SMID NEWS

Volume I, Issue 3

From The Editor

Ladies and Gentlemen, as both our nation and the Army continue to come to grips with the aftermath of the events of September 11th, 2001, there can be no doubt that the true character of our country has been shown to the world. Many of us know people directly affected by the attacks, and here in the office of Strategic Management and Innovations Division it is true as well. While thankfully all of SMID's personnel were safe, some of our colleagues and friends that we come into contact with daily were severely impacted. Our hearts and prayers go out to all of our brothers and sisters in New York City, the crash site in Pennsylvania, certainly here at the Pentagon, and of course to those soldiers, sailors and airmen now doing the nation's bidding throughout the world.

With the publication of this edition of SMID News originally scheduled for mid-September, some of the information may seem OBE after these national events. In an effort to continue our mission here at SMID and certainly not to downplay the 9-11 tragedy and its significance in American history we have decided that it is now time to publish this issue. Key highlights for this issue include this past summer's PQA award winners, when in August, four of our brother Army organizations were recognized at the prestigious Excellence in Government conference for their successful efforts in the 2001 President's Quality Award Program. At the same time, a task force operating with a mandate from Mr. Thomas White, Secretary of the Army was toiling with an enormous task, to streamline and improve the day-to-day workings of our Department of the Army Staff throughout the headquarters. Even now, some of the major subordinate commands and their organizations will follow HQDA's lead in the Army's business practices and innovative ethos, that change, on a large scale is coming to an installation or command near you. And finally, the back bone of the issue, the articles that you, the readers from throughout the Army's performance management movement have submitted. Various articles have been submitted by some of the "usual suspects," and some new organizations have sent in submissions as well.

Many thanks to you all for helping to make this issue of SMID News a success.

"Ensuring Victory on the Battlefield of Change!"

MAJ Aaron Roth
Editor

Revised as of 5 DEC 2001:

SMID MISSION

Develop and provide Army performance management policy and programs in support of The Army Vision.

Provide advisory services to HQDA staff principals and senior leaders and serve as Army Staff integrator of performance management issues and initiatives.

VISION

Recognized and sought as the Government's preeminent source of performance management knowledge and innovations

Director's Notes

The column below was initially completed just prior to September 11, 2001. A lot has happened since then. Besides the attack, the President's Quality Award Program has been reoriented away from the Baldrige criteria, NIST has agreed to add a "not for profit" category to the Baldrige beginning in 2004, and the SMID staff has been reduced somewhat by Phase I of the realignment of the Army. I've modified the comments accordingly, but, surprisingly, many of the comments didn't need modification!

The usual question we get in this office is "What is the big picture?" Well here's my take!

1.The Secretary of Defense is pressing all of us to *find out what the results of our efforts are, and what they cost.* You should read into that the need to blend organization efforts of "cost of quality" thinking, with the balanced scorecard, the Government Performance and Results Act, and the Presidents Quality Award criteria. Take a systemic view—what is the quality/cost/value formula for your organization. Are your supporting plans, and human resource and IT plans aligned to those ends as described in your vision and strategic plans?

2. The re-oriented PQA Program is now re-oriented on the President's Management Agenda, and a series for awards titled the President's Award for Management Excellence (PAME) will be awarded. Suspenses have already been published separate from this newsletter. SMID is preparing a decision package to the Chief of Staff, and the Secretary to develop a strategy to prepare the Army to compete in the 2004 Baldrige, and working with the DOD Quality Management Office. We will propose, as part of this strategy, to create a capstone award, based on the Baldrige business criteria for all Army organizations.

3. Business Initiatives. Clearly, providing high quality products and services at competitive prices is a business like goal. There seems to be a lot of confusion over terms. Quality POC's should *help their organization develop operational definitions between terms such as business process, business practice, and business initiative.* My definition includes the any process in the Army can (and should be) done in a business-like fashion (meaning that the process owner knows costs, quality levels, and in striving to constantly improve it); some Army processes (such as hiring people, ordering office supplies, moving material, etc.) are processes that businesses also do (and so we can use them as benchmarks, or even contract them to do the process for the Army); and that any initiative we begin that uses the same thinking and behaviors as leading businesses use is a business initiative.

