



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF OF STAFF
200 ARMY PENTAGON
WASHINGTON DC 20310-0200

April 16, 1999

DACS-DM-SMI

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Revised Army Reinvention Procedures

1. References:

a. Memorandum, Secretary of Defense, 14 Nov 98, subject: Revised Waiver Policy for Reinvention.

b. Memorandum, Principal Deputy Under Secretary of Defense (Comptroller), 20 Nov 98, subject: Revised Waiver Policy and Procedures for Reinvention Laboratories.

c. Memorandum, Secretary of the Army, 14 April 99, subject: Army Reinvention Policy.

2. The enclosed waiver processing procedures standardize and clarify requirements for reinvention center or laboratory designation (enclosure 1), waiver submission (enclosure 2) and two-year waiver evaluation process (enclosure 3). These procedures clearly define the responsibilities and duties of the organizations involved. This memorandum supercedes previous Army Reinvention Waiver procedures.

3. Critical to the reinvention program is a review of the successful waivers to determine applicability across the Army, and make policy changes where appropriate. The requirement to identify performance metrics and collect data over a two-year period is critical to the Department of the Army Functional Proponent. The data will be used to evaluate efficiencies and added value to be applied across the Army.

4. Management Directorate point of contact is MAJ Lawrence S. Powell at (703) 602-2760; Fax: 602-2758; email address is powells@hqda.army.mil.

Encls



WILLIAM A. JONES
Colonel, GS
Director of Management

DACS-DM SMI
SUBJECT: Revised Army Reinvention Procedures

DISTRIBUTION:

Principal Officials of Headquarters, Department of the Army

Reinvention Centers:

U.S. Army Forces Command
U.S. Army Training and Doctrine Command
U.S. Army Materiel Command
U.S. Army Medical Command
U.S. Army Special Operations Command
HQDA Reinvention Center

Reinvention Laboratories:

Letterkenny Army Depot
U.S. Army Chemical and Biological Defense Command
U.S. Army Aviation and Missile Command
U.S. Army Health Care Systems Support Activity
Civilian Human Resource Management/U.S. Army Europe and Seventh Army
U.S. Army Personnel Information Systems Directorate
U.S. Army Concepts Analysis Agency
Total Army Transition Division/U.S. Total Army Personnel Command
U.S. Army Center for Health Promotion and Preventive Medicine
Army National Guard Installation, Environment, and Logistics Dir
U.S. Army Space and Missile Defense Command
19th Theater Army Area Command
U.S. Army Tank Automotive Research, Development, and Engineering Center
U.S. Army Research Laboratory
U.S. Army Soldier Systems Command
U.S. Army Research Office
U.S. Army Armament Research, Development, and Engineering Center
U.S. Army Corps of Engineers Waterways Experiment Station
U.S. Army Industrial Operations Command
U.S. Army Communications-Electronics Command
U.S. Army Tank-Automotive and Armaments Command
U.S. Army Missile Command Research, Development, and Engineering Center
U.S. Army Simulation, Training, and Instrumentation Command
U.S. Army Aviation and Troop Research, Development, and Engineering Center
U.S. Army Special Operations Command
U.S. Army Intelligence Security Command

DACS-DM-SMI

Subject: Revised Army Reinvention Procedures

Distribution:

U.S. Army Logistics Integration Agency

U.S. Army Communications-Electronics Research, Development, and Engineering Center

U.S. Army Corps of Engineers Topographic Engineering Center

U.S. Army Corps of Engineers Construction Engineering Research Laboratory

U.S. Army Corps of Engineers Cold Regions Research and Engineering Laboratory

U.S. Army Medical Research and Materiel Command

U.S. Army Research Institute for Behavioral and Social Sciences

U.S. Army Edgewood Research, Development, and Engineering Center

U.S. Army Medical Department Activity, Fort Knox

U.S. Army Intelligence and Security Command

U.S. Army Aberdeen Test Center, TECOM

U.S. Army TRADOC Combat Development

U.S. Army TRADOC Doctrine

U.S. Army TRADOC Training

HQDA, Human Resource Management

HQDA, Force Management and Strategy

HQDA, Logistics Management

HQDA, Installations and Facilities Management

HQDA, Intelligence

HQDA, Acquisition

HQDA, Office of the Surgeon General

ARMY REINVENTION CENTER/LABORATORY DESIGNATION PROCEDURES

1. Memorandum requesting designation as a lab or center will contain at a minimum the following information:

- a. Name of activity
- b. Location
- c. Point of contact
- d. Description of current program
- e. Requirements for change
- f. Plans for the future (vision)
 - Objectives
 - General action plan and milestones
 - Performance metrics

2. Once your package is completed, process the request through your chain of command and forward to the Strategic Management and Innovations Division, Management Directorate, Office of the Chief of Staff, Army, ATTN: DACS-DM-SMI, Crystal Square Two, 1725 Jefferson Davis Highway, Suite 1001, Arlington, VA 22202.

