

**The United States Army  
and the National Partnership  
for Reinventing Government**

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# Executive Summary

## I. Introduction

The Department of the Army's commitment to quality and reinvention is strong, growing, and enthusiastic. This is represented by the broad range of recent accomplishments that are supportive of the goals of the National Partnership for Reinventing Government (NPR).

The Army continues to find innovative ways to reduce its administrative overhead and reengineer its support functions. By unleashing the power of military and civilian personnel and focusing on the basics, the changes accomplished are gaining efficiencies while maintaining the Army's effectiveness.

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## II. Organization

The report is organized around the following themes:

- NPR/Quality Initiatives
- High Impact Agencies
- NPR Principles
  - √ Putting Customers First
  - √ Empowering Employees To Get Results
  - √ Cutting Red Tape
  - √ Getting Back To Basics
- Partnering
- Awards

The success stories and initiatives highlighted in this document represent the Army's commitment to achieving the President's vision of better government. With its scores of accomplishments, it demonstrates how Army personnel and their organizations are achieving major changes in functional areas and organizational units. We expect this report to be a catalyst for greater change and process improvement throughout the Army as units and organizations **benchmark** these best practices.

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## III. NPR and Quality Initiatives

The Army's reinvention activities are a key part of the organizations NPR initiative. These Reinvention Laboratories and Centers are at the forefront of change in the Army and their contributions are notable as demonstrated throughout this report.

A major effort was undertaken to promote Total Army Quality and reinvention tools with the development and initial distribution of an interactive CD-ROM "*Leading Change*", and the establishment of TAQ training in all the Army's leadership schools.

Army organizations continue to seek quality and continuous improvement using tools like the Army Performance Improvement Criteria (APIC) resulting in three of the last four Presidential Quality Awards being presented to Army Commands. Greater than 50% of Army installations actively use the

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APIC to gain efficiency without loss of effectiveness.

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#### **IV. High Impact Agencies**

To achieve Vice President Gore's goal to restore American's trust in government, the National Partnership for Reinventing Government (NPR) established thirty-two High Impact Agencies (HIA). The Department of Defense is one such agency and its focus is Acquisition Reform. The leaders of HIA were challenged to commit to a number of significant, concrete and measurable goals in three major categories that could be achieved by:

- ❑ Delivering Great Service
- ❑ Fostering Partnership
- ❑ Internal reinvention

In addition to various reinvention and reengineering initiatives by specific Army agencies, the Army plays a significant role in several Department of Defense (DoD)-wide reform initiatives with one being acquisition reform. Army organizations have made significant strides in Electronic Commerce (EC) which is key to achieving the Army goal of creating a total paperless contracting process.

The Army, in partnership with other Services and Defense agencies, will be instrumental in achieving the HIA goals.

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#### **V. Principles of the National Partnership for Reinventing Government (NPR)**

There are numerous "Best Practices" implemented and Success Stories which

have been categorized into the four main principles of the NPR:

- Putting Customers First
- Empowering Employees
- Cutting Red Tape
- Getting Back to Basics

Initiatives like the Patient-Center Delivery Care System being tested at select dental clinics have caused patient satisfaction to rise from 77.6% to 90.6%, with a stretch goal of 95% still to be reached. The Base Operations Opportunity Leveraging and Development (BOLD) Grant Program in the Training and Doctrine Command empowers commanders and employees by funding innovative ideas with potential for significant returns on the investment. In fiscal year 1996 the Grants cost \$3.9M yielding \$12.5M annual return on the investment. Organizations like Fort Bragg, empowered employees resulting in reengineered warehousing functions, reducing inventory by \$1.9 million and order-to-ship cycle times from 35 to 3 days. Many additional examples are outlined in the report.