4. Terminology will continue to change. Remember when everything new was labeled "reinvention"? Remember when everything new was labeled "reengineering"? Remember when everything new was labeled "TQM"? Remember when …!
I think we will see the term performance management and/or results management emerge as a descriptor for the integration of efforts that build on what has come before—and that is a good thing! The concepts of continuous improvement, objective standards and measurement, and adapting to the changing world should always be with us, and the managers and leaders we advise. If you're still insisting on a label that is burdened with emotional baggage and hard feelings, you're not going to get much time on the commanders' calendar. If you don't insist on advice that adheres to the core values of improving organizational performance, your advice will seem to many as "flavor of the month". We all must walk this road professionally, and with integrity.

I expect we'll all have many changes coming this year. SMID will be working on the issues above, initiating a discussion on a more comprehensive approach to reward and recognition, and a discussion on how to approach education and training for quality management—our survey indicated to me that the Army is clearly inconsistent in how we train people in the skills set of "quality management".

Steve Randol is the Director of Strategic Management & Innovations Division

ARMY WINS BIG AT PRESIDENTIAL QUALITY AWARD CEREMONY

"All the winners honored here focused on communicating with and empowering employees, and taking time to focus on customer's needs."

-Secretary of the Army Thomas E. White at the Excellence in Government
Conference in Washington D.C., 3 August 2001

Secretary White (blue suit, 4th from left) and COL Spear (6th from left, in Class A's), Cdr, Engineering and Support Center, Huntsville, Alabama, stand with many of the hard working members of the award winning team.

Presidential Quality Award recipients for 2001

The United States Army had a tremendous showing at the 2001 President's Quality Award Program ceremony held during the Excellence in Government Conference at the Marriott Wardman Park Hotel in Washington D.C. On 3 August 2001, Secretary White honored the Army award winners and program finalists by posing for pictures and presenting the keynote speech and expressing his personal thanks to all the people who use the APIC criteria to systemically evaluate their processes and improve performance.

Receiving the Award for Quality Improvement:
      US Army Corps of Engineers, Engineering and Support Center, Huntsville, Alabama

Program Finalists:
      10th Area Support Group, Okinawa, Japan
      Fort Stewart / Hunter Army Airfield, Fort Stewart, Georgia
      Army Corps of Engineers, Huntington District, Huntington West Virginia

SECDEF Productivity Excellence Awards (POC is Ms. Vivian Collins)

Congratulations on the selection of Mr. Glenn E. Davis, War Reserve Action Officer, Headquarters, Third US Army, as this year's Secretary of Defense Productivity Excellence Award Winner. This is the highest accolade for quality and productivity achievement for the Department of Defense. Mr. Davis can be extremely proud of his design of a pre-determined exercise package. His idea saved the Army almost $1.2 million, and just as importantly, helped to improve the readiness and warfighting capability of his unit.

"SMID NEWS" (POC is MAJ Roth)

Published twice a year, SMID News is rapidly becoming a well-read document throughout the Army Staff and the MACOMs. Deadline for submissions for the 4th issue of the newsletter is 15 August 02. It will be posted to the website at the beginning of September 2002.

Army Communities of Excellence in Korea

Submitted by Stewarta@monroe.army.mil

The second draft is out to the field for review. Once complete the document will provide doctrine for installation management Army-wide. This important Capstone doctrine was electronically distributed to all MACOMs and the Army staff for review. If you are unable to obtain the document from your chain of command, and feel you have valuable input to this review process, you may contact the Project Manager at TRADOC, Mr. Andrew Stewart, for additional information. He can be reached at 757-788-3143 (DSN 680) or via email at stewarta@monroe.army.mil

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> **"Opportunities multiply as they are seized"**
>
> **-Sun Zsu**

THE 2002 APIC Criteria is published now! Find it now on the Leading Change website!

VISIT THE SMID WEBSITE AT:

www.hqda.army.mil/leadingchange

APIC Training Available

Submitted by Sherry Weller at Wellers@usarso.army.mil

Editor's Note: Originally these courses were scheduled for 2001, please check the website for up to date information.

1. APIC Course. This course introduces attendees to the Army Management doctrine, core values, management systems approach, and criteria. This basic APIC course is intended for general audiences who are individually or organizationally at the initial stages of transitioning to an improvement orientation in how they do business.
Location: National Guard Professional Education Center (PEC), Little Rock, AR.
2. APIC Writing Course. This course provides attendees an update of APIC criteria and details comprehensive practices, procedures, and rules to prepare an ACOE Application.