3. The request for designation will be staffed with HQDA Staff Principals and the Secretariat for approval/comments. When completed the designation package will be forwarded to the SECARMY for approval.

4. Once approved, the originating activity will receive a letter of designation from the SECARMY detailing approval as a reinvention center or laboratory.

5. The Management Directorate will inform the Office of the Undersecretary of Defense, (Comptroller) Directorate for Management Improvement (OUSD, DMI) of the designation of the reinvention center or laboratory.

6. Capturing performance metrics and evaluation data are critical to the reinvention process. All Army Reinvention Laboratories are required to submit an annual report highlighting reinvention initiatives and progress.

Note: A center is generally a MACOM with the ability to test reinvention initiatives across a range of organizations under its command. The center commander may designate labs within their command with immediate notification to DACS-DM-SMI. All labs will follow the HQDA established waiver procedures for Army and OSD policies.

16 April 1999

Enclosure 1

ARMY REINVENTION WAIVER SUBMISSION PROCEDURES

GOVERNING POLICIES: Letters and memorandums below are the most current governing policies for reinvention activities and supersede all previous guidance.

1. Letter, 21 Apr 98, The White House, Office of the Press Secretary, subject: Streamlining the Granting of Waivers.
2. Memorandum, Secretary of Defense, 14 Nov 98, subject: Revised Waiver Policy for Reinvention Laboratories.
3. Memorandum, Principle Deputy Under Secretary of Defense (Comptroller), 20 Nov 98, subject: Revised Waiver Policy and Procedures for Reinvention Laboratories.
4. Memorandum, Director of the Army Staff, 05 Jan 99, subject: Department of Defense (DOD) Revised Waiver Policy and Procedures for Reinvention Laboratories.
5. Memorandum, Secretary of the Army, 14 Apr 99, subject: Army Reinvention Waiver Policy.
6. Memorandum, Director of Management, 16 Apr 99, subject: Revised Army Reinvention Procedures.

Waiver Process: This process is intended to standardize waiver procedures and to clarify the duties and responsibilities of the submitting agencies and the HQDA Staff Proponents.

1. Reinvention activity commanders and directors are granted the authority to approve waivers of Army policy and request expedited approval of OSD policy waivers. The exception to the waiver authority is that the waived policy can not be based on law. All waiver requests must include the reinvention activities senior legal officer's formal review of the request to ensure the policy under consideration is not bound by law. A waiver package must include:

- Title with installation waiver tracking number. The Strategic Management & Innovations Division (SMID) will assign the HQDA tracking number.
- Unit or activity affected

16 April 1999

Enclosure 2

ARMY REINVENTION WAIVER SUBMISSION PROCEDURES (Continued)

- Initiative or process being Improved – explain the reason for the waiver
 - Specifically cite the requirements of the policy/regulation to be waived (include the paragraph and line number or section)
 - Expected benefits
 - Identify metrics for measurement of success
 - Risk management (if applicable)
 - Effective date and duration of waiver
 - Legal coordination stating that the granting of this waiver would not be inconsistent with any statute or law (name of legal officer and date signed)
2. Within two days of approval, submitting centers and labs will notify DACS-DM-SMI by email, fax or hard copy of the approved waiver.
3. Waiver requests are submitted to DACS-DM-SMI, who staffs with the HQDA Staff Proponent and Army General Counsel. Immediately, DACS-DM-SMI assigns a HQDA waiver tracking number and provides a copy of the approved waiver to the HQDA Staff Proponent, and Army General Counsel.
4. If the HQDA Staff Proponent responsible for the affected Army regulation or the Army General Counsel **does not object** to the waiver, no action is required. The submitting reinvention activity continues with implementation of the waiver.
5. When a HQDA Staff Proponent or the Army General Counsel **objects** to the waiver, they will notify the submitting reinvention center or lab and the Management Directorate, DACS-DM-SMI, of the objection within **5 working days** of receipt of the waiver. Upon receipt of objection notice, the submitting reinvention center or lab will maintain the status quo and defer implementation of the waiver until the issues are resolved using the **dispute resolution process** as follows:
- a. All parties involved shall work together to resolve any issue precluding agreement on the provisions of the waiver proposal or to amend the request to achieve agreement.
 - b. If required, the DM, will convene a dispute resolution-working group to achieve this end.

ARMY REINVENTION WAIVER SUBMISSION PROCEDURES (Continued)

c. If the parties do not agree, they will work together to produce a **joint decision report package for the SECARMY within 30 days of receipt of the initial waiver request**. The package will be prepared by the HQDA Staff Proponent and will contain the following elements:

(1) Identification of resolved and unresolved issues between Staff Proponent and the submitting reinvention lab.

