quality Award (PQA) Program managed by the Office of Personnel Management (OPM) is expected to be announced by OPM in the July/August 2005 timeframe. The PQA is the top award for managerial excellence in the Federal Government and is based on the initiatives of the President's Management Agenda. The announcement will include 2005 Program eligibility requirements, Program guidance, and exact timelines for submission.

Army submissions will be called for immediately after the OPM announcement and will be due to the Strategic Management and Innovations Branch during September 2005

for boarding and forwarding of selected applications to the Department of Defense (DoD). The DoD will conduct a board reviewing all submissions from the military services and defense agencies and submit those selected to OPM by an anticipated date in October 2005.

Winners of last year's PQA were:

The Department of Labor, a double winner for agencywide performance in the areas of Strategic Management of Human Capital and Budget and Performance Integration.

The Department of Education agencywide performance in the area of improved Financial Performance.

The Department of Agriculture, National Finance Center, for innovation in Expanded Electronic Government.

The Department of State for Innovation in Budget and Performance Integration.

The Department of Treasury, Internal Revenue Service, and NASA for innovation in Competitive Sourcing.

their submission and find out where it's at in the review process. The website has been "live" since May 2004, and has proven to be quite popular with suggesters and program managers as a more efficient method for submitting and evaluating good ideas that will enhance Army operations and quality of life.

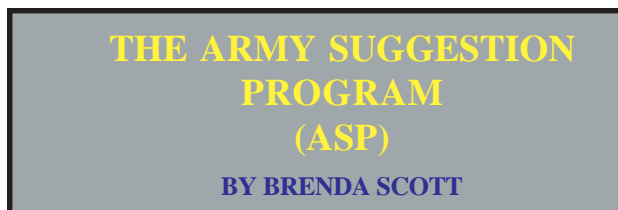
Eligible ideas: To be accepted in the ASP, an idea must satisfy the following conditions:

a. Be submitted on ASP Website at <http://armysuggestions.army.mil>. You will need an AKO ID and password.

b. Benefit the Army or other U.S. Government activity.

c. Present a problem and a proposed solution with sufficient rationale to support the suggestion.

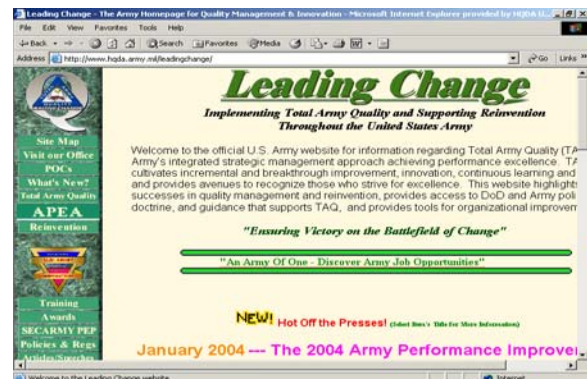
For additional information on how you can save the Army money and become eligible for cash awards, go to the Leading Change Website at the ASP logo.



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 web-site, linked to the Army Knowledge Online (AKO), from anywhere in the world.

In addition to submitting an idea, submitters also have the capability to track



- Current processes are routinely evaluated on outputs or outcomes.
- Must synchronize all processes (new and old; there are too many stovepipe processes).
- Standardize Six Sigma training and education.
- Standardize predictive outcome and process improvement methodology for Senior Leader recommendations.
- Must be driven from the Top Down.
- Must inculcate continuous, measurable improvement into the Army's culture.

In the Strategic Management and Innovations Branch we are looking for ways to validate Lean Six Sigma education programs using benchmarking information from established Army Civilian Schools as well as private industry for cost and effectiveness.

We plan to work with the HQDA staff to::

- Develop Lean Six Sigma certification level requirements: Yellow Belt (Familiarization), Green Belt (Apprentice), Black Belt (Journeyman), and Master Black Belt
- Develop HQDA Six Sigma training program
- In conjunction with G-3/5/7, validate Army Lean Six Sigma training
- Incorporate Lean Six Sigma into Army process improvement in accordance with SECARMY Business Transformation

Quote from MG Ross Thompson, III, Leader, SecArmy's Transition, Team for Business Transformation: "The larger issue is not Six Sigma, it's transforming the way the Army does business."

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**HAPPY 230TH
BIRTHDAY
ARMY!**