Attendees must have completed the basic APIC course.
3. APIC Examiner Course. This course will assist the attendee in participating as an examiner in self-assessing an organization (internal or external). Topics addressed include: update to the APIC criteria, core values and a systems perspective; maturing the application of the criteria within a DoD organization; how to write a well-constructed feedback comment; developing a feedback report developing a judges' report; preparing for a on-site visit (member and team leader); and post self-assessment review/improvement cycle.
4. APIC Self-Assessment Course. This course will assist attendees in developing an approach for implementing APIC within their organization and in conducting a self-assessment. Also addressed within the course is how to translate the results of a self-assessment into a report/application/publication for either internal or external review.
Registration for APIC courses.

a. Courses at PEC. Registration and suspense's for courses through the Army Training Requirements and Resources System (ATRRS). Look for school code PEC 922 and the desired course. The PEC can be contacted at (501) 212-4623 or e-mail: www.ngpec.org

b. Registration for the APIC Writing Course in New Orleans, the APIC Examiner Course in Fort McCoy, and the Self-Assessment Course (location to be determined) as follows:

(1) Registration. Indicate which course for prospective attendees to attend and provide their full names, organization, position, telephone numbers, and e-mail address to:
HQ, U.S. Army Reserve Command, ATTN: AFRC-EN (D. Backman), 1401 Deshler Street SW
Fort McPherson, GA 30330-2000 or e-mail the information to Mr. Dorn Backman at
backmand@usarc-emh2.army.mil

Army National Guard ACOE Winners

WISCONSIN WINNER OF ARNG FY 2001

Submitted by CPT Roy Macraeg of National Guard Bureau, Performance Assessment Office

The Wisconsin Army National Guard (WIARNG) won the overall 2001 Army Communities of Excellence (ACOE) award, and represented the ARNG in the HQDA ACOE competition.

The ARNG Performance Assessment Office, (ARNG ACOE Program Managers) recognized Wisconsin in the ARNG ACOE Awards ceremony during the Adjutant General Association of the United States (AGAUS) spring conference at the Perdido Beach Resort in Gulf Shores, Alabama. Wisconsin received a trophy, an ACOE flag, and WIARNG engraved on the ARNG ACOE Perpetual Trophy prominently displayed in the ARNG Readiness Center in Arlington, Virginia.

In addition, Headquarters Department of the Army (HQDA) also recognized Wisconsin in the HQDA ACOE Awards ceremony on May 2001, in the Pentagon Courtyard as one of the nine Chief of Staff, Army Finalists. HQDA presented Wisconsin with a trophy, an ACOE flag and a $500,000 award for their accomplishment.

LTG Roger C. Schultz, Director of the Army National Guard addressed The Adjutant Generals (TAGs) before the award presentation. LTG Schultz reiterated the importance of the Army Performance Improvement Criteria (APIC) as an excellent management tool and challenged all States/Territories to participate in the ACOE program.

The success of an ACOE program, as with any program, ultimately rests on the senior leadership. Their ability to set clear vision, create a customer oriented focus, set clear and visible values, and established high standards is the basis of a successful ACOE program, and implement Army Performance Improvement Criteria (APIC) to foster continuous improvement within their respective organizations and installations.

Every year, States, Territories, and Installations that choose to participate submit an ACOE application packet to the ARNG Performance Assessment Office normally at the end of August, to start the ACOE cycle.

The ACOE application is a detailed written description of programs, methods, and innovations that address the following categories: Leadership, Strategic Planning, Customer and Market Focus, Information and Analysis, Human Resource Focus, Process Management and Business results.

During FY 2001, 18 States and installations participated in the FY 2001 ACOE program. The following is a list of all award recipients:

> "In the private sector of America, 1st Prize is something grand and glorious, 2nd prize is a set of steak knives, and 3d prize probably means that you are out of a job.
> That is the standard that we apply to the government as well as the private sector because that sense of competition and that sense of excellence in performance is fundamental to the American character."
>
> -Secretary of the Army Thomas White at the 2001 President's Quality Award Program presentation. 3 August 2001

2001 Army National Guard Army Communities of Excellence (ACOE) Winners

Overall Winner
State of Wisconsin Army National Guard (WIARNG)

Golden Division
1st Place Maryland ARNG
2nd Place North Carolina ARNG
3rd Place Louisiana ARNG

Silver Division
1st Place Georgia ARNG
2nd Place Minnesota ARNG
3rd Place Texas ARNG

Bronze Division
1st Place Wyoming ARNG
2nd Place New York ARNG
3rd West Virginia ARNG

Special Category
Camp Guernsey-Wyoming ARNG
Camp Navajo-Arizona ARNG
Honorable Mention Category
Iowa ARNG
Arizona ARNG
District of Columbia ARNG
South Dakota ARNG
North Dakota ARNG
Rookie Division
Colorado ARNG

WISCONSIN ARMY NATIONAL GUARD 2001

APIC--It's Infectious!