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#### **VI. Partnering for Success**

Army Organizations are forming partnerships and alliances with organizations as diverse as Cadets at West Point or the Captains of Industry. Whether partnering with another Army unit, the local community or with industry, the bottom line is improved performance. While some arrangements lead to monetary savings like Huntsville Engineering and Support Center's Energy Saving Performance Contracts, saving the Army and other government agencies \$150 million, others increase the Quality of Life (QOL) for soldiers, their families, and members of

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surrounding communities. For example, Fort McPherson, U.S. Army Forces Command (FORSCOM), established a formal partnership with East Point, Georgia, by which the two communities work together to improve the quality of life. The partnership includes youth services, recreation, alcohol and drug prevention, mentoring, and sports programs. Although only a few of the Army's partnering arrangements are depicted in the report, all result in a Win-Win philosophy for the Army, and local communities or business and industry.

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## VII. Awards

Army organizations were recognized through a wide range of awards sponsored by the President and Vice President of the United States, the Secretary of Defense, the Secretary of the Army, and the Chief of Staff, Army, as well as several from universities and public foundations.

The Hammer Award is presented by the Vice President to federal agencies and activities nation-wide recognized as "Heroes of Reinvention." During fiscal year 1998, 23 Army teams of individuals earned the coveted Hammer Award for their extraordinary accomplishments and success in smashing bureaucracy and cutting red tape. The estimated savings from those teams alone totaled over \$465M dollars.

Process improvement using a Baldrige-based criteria makes a winner out of every organization that undertakes the self assessment. In addition to the three Army organizations receiving the Presidential Award for Quality in recent years, Fort Carson was recognized in 1998 as the winner of the Federal Achievement Award for Customer Service Initiatives. Their innovative Direct Support Maintenance Plus program resulted in a \$20M savings and higher readiness.

Army Organizations have received numerous other awards for quality, innovation, and reengineering with only a few highlighted in this report.

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## VIII. Conclusion

As the Army continues its journey toward the future, it must find new and innovative ways to improve the efficiency and effectiveness of its people and organizations. The Army's ability to generate, test, and implement new ways to improve efficiency and effectiveness will be a key factor in how it acquires, focuses, and conserves resources for America's 21<sup>st</sup> Century Army.

As stated by Vice President Gore – “Reinvention is based on this fundamental truth: **We can only achieve our highest democratic ideals by using practical approaches that empower and unleash the energy of ordinary citizens.**”

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## Chapter 1- National Partnership for Reinventing Government and Quality Initiatives

A key to the Army's National Partnership for Reinventing Government (NPR) initiative is the successes of its fifty-three agency reinvention activities. These Reinvention Laboratories and Centers are at the forefront of change in the Army and their contributions are notable as demonstrated throughout this report. In addition, the Army promotes continuous organizational improvement through Total Army Quality (TAQ) and the Army Performance Improvement Criteria (APIC). TAQ is the Army's strategic management approach and the APIC is our systematic framework for assessing improvement. The success of the APIC is evidenced by Army organizations winning three of the last four Presidential Awards for Quality.

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### Reinvention Laboratories and Centers

One key initiative of the NPR is the creation of agency "Reinvention Laboratories and Centers." As of October 1998, the Army had a total of 53 reinvention activities (47 Reinvention Laboratories and six Reinvention Centers) out of a Department of Defense (DoD) total of 140. The Army

added the following six new reinvention activities in FY98:

#### Reinvention Centers

- ❑ United States Army Special Operations Command
- ❑ United States Army Medical Command

#### Reinvention Laboratories

- ❑ United States Army Dental Command
- ❑ United States Army Test and Evaluation
- ❑ United States Army Intelligence and Security Command
- ❑ United States Army Medical Command Activity, Fort Knox

*NOTE: A complete listing of all Reinvention Centers and Laboratories is provided in Annex B.*

The Commanders and Directors of Reinvention Centers and Laboratories are delegated broad powers to waive regulations in support of reinvention initiatives, and to coordinate directly with DoD regarding legislative changes to support reinvention efforts. These Reinvention Centers and Laboratories champion innovation by

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encouraging prudent risk-taking, removing bureaucratic barriers, and linking authority, responsibility, and accountability.

