



Strategic Management and Innovations News



A Message from Chief, Strategic Management and Innovations Branch (SMIB)

By Ms. Colleen Carey

The Strategic Management and Innovations Division (SMID) has been going through some transformation, right along with the rest of the Army. We've got somewhat of a new name --- we are now a Branch and no longer a Division. We also are now part of the Management Division of the Vice Director of the Army Staff. Our former Chief, Mr. Steve Randol, has assumed the duties of Director of Management Division. He still maintains lots of involvement in our operation but also now has the opportunity to have involvement in our Management Services Branch; Resource Management Branch; and a couple of other functions.

With Mr. Randol's assumption of those duties, our Branch Chief position became vacant. I have been given an opportunity to fill that slot and have been the Chief of SMIB since May 2004.

At roughly the same time, two of our team members PCS'd to new assignments where I am certain they will carry on the Army Quality story. We bid a fond farewell to LTC Kurt Ryan and MAJ Chris Kohler.

In June, we were fortunate enough to get a new person on board, LTC Tracy Bryant who came to us straight from The Old Guard at Fort Myer, VA. LTC Bryant had just completed executing the prestigious Reagan State Funeral. We are so glad to have you on board, Tracy!

Then, in August, we were again very fortunate to welcome another team member, joining us from Fort Rucker, AL, Ms. June O'Steen. Ms. O'Steen was involved with Quality programs while at Fort Rucker and we are very happy to have her on board also! Welcome June!

Whew! Believe that's it for personnel changes!

We've been extremely busy on our webified Army Suggestion Program (ASP). What a tremendous success! Thanks to all of our coordinators out there for making this such a fabulous system and a tremendous success. We are already working on changes and modifications based on your feedback --- so thanks to you for making this such a great success!

We have also been getting geared up to execute our first year of the Army Performance Excellence Award (APEA) Program. Further, in this newsletter, is an article about the latest and greatest with APEA as well as information on how to serve as an examiner. Being an examiner is such a wonderful opportunity and I especially encourage those that want to know more about this process and the performance improvement system to sign up. It is a valuable professional development opportunity. And, of course -- I should have mentioned --- we pay for you to participate! Now, your organization still has to pay your salary but we pay all the TDY costs. What an incentive! It'll be hard to pass up!

So, anyway ---we have been extremely busy 'round this camp and are working hard to continuously improve our

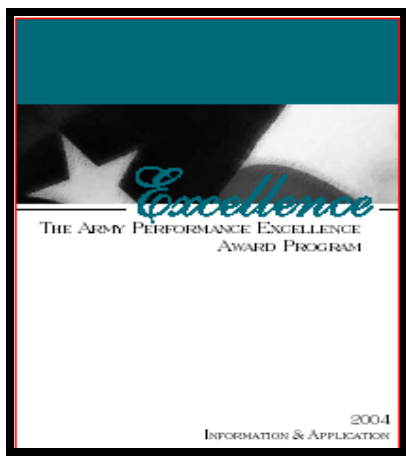
programs while simultaneously developing new ones that add value to the Army. I encourage all our fellow quality colleagues to stay in regular contact with us so we can continue to maintain our situational awareness of some of the issues you face each and every day. It's that communication that enables enlightenment.

I also ask all our readers to take a moment and think about our soldiers, sailors, and airmen out, in harms way, performing selfless acts of bravery and heroism, each and every day. Those faces, those courageous souls --- are why we do what we do every day. Sometimes we lose sight of that.



The Secretary of the Army's Army Performance Excellence Award (APEA) Program

By Ms. Gail Terry



The new Secretary of the Army's 2004 Army Performance Excellence Award (APEA) Program will recognize organizations for their overall performance and improvement efforts, as well as, serve 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 Mgmt and Innovations Branch website

<http://www.hqda.army.mil/leadingchange>

Ten Army organizations, other than installations, have indicated their intent to apply to the APEA Program. Sixteen Army installations have indicated their intent to apply through the ACOE Program.

Call for Examiners:

This year the APEA Program will join with the Army Communities of Excellence (ACOE) Program to examine all installation and non-installation applications to the two programs. This APEA/ACOE Joint Board of Examiners (JBOE) will be conducted 31 October – 12 November 2004 at a location TBD. We are seeking applications from qualified examiners at this time for possible selection to serve on the JBOE. The JBOE is the only portion of the 2004 APEA Program cycle to join with the ACOE Program.