Submitted by Ms. Julie Withers
HRXXI Human Resource Business
Unit of the Asst SecArmy -Manpower
& Reserve Affairs

No, it's not a disease, although it may sound like one, but it IS highly infectious! In a quest to improve performance according to guidelines outlined in the Army Performance Improvement Criteria (APIC), the Army's HRXXI Business Unit has been steadily increasing its outreach efforts. HRXXI's dual goals: to assist the Army in the Transformation effort and to support government agencies through the HRXXI multi-award contract vehicle.

Through a combination of awareness efforts including military and Federal conference participation, development of a website (www.hrxxi.army.mil), and production of a tri-fold brochure and a Microsoft PowerPoint presentation, HRXXI has been able to spread the word about the availability of the contract.

Built by the Army in the 1990s to support its HR needs in the 21st century, the contract vehicle has substantially broadened its client base over time.

Spurred by reinvention efforts in 1999, the Army expanded the contract to its current incarnation as a primarily Human Resources and administrative support-oriented vehicle. The HRXXI Business Unit has since announced the contract's availability Army -wide and Government-wide. As a result, it now provides services to over 20 Army agencies, the FBI, GAO, GSA, DOJ, and NIMA, as well as the U.S. Navy and Air Force.

For more information about the contract vehicle and its capabilities, contact the HRXXI office at 703/602-2773 or visit the website.

HQ TRADOC BEST BUSINESS PRACTICES PROGRAM

Submitted by Mr. Peter Mann
HQ TRADOC has initiated a Best Business Practices Program (B2P2). This new program's purpose is to encourage TRADOC installations, activities, and individuals to seek out and adopt the best business practices in TRADOC, the Army, Department of Defense, Government or Industry. The goal is to improve the efficiency of TRADOC processes and operations. A "Best Practice" is defined as a superior method or an innovative practice that contributes to an improved performance of the process. The practice must demonstrate through data that it is "better, faster, cheaper."

The concept is to use, integrate, and leverage existing and new programs to the extent possible while keeping program costs to a minimum. The focus will be to access and share information, use technology to best advantage, and get the word about all the smart things TRADOC does to conduct business more efficiently.

HQ TRADOC Deputy Chief of Staff for Resource Management, Management Directorate, has developed a B2P2 Web Page, located at http:/www-tradoc.monroe.army.mil/dcsrm/bestbiz.htm. This site will be regularly updated to provide information on this program, incentives, and to share good ideas.

Point of Contact for the HQ TRADOC B2P2 Program is Mr. Peter Mann, DSN 680-3765, Commercial 757-788-3765, e-mail mannp@monroe.army.mil.

AMEDD's Excalibur Award

Submitted by Ms. Fay Hendrix of AMEDD; article by Mr. Jerry Harben

Outstanding performance by units of the Army Medical Department were recognized by the first Excalibur Awards, presented Feb. 4 2001, at the annual TRICARE Conference in Washington, D.C. LTG Peake, The Surgeon General and Cdr, Army Medical Command, awarded the newly created trophies to **Fort Benning, Ga., MEDDAC** in Active Component hospitals; **the AMEDD Center and School** among Active Component non-hospital units; **18th Medical Command** among Active Component TOE units and the **3274th U.S. Army Reserve Hospital** among Reserve Component TDA units.

The Excalibur Awards were initiated this year to recognize excellent performance, stimulate improvements and share information about good ideas in the AMEDD.

Units submitted 23 nominations for the awards. Two teams of five evaluators each reviewed the nominated agencies. The evaluators included a mix of Active and Reserve Component representatives, military and civilians, clinicians and other health-care professionals.

Fort Benning's award honors the MEDDAC implementation of an electronic consult tracking process. Replacing a paper process that used four separate databases, this efficient system allows beneficiaries and providers to access the consult in seconds from anywhere in the hospital, and helps monitor the managed care support contract. The efficiency of the electronic system allowed the equivalent of three full-time employees to be reassigned to other unfilled positions. With the success of this process at Fort Benning, 15 other facilities have sent people to Benning for training in the system.