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## **Reinvention Waivers**

One tool available to our Reinvention Centers and Laboratories is the ability to waive Army directives and request expedited waivers to Department of Defense (DoD) policies. During 1998, twenty new waivers were approved for implementation by Army organizations. Since 1994, 333 waivers to DoD and Army policies have been approved and are effecting process change. In order to determine their potential for broader application, many of these waivers will be reviewed during the next year.

The Army continues to achieve the President's Best Practice of "Approving Reinvention Waivers within 30 Days" by authorizing Reinvention Commanders and Directors to locally approve waivers to Army policy.

This past year we partnered with the Office of the Secretary of Defense in designing and implementing a process to achieve the same 30-day approval goal for waivers to DoD regulations.

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## **The Reengineering Legislative Change Process (RLCP)**

Redesigned in 1997, the RLCP enhances support of reinvention initiatives that require changes to federal law. The RLCP streamlines the staffing of proposals through Headquarters, Department of the Army (HQDA) and ensures proactive senior Army leadership support as these proposals advance through the legislative process.

During the past year, seven reengineering proposals have been staffed through the RLCP. Two were submitted to the Office of the Secretary of Defense (OSD) for incorporation in supplemental FY99 Program Budget language. A third proposal was considered favorably and forwarded for inclusion in OSD working legislation for FY00 currently being prepared for review by the Office of Management and Budget.

The old, accepted response of "that's the way its always been" is no longer a valid answer. Organizations at all levels throughout the Army are examining the way they conduct business and searching out efficiencies.

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## **Total Army Quality (TAQ) Communications Campaign**

The goal for this plan was to inform and educate audiences about the benefits of TAQ, and promote the successful implementation of TAQ initiatives that lead to effective and efficient organizations.

During the past year, the Strategic Management and Innovations Division, an element of the Office of the Chief of Staff, Army, developed several products to convey the TAQ message.

These products include the TAQ "Leading Change" briefing, the TAQ "Leading Change" interactive CD-ROM, and a TAQ exhibit designed for display at conferences such as the Association of the United States Army (AUSA) Annual Meeting. All three are available on the Leading Change" Website at <http://www.hqda.army.mil/leadingchange>.

### **"Leading Change" Briefing**

The briefing is designed to assist all leaders to speak with one voice as the Army changes

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to meet the challenges of today, tomorrow, and the 21st Century. Its intent is to impart a clear vision, reaffirming the Army as a values-based organization, committed to



service-wide quality. This commitment to quality provides the necessary tools to master and proactively lead change. The briefing is divided into three sections--*context*, *message*, and *examples*.



It describes how the Army is reshaping and transforming itself to become more efficient and cost-effective using an integrated strategic management approach and framework to lead change. Its modular design facilitates easy tailoring to educate and inform all audience types.

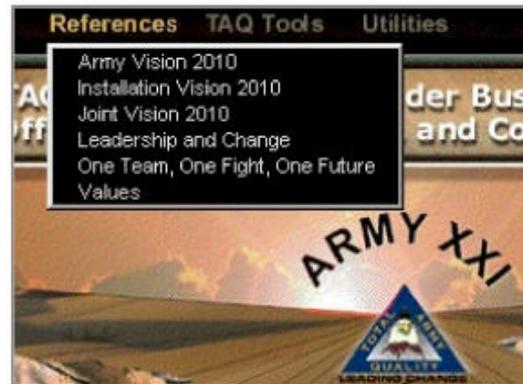
Distribution of the briefing included the Army Secretariat and Staff, Major Army Command Headquarters, Army Reserve and National Guard Headquarters, U.S. Army Training and Doctrine Command schools, Army Fellows, and other institutions and agencies.

## “Leading Change” Interactive CD-ROM



The "Leading Change" interactive CD uses the briefing in narrated format as its storyboard. It incorporates video messages from the Honorable Louis Caldera, Secretary of the Army; General Dennis J. Reimer, Chief of Staff, Army; SMA Robert E. Hall, Sergeant Major of the Army and commanders of previous Presidential Award for Quality winning organizations.