To apply to serve on the JBOE, an examiner candidate may go to the SMIB website <http://www.hqda.army.mil/leadingchange> for a link under APEA to a JBOE examiner information application form and four additional forms for completion by potential examiners: (1) Commander/Supervisor Endorsement, (2) Conflict of Interest, (3) Administrative, and (4) Code of Ethics. We encourage all interested individuals to apply to participate on the JBOE.

Examiner applications to serve on the JBOE are due 29 September 2004. The APEA Program Manager is Gail Terry, gail.terry@hqda.army.mil; (703) 607-1325; DSN 327-1325. Please address any questions regarding application to serve on the JBOE to Ms. Terry.

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 FY04 was completed in March 2004. From a total of 48 projects submitted for FY04, 18 were reviewed for funding by the board of staff proponents.

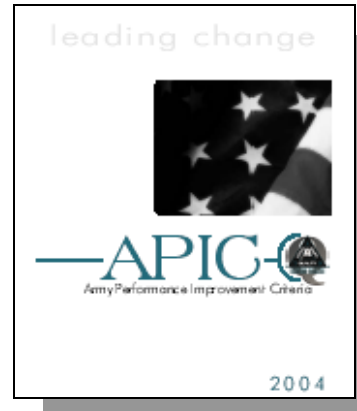
The Executive Board approved and prioritized funding for eight projects. These projects, when approved for funding, will incur a total implementation cost of \$1,254,615 representing anticipated ROI of \$152,873.687.



PEP on AKO ~ Update

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



The Benchmark Exchange (TBE)

By Ms. Diane Farhat

Billed as the only online benchmark and best practices network, 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.

TBE was born in 1991 by a group of benchmark experts from Amdahl, Ameritech, AT&T, Dupont, EDS, GM and Pacific Bell for networking purposes. They set out to develop a large online scale, open to the public service that would be inexpensive and would have to operate as its own entity, funded exclusively by subscriptions.

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 or 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.

All 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.

Quarterly, TBA publishes a benchmarking update. The latest issue was published May 2004. It is a summary newsletter that is sent to all members. An online version can be found in the members' area. Topics listed in the May 2004 newsletter include:

1. Do you Benchmark?
2. Benchmarking – Past, Present & Future
3. Searching the Internet for Benchmarking Information
4. Benchmarking Surveys, Metrics, Studies and Reports
5. Upcoming Benchmarking Conferences and Seminars.

What Does It Take To Be An Examiner?

By Ms. June O'Steen

Have you ever thought about being an ACOE or APEA examiner, but wasn't sure exactly what would be involved or expected of you? Well, that's easy – hard work, dedication and commitment. Those are not just buzzwords, they are fact! This will not be a fun, laid-back, TDY. It will be work, with a capital “w”. Having served as an ACOE and PQA examiner, I have my own opinions about what it takes to be an examiner and I would like to provide them to the readers of this newsletter who are considering becoming an examiner.

1. Become familiar with the process of conducting an assessment and putting together an application. This is not a fun job – it will hurt your head. Going through an assessment takes buy-in by senior leaders from the highest level of the organization to the lowest grade person in the organization. That is the key to success. Preparing an application takes commitment, patience, endurance and a determination to do the best and most thorough job possible. My point is, as an examiner, never take an application lightly. Hundreds of hours are required for this effort and every application should be reviewed as a possible winner.

2. Make sure you know, and I mean really *know*, the Army Performance Improvement Criteria – the basis for the ACOE and APEA applications. You need to have a thorough understanding of its purpose and its requirements. You must know how the scoring works and how to write good feedback comments. Never fear, you will be given several days of thorough training before you read your first application.
3. Make sure you are a team player. Being an examiner means being part of a highly professional, single-minded team. You will have a team leader to direct you through the process as painlessly as possible. You will spend many intensive hours working together as a team, trading comments via phone and face-to-face. Working as a team is hard, but incredibly rewarding.
4. Be prepared for long hours – you will work nights and weekends in order to meet the timelines. Believe me, by the time you come to consensus on each application, you will be exhausted.
5. Be prepared to travel. You will be sent on several sight visits, so be prepared to go wherever you are sent. You won't know where that is until after all the applications are graded.