The AMEDD Center and School was recognized for Operation Aegis -Injury Control, which reduced by 11 percent musculoskeletal clinic visits among advanced individual training students at Fort Sam Houston, Texas. An advisory committee in each student battalion developed a Standard Operating Procedure on injury prevention and physical training. Operation Aegis staff reviewed physical training for each company and provided ideas to reduce injuries, sponsored a one-week course by the Army Physical Fitness School, gave lectures and developed a shoe fit program with the post exchange. A secondary goal of the project was to create a user's manual to guide commanders or other professionals in

(Continued from previous page)

implementing a similar program. An injury-prevention Website was incorporated into the site of the Center for Health Promotion and Preventive Medicine after the conclusion of the project.

The 18th Medical Command formed a uniform business office and consolidated medical accounting business operations, including medical services accounts, medical affirmative claims and third-party collections, for the 121st General Hospital and 168th Medical Battalion (Area Support). The command expects to increase revenue from these programs by $50,000. The integration uses economies of scale to release 11 subordinate ambulatory clinics from performing these functions. Automation through the Third Party Outpatient Collection System-Next Generation also allows improved billing and collecting services for pay patients.

The 3274th USAH's award recognizes Project Counterpoint, whereby each unit member was assigned a specific job occupied by an active-duty member at Womack Army Medical Center. The 3274th backfills Womack when active personnel at Womack deploy with the 44th Medical Brigade. Through Project Counterpoint, members learn their specific roles and responsibilities before mobilization.

Active and Reserve members are able to work together during the 3274th's annual two-week training. When the unit trains on weekends, Womack is able to offer comprehensive medical services that otherwise would have to be scheduled on weekdays.

The Excalibur Awards will be presented annually.

Curriculum Change at ALMC
Submitted by Ms. Pat Ellis, ALMC

In an effort to stay on the "cutting edge" of training, United States Army Logistics Management College (ALMC) is in the process of changing all curriculums in the Total Army Quality (TAQ) Education Program to Performance Measurement. ALMC is the Army's primary source for Performance Measurement training and has provided courses since 1992. Courses previously offered plus a new "family" of courses within the department that will include measurement tools, selection of measurements, decision risk analysis, statistics, data mining, artificial intelligence and computer science applications.

Enrollment in this exciting area of organizational effectiveness and improvement continues to increase demonstrating the commitment to integrate performance measurement into the Army culture. Last year ALMC taught classes to over 800 students with current enrollment of approximately 1400 for FY01. Enrollment is projected to exceed 2000 students for FY 02.

ALMC provides a variety of performance management courses to choose from. Course topics include: Army Performance Improvement Criteria, Team Facilitation, Changing Role of Managers and Supervisors, Taking Charge of Change, Putting Customers First, and Whatever It Takes. ALMC is also a certified teach of the Franklin Covey courses; 7 Habits of Highly Effective People, 4 Roles of Leadership, and What Matters Most. In addition, special topic courses, seminars, and consulting are provided to meet the customer requirements.

Resident courses are taught at Ft. Lee with on-site courses taught at major installations throughout the world. Training has been provided through Satellite Education Network and now ALMC has moved into the forefront of using the Distance Learning mode of training. Every installation has access to Distance Learning opportunities. This exciting new field of training allows the students to interface with each other throughout CONUS and OCONUS.

ALMC website: http://www.almc.army.mil/SED/TAQ%20Ed%20Prgm%20Brochure.htm provides a brief synopsis of all courses as well as the Army Training Requirements and Resources System (ATRRS). Students looking to attend contact their training officer to apply thru ATRRS, using school code 907. The 2002 course schedule is available as well as projections for all MACOMS through FY06.

ALMC Points of Contacts are: Ms. Patricia Ellis, ellisp@lee.army.mil DSN:539-4762 COMM:(804) 765-4762 and Ms. Veronica Wilson, wilsonv@lee.army.mil DSN: 539-4630 COMM:(804) 765-4630.

> **"Never mistake motion for action."**
>
> **-Ernest Hemingway**

THE APIC IS NOW PUBLISHED!
POC is Diane Farhat 703-607-1314

The 2002 Army Performance Improvement Criteria (APIC) is now posted on the Leading Change website at (www.army.mil/leadingchange).