(2) Clear statement of the waiver request (original or revised), and the expected benefits.

(3) Specific statement by the HQDA Staff Proponent or Army General Counsel addressing each point of the waiver that is under dispute and why the Functional Proponent recommends the SECARMY disapprove the proposal.

d. When the parties involved cannot agree on all issues, the joint decision package is coordinated with the reinvention lab and the Director of Management before forwarding the package through the Director of the Army Staff (DAS) to the SECARMY for resolution. The SECARMY is the only designated authority to disapprove a waiver proposal. After the Secretary approves or disapproves the waiver, the package is returned to the Management Directorate for dissemination to the originating reinvention laboratory with copies furnished to the HQDA Staff Proponent and Army General Counsel.

6. All requests for DOD Reinvention Waivers are submitted to DACS-DM-SMI and processed in accordance with the Revised DOD Policy and Procedures for Reinvention Laboratories as outlined in reference 1c.

ARMY TWO YEAR WAIVER EVALUATION PROCEDURES

1. Reinvention activity forwards evaluation package to the Strategic Management and Innovations Division (SMID), Management Directorate, (DM) 30 days prior to the two-year expiration of the waiver. Sample format is provided as enclosure 4. The package must include:
 - a. Performance data and evaluation metrics.
 - b. A recommendation from the activity's Director or Commander to the HQDA Staff Proponent to grant a policy change, permanent exception, or termination of the reinvention waiver.
2. SMID will staff with the HQDA Staff Proponent and Army General Counsel. If the Staff Proponent agrees with the reinvention activity's recommendation, the staff will inform the submitting organization and DACS-DM-SMI of the approval and action taken.
3. The Staff Proponent has 30 days to complete the review and to identify what actions will be taken concerning the policy. If additional data is required for a decision, the staff will coordinate directly with the reinvention activity, establishing a new timeline for the decision. The HQDA objective is to:
 - a. Make a permanent change to DA Policy.
 - b. Grant additional reinvention labs the authority to test the waiver on a broader scale.
 - c. Grant permanent exception to policy to a specific organization or command, if limited applicability is determined.
 - d. With SECARMY approval terminate the reinvention waiver.
4. If the Staff Proponent disagrees with the reinvention activity's recommendation and a compromise is not reached, the waiver dispute resolution procedures will be used.
5. The Staff Proponent will notify the reinvention activity and the DM of all final actions taken on all evaluation packages.
6. Waivers will remain in effect during the evaluation and review process. (Note: Those waivers already within 180 days or past expiration are extended for six months to allow evaluation packages to be compiled and submitted to the Staff Proponent.

16 April 1999

Enclosure 3

ARMY TWO YEAR WAIVER EVALUATION PROCEDURES
(Format and Sample Evaluation Package)

1. **REINVENTION CENTER OR LAB POC:** Identify activity and Point of Contact (i.e., Letterkenny Army Depot, Chambersburg, PA 17201-4150, POC: John Doe).
2. **WAIVER NUMBER:** Activity/Army waiver number if applicable.
3. **WAIVER TITLE AND SHORT DESCRIPTION:** Provide the waiver title (e.g., weapons and ammunition inventory) and a brief description of the process reinvented by the waiver (e.g., waive requirement to have a NCO, officer, or DoD civilian to conduct inventory to allow assigned contractor personnel to inventory as well).
4. **DIRECTIVE:** Identify the policy or regulation impacted to include paragraph and line numbers (e.g., AR 710-2 paragraph 10-2, line 4).
5. **RESTATE PERFORMANCE BASELINE AND METRICS/MEASURES:** Provide a detailed summary of function, or process being evaluated. Identify the method and criteria used for evaluation and recording of performance results.
6. **SUMMARY OF PERFORMANCE METRICS RESULTS:** Clearly articulate and itemize the specific performance, mission, and service improvements. Identify specific efficiencies and added value as indicated by measures and metrics used (e.g., quality, customer satisfaction, performance reliability, maintainability, effectiveness, efficiency, cycle time, productivity, risk management, value-added, reduced manpower or dollars, work systems, outsource privatized etc.). Provide a detailed quantitative performance results summary of the function and/or process against established measures, metrics and waiver objective.
7. **SPECIFIC COST SAVINGS (DOLLARS AND/OR MANPOWER):** Highlight the specific resource savings resulting from implementation of the approved waiver.
8. **LESSONS LEARNED/PROBLEMS IMPLEMENTING:** Share specific functional or operational challenges encountered during the two-year implementation period.
9. **REINVENTION CENTERS/LAB'S RECOMMENDATION:**
 - a. Change DA/DoD Policy and/or Regulation
 - b. Discontinue waiver (with explanation)
 - c. Grant permanent exception to policy if limited applicability.