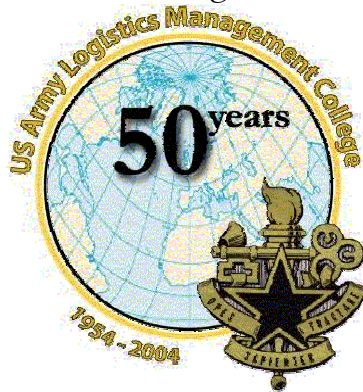
Now, on the lighter side, you will get to travel to places where you may have never been. This could include overseas locations, such as Korea or Germany. Your host organization will be ready for you. They will set up your itinerary and that will sometimes include time to tour the area or time to go to a special local restaurant. You may even find time during the weekends to go sightseeing. Your host organization will take very good care of you so you can do the best possible job or evaluating their assessment packages.

Well, now that you have all the facts, I hope you will decide to go for it. You won't regret your decision. And, who knows, you may even make some very good friends along the way. Good luck.

Army Colleges Continue to Excel

By Mr. William Ridenur, TRADOC

Since 1992, the Army Logistics Management College (ALMC), Fort Lee, Virginia, has provided quality training under the Performance Improvement Curriculum. Army Performance Improvement Criteria (APIC) continues to be the core course, while other courses serve as building blocks.



Improving Army Customer Service, Team Building, Facilitator Training, Changing Role of Managers and Supervisor are other courses within this academic framework. ALMC also provides consulting services for self assessment preparation and strategic planning.



The Army Management Staff College (AMSC), Fort Belvoir, Virginia, educates Army leaders to meet the demands of Army Transformation and over the years the Command Programs have transformed as well. A major focus of AMSC is to train installation managers to be more effective and efficient in delivering garrison services.

AMSC educates students on the thinking and linking skills that build a culture of continuous change and innovation critical to Army Transformation. To learn more about its programs and services, visit their website at www.amsc.belvoir.army.mil.

Excalibur Awards

By Jerry Harber, MEDCOM

The prestigious Excalibur Award serves as a mechanism to recognize team and organizational excellence within the AMEDD; to stimulate, recognize and reward improvements; and to share information on good ideas and best practices within the AMEDD. Brooke Army Medical Materiel Agency (USAMMA), 121st General Hospital, California Army National Guard and 914th Combat Support Hospital were winners of the 2003 Excalibur Awards.

Brooke Army Medical Center was recognized for creating a multidisciplinary team in the logistics division to standardize product lines, reduce shelf inventory, improve patient safety and reduce costs. The team standardized 55 product lines and increased prime vendor orders from 20% in FY01 to 80% in FY03. Projected savings for FY02 and FY03 were more than \$2.3 million.

USAMMA's technology assessment and requirements analysis (TARA) program was credited with avoiding some \$4 million in costs annually, reducing time for clinical personnel to develop Medical Care Support Equipment (MEDCASE) requirements packages, and improving clinical flow in some laboratories.

The 914th Combat Support Hospital has a transition program to help 91B and 91C medics complete requirements for the 91W MOS. More than 20 Soldiers have graduated from each six-month training cycle since the program began in January

2000. Data collected on the Soldiers allows additional educational needs to be addressed. The program also serves as a recruiting tool, by inviting the top one percent of each class to teach subsequent classes.

The Surgeon General's Excalibur Award competition is held annually, with unit submissions due by September 30th each year. Information on submission procedures is available from the U.S. Army Medical Command's Quality Management Division at (210) 221-6195 (DSN 471-6195) or at <http://www.gmo.amedd.army.mil/Excalibur/excalibur.htm>.



Army Suggestion Program (ASP) Automation

By Ms. Brenda Scott

We have developed a global website, linked to the Army Knowledge Online (AKO), where soldiers and civilians may submit their good ideas online from anywhere in the world. 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.

The website has been "live" since mid-May. We are pleased to have already received nearly half as many suggestions in the first three months of implementation, as for all of 2003. To submit your good idea, log onto <https://armysuggestions.army.mil>. You will need an AKO ID and password. For additional information on how you can save the Army money and become eligible

for cash awards, read the article, "Share Your Ideas", in the latest issue of *Soldiers Magazine*.