The 2002 APIC is based on the 2002 Baldrige Criteria for Performance Excellence, is the strategic framework for leading change and assessing performance recommended by AR 5-1, "Total Army Quality Management". The APIC has evolved significantly over time to help organizations address a dynamic environment of change, focus on strategy-driven performance and manage for results that balance the needs of all stakeholders. As such, the Criteria have continually progressed toward a systems perspective. The 2002 APIC is revised to be more closely aligned with the Baldrige Criteria in all Categories. The most significant changes in the APIC are an alignment of the APIC with the 2002 Baldrige Criteria for Performance Excellence; revised and expanded glossary; adding a diagram describing the steps toward a mature process approach; and eliminating the Supplier and Partnering Processes Item in Category 6.

Does Your Organization Publish a Newsletter?

You can look up *Forces Command* or FORSCOM's newsletter at: http://Freddie.forscom.army.mil/reeg/newsletter/newslett.htm

Or to learn more about what the *Army National Guard* is doing in the area of performance management visit: www.arng.army.mil.classifieds/qual/ to view a quarterly newsletter.

PEP Status

PEP is currently on hold due to lack of funding from HQDA. IAW FY02 OCSA Narrative Funding Guidance, there have been significant shortfalls in many OCSA programs. As of 3d Qtr budget status, the PEP is currently carried as an Unfinanced Requirement.

MACOMs have been notified and advised that SMID will retain their FY02 project submissions in anticipation of subsequent funding. If funds are received, the program will proceed with Functional Proponent review, Executive Board rank-order, and award of available dollars. In June or July 4th Quarter allocations are expected to come out giving SMID a better feel for the outcome.
POC is Brenda Scott 703-602-2760

State of Ohio Needs Examiners

The Ohio Award for Excellence is seeking volunteers to serve as examiners for 2002-03. The deadline to apply is June 28,2002 and the board is made up entirely of volunteers who have expertise in one of 5 industry sectors, (business, health care, government, not-for-profit, and education). Interested persons should fill out the 2002 examiner application online at
https://secure.oae.org/oaeapp/
Or contact Mr. Thomas Casperson, the Executive Director of the Ohio Award for Excellence at 937-445-6556.

AR 5-1 "Total Army Quality (TAQ) Management Has Been Revised!

POC is Diane Farhat 703-607-1314

The revised AR 5-1, dated 15 March 2002 and effective 15 April 2002, is posted to the US Army Publishing Agency website. The revised regulation establishes policy, procedures, and responsibilities for Total Army Quality (TAQ) Management. The regulation emphasizes the army's commitment to performance excellence through leadership and vision, mission and customer focus, employee excellence through leadership and vision, mission and customer focus, employee empowerment, and continuous improvement.

> **We're going to turn this team around 360 degrees."**
>
> **-- Jason Kidd, upon his drafting to the Dallas Mavericks professional basketball team.**

> "Do or do not…there is no try."
> -Yoda (from the movie "The Empire Strikes Back)"

RE-ORIENTED 2002 PRESIDENT'S QUALITY AWARD (PQA) PROGRAM

POC is Gail Terry 703-607-1325

Recently, OPM announced the "re-orientation" of the 2002 President's Quality Award (PQA) Program, eliminating the use of Baldrige-based Criteria. Participation in the new PQA Program is strongly encouraged by Headquarters, Department of the Army. The name of the Program's award is now the Presidential Award for Management Excellence, and the new 2002 PQA Program criteria and program guidance from OPM are at http://www.opm.gov/pqa.

The re-oriented Program will recognize organizations for their performance and results in any or all of the five categories of the President's Management Agenda (PMA). The PMA categories are Strategic Management of Human Capital, Competitive Sourcing, Improved Financial Performance, Expanded Electronic Government, and Budget Performance Integration. The PMA website is www.whitehouse.gov/omb/mgmt-gpra.

The PQA Program, created in 1988 and administered by the Office of Personnel Management (OPM), recognizes federal organizations annually. In the past, the Program Criteria for organizational self-assessments were closely aligned with the Malcolm Baldrige National Quality Award Criteria, with modifications to reflect the federal environment.