The CD also includes reference material (Army Vision 2010; Joint Vision 2010; Installation Vision 2010; Leadership and



Change; One Team, One Fight, One Future; Army Values), web links, a search engine, and other utilities. This product is a tool to assist all Army organizations in their efforts to master and proactively lead change. The CD was initially distributed at the 1998 Association of the United States Army annual meeting, and then Army-wide in February 1999.

## Total Army Quality Conference Exhibit

The exhibit displays the Army's commitment to Leading Change into the 21<sup>st</sup> Century through the principles of TAQ.



TAQ Exhibit Panel I



TAQ Exhibit Panel II

## Benchmarking

Benchmarking is a powerful quality improvement tool that enables an organization to measure its products, services, and processes against those of their toughest competitors and best-in-class

companies throughout the world. It's a continuous and systematic process of identifying, analyzing, and adapting industries best practices that will lead an organization to superior performance. In an effort to achieve the Army's vision and strategy to be the best, elements in the Army are using benchmarking as a tool for continuous improvement.

As part of our Army's continuous improvement effort, we must identify those who do the job best and establish that as a benchmark goal. The goal is to seize the optimum performance features of a process or practice and to implement those features in our own processes to produce the *best of the best*.

To promote benchmarking the Tri-fold depicted on this page, which highlights the types, steps and code of conduct for benchmarking was distributed to Major Army

Commands as well as other customers. A more descriptive Army Benchmarking Handbook is in final draft and will be distributed in 1999.



**Benchmarking  
Is a Continuous Process  
For Process Improvement**



**The Ten Steps of Benchmarking**

These Questions	Promote These Activities	Which Produce These Results
Define Business Excellence Who is best?	1. Define priorities and basis for comparison. 2. Determine measures of business excellence. 3. Identify whom to compare.	Benchmarks for what you do.
Assess Progress How well am I doing?	4. Flowchart and map out your process. 5. Compare to benchmarks. 6. Establish future goals.	Your future goals.
Identify Improvement Opportunities What are my gaps and strengths?	7. Identify and communicate gaps and strengths. 8. Prioritize opportunities.	Prioritized and funded improvement opportunities.
Establish and Deploy How will I close gaps and share strengths?	9. Determine how to achieve results. 10. Adopt and adapt from the best and share your strengths.	Improvement

Headquarters Department of the Army  
Office of the Chief of Staff, Army  
Management Directorate  
Strategic Management and Innovations Division  
1735 Jefferson Davis Hwy., Crystal Square 2, Suite 1000  
Arlington, Virginia 22202  
Phone: (703) 602-5624 / Fax: 333-5624 / Telex: 647-3000



**ARMY  
BENCHMARKING**

Benchmarking is a quality improvement tool that enables an organization to measure its products, services, and processes against those of their toughest competitors and best-in-class organizations throughout the world. It's a continuous and systematic process of identifying, analyzing, and adapting industries best practices that will lead an organization to superior performance. Through this knowledge organizations can develop and implement plans achieve increased customer satisfaction and ultimately become the best at what they do. By answering the question, "Who is the best?" we set a stretch goal or vision of business excellence.

To achieve the Army's vision and strategy to be the best, benchmarking ourselves against the best, both within and outside the Army is imperative. This means that everyone from the junior soldier in the trenches to our most senior leader must take the initiative to find "Best Practices" and adopt and adapt them for our organizations. As part of our Army's continuous improvement effort, we must identify who does the job best and establish the best practice as a benchmark goal. The goal is to seize the optimum performance features of a process or practice and to implement those features in our own process to produce the best of the best.