Secretary of the Army Awards Ceremony Army Suggesters of the Year

By Ms. Vivian Collins

The Acting Secretary of the Army, the Honorable R. L. Brownlee, hosted the Secretary of the Army Awards Ceremony, which was held in the Pentagon on March 12, 2004. The Army Suggesters of the Year were honored.

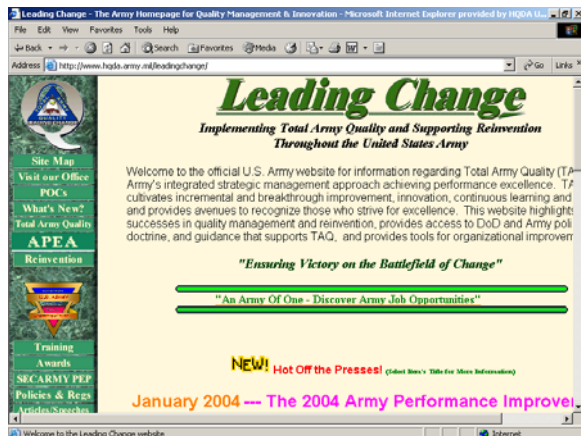
Military Suggester of the Year was First Sergeant Dennis J. Woods, 2/3d Field Artillery, 1st Armored Division, Germany. Sergeant Woods' initiative improved the capability of light artillery equipped with M198 Howitzer. Sergeant Woods' expertise and innovation resulted in saving the Department of the Army millions of dollars and potentially the lives of soldiers in combat.

Mr. Dudley M. McMillin, Project Officer of the Project On-Line Logistics Repair Integrated Materiel Management Center, U.S. Army Aviation and Missile Command, Redstone Arsenal, Alabama, was recognized as Civilian Suggester of the Year. His idea outlined the development of a Repair Program for Utility Helicopter Aircraft T-53 Engines identified as Condition Code F (Unserviceable) by the supply system. Under Project On-line Logistics Repair (OLR), 400 UH-1 helicopters will be reconditioned for use in Foreign Military Sales or International Humanitarian missions. His submission to the Army Suggestion Program contributed significantly to the efficiency and effectiveness of the Department of the Army and resulted in savings of \$2.1 million.

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 2005.



Coming Events

By Ms. June O'Steen

Our evolving vision is to continue to create mechanisms for collecting comments or information from Army agencies and installations. We want to know what your challenges have been in implementing quality or change management programs. Our plan is to collect and share your experiences in solving these problems by implementing a collaborative knowledge center (KCC) in AKO to encourage and facilitate threaded discussions. You will be hearing more as we move into this new venture. I would love to get your suggestions or comments so please send them to me via email to june.osteen@us.army.mil.



Elvis Last Sighted Seeking Information About APEA, APIC and the Army Suggestion Program

By Ms. June O'Steen

Well, here we are ladies and gentlemen in Cleveland, Ohio -- home of the Rock and Roll Hall of Fame and look who's joined us at our booth. It's none other than the King himself, Elvis, joining us at the 2004 annual American Society of Military Comptrollers Professional Development Institute. "Thank you, thank you very much ladies and gentlemen", he said. "I just had to find out more about APEA, APIC and The Army Suggestion Program." "I ain't nothin' but a hounddog, but I'm just crazy about what these programs can mean for the Army family." Then he said, "I got a hunka-hunka burnin' love for the Army's quality products."

We plan on setting up our booth in more places this year, especially to promote the new Army Performance Excellence Award (APEA). In Oct 25-27th 2004, we will have a booth set up 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.

Ladies and Gentlemen, Elvis has left the building.

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 will keep you posted.



Congratulations Vivian on 30 Years of Service

On 26 June 2004, the Director of the Army Staff, LTG James J. Lovelace, presented Ms. Vivian Collins a certificate in recognition of thirty years of service in the Government of the United States of America. Vivian is a Quality Improvement Specialist in the Strategic Management and Innovations Branch, Management Division, Office of the Chief of Staff of the Army. Thanks, Vivian, for your dedication and devotion to the United States Army.



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