SMID has sent information on the re-oriented Program to the MACOM Quality points of contact. Please advise your MACOM Quality POC if you wish to participate in this Program. We have asked that the MACOM POCs advise SMID of estimated applications by 7 June 2002. The final applications are due to SMID NLT 15 July 2002

USASOC Leads the Way in Utilizing Web-Based Data Collection for Organizational and Individual Development

Submitted by Eric Surface of Army Research Institute & Gary Barrett of USASOC

The United States Army Special Operations Command (USASOC) recently began using web-based data collection to drive organizational change and individual development. Web-based technology provides USASOC leaders and personnel with data in a more timely and effective manner.

The initial test of the system implementing the 2001 Command Climate Survey, was a complete success. For example, the initial feedback was given to LTG Brown, USASOC commanding general, deputy chiefs of staff, and the entire USASOC workforce within a month of closing the intranet (i.e., ASOCNET) data collection. This was a full two months earlier than the previous paper survey process. Additionally, the feedback could have been almost immediate if the briefings had been scheduled in advance.

The power of using the web to collect data is derived from increased speed and accuracy, decreased costs, more effective use of survey personnel manpower, and the ability to deploy multiple surveys. In the future, as other processes are moved to the web, USASOC leaders and personnel will extend the value of the technology by leveraging and integrating data in powerful ways to facilitate change and development. The future is not the technology. The future is using the technology to link and model the data to understand and address the complexities of human behavior and organizational dynamics in the workplace.

The on-going success of this project can be attributed to several key factors including: receiving visible support from top leaders, involving personnel in the process, having a strong internal champion, basing decisions on practical requirements and research, developing models of the data to drive the technology requirements, and

using an innovative partnership to implement the vision.

Having the support of organizational leadership is important because of the systemic and repetitive nature of this project. Leaders must understand and communicate the short- and long-term value of such an undertaking. Brown briefed the entire workforce on the survey results, demonstrating their importance to him.

Input from all levels of the command is needed to make the implementation effective, practical, and accepted. At all phases of implementation, the workforce had an opportunity to provide process feedback. Internal champions helped to ensure projects met organizational requirements, lobbied key stakeholders for support, and informed and facilitated the work of the team implementing the project.

Although outside vendors were considered to implement this project, USASOC opted to take advantage of a long-standing partnership it has with the Army Research Institute (ARI), the Consortium of Colleges and Universities, and North Carolina State University (NCSU), ensuring the expertise needed for implementation and holding down the costs of the project.

With the partnership and other success factors in mind, USASOC leaders continue to move forward, embracing the future of organizational change and individual development. Brown has authorized the continued work on automating the survey feedback process and moving several existing and new 360-degree feedback processes to the ASOCNET. Additionally, leaders at the U.S. Army, John F. Kennedy Special Warfare Center and School (SWCS) are beginning to explore collecting training metrics in the SF Qualifications Course (SFQC) using Inquisite. By implementing web-based data collection gradually throughout the community, acceptance is increased, the process can be refined without jeopardizing future interventions, and upfront costs can be controlled.

Over the next two years, the partnership plans to pursue the following objectives at USASOC and in the Special Operations community:

-Automating survey feedback reports for decision-makers and personnel, making them available almost immediately.

-Moving other surveys and data collection to the web, while controlling for oversurveying.

-Implementing training evaluation via the web.

-Implementing the SF, Ranger, and USASOC 360-degree feedback programs via ASOCNET.

-Supporting web-based data collection at the SF Command, the JFKSWCS, and the 160th Special Operations Aviation Regiment (SOAR).

-Utilizing Inquisite to collect training metrics during Special Forces Assessment and Selection (SFAS) and SFQC where appropriate.

-Exploring the use of personal digital assistants (PDA) to collect data.

-Collecting SF field performance data using the ASOCNET.

-Integrating multiple data sources to leverage organizational information to answer questions and address issues.

-Linking individual 360-degree data with training data, survey data, and individual development plans to create a development tool for managers.

-Linking SFAS, SFQC, SF 360-degree, and field performance data to leverage the flow of highly qualified soldiers through the SF Pipeline and to provide developmental feedback.

These are just some of the possibilities. Of course, flexibility is important because mission requirements and funding will determine the viability of each objective and step. It is critical to remember that the main goal is to improve the effectiveness of the organization. The point is not to use "gee whiz" technology just for the sake of using it, but to use technology to improve the work and the work environment for USASOC personnel and other members of the Special Operations community. Under the guidance of leaders, like Brown, this value will continue to guide the project, and USASOC will continue to lead the way in utilizing web-based technologies.

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