## Army Performance Improvement Criteria (APIC)

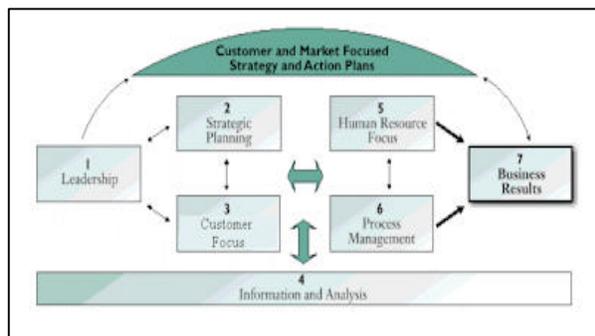
In-depth self-knowledge and a commitment to improvement are keys to successful reinvention projects. Total Army Quality (TAQ) supports these cornerstones with a Baldrige-based assessment tool published annually and entitled the *Army Performance Improvement Criteria (APIC)*.

Based on the Malcolm Baldrige National Quality Award Criteria and the Presidential Quality Award Criteria, the APIC (Army Performance Improvement Criteria) are a

business tool that enhances reinvention efforts in three specific ways. First it serves as a working tool for planning, organizational assessment, and training. Second, it raises the organization's performance expectations and standards. Third, it establishes common performance criteria to facilitate communication and sharing among Army organizations, business, and industry.

The APIC provides organizations with an integrated, results-oriented framework for implementing and assessing processes for all operations. The seven criteria categories are depicted in the chart below.

The criteria drive Army organizations to identify what they do, who they do it for, why they do it, if it supports core/priority mission functions, if they can eliminate it, how well they do it, if it can be done more efficiently by other organizations or the private sector, and how they can do it better. The APIC values effectiveness, efficiency and results. By using the APIC, an organization seeks ways of reinventing its operations, gaining more flexibility, aligning internal processes with customer satisfaction, and identifying opportunities to form partnerships to fulfill the organization's responsibilities as a good steward.



The U.S. Army Engineering and Support Center, Huntsville can attest to the benefits of using a self-assessment tool like the APIC. In late 1995, Huntsville operations adopted the Baldrige criteria for improving business

operations. They aligned their systems through an organization-wide process of continuous evaluation and improvement that began with strategic and business planning; involved customers, suppliers, and stakeholders; tracked action plan progress through all levels; and culminated with team performance awards.

The effectiveness of that process was built on their five key customer requirements, and its efficiency depended on an organizational structure designed to reduce barriers. The table below shows the productivity aggregation of Huntsville's alignment process. The table compares Huntsville's major performance indicators for the three years before Baldrige implementation to the three years after.

**Table. Baldrige Self-assessment Improvement**

Indicator	FY93-95	B A L D R I G E	FY96-98	Change
In-house % of total expenditures	11.3%		8.6%	31%
G&A	43%		28.3%	35%
Engineering TLVI	2.84		2.39	16%
Total Expended /FTE	\$667K		\$870K	31%
Program \$ Increase	\$99M		\$107M	7%

Analyzed together, these measures validate their increased efficiency. Analyzed separately, they track specific areas of performance. The program increase is about the same for each period, indicating that the significant gains in efficiency and productivity were not caused by any major increase in program size. The increased in-house efficiency translated into nearly \$37M in savings to customers since 1995.

**Promoting quality initiatives and good business practices supported by the NPR has resulted in numerous "success stories." Many of these successes are detailed in the remaining chapters of this report.**

## Chapter 2 - High Impact Agencies

To achieve Vice President Gore's goal to restore Americans' trust in government, the National Partnership for Reinventing Government (NPR) established thirty-two High Impact Agencies (HIA) (See Annex D for full listing). The leaders of these "High Impact Agencies" were challenged to commit to a small number of significant, concrete and measurable goals that can be achieved over the next three years that are focused in three specific areas: customer service, partnerships and information technology (Figure 2-1). The Department of Defense is one such agency and its focus is acquisition reform.

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*Note: A complete listing of all success stories is at Annex A*

On July 9, 1997, Secretary of Defense Cohen forwarded Vice President Gore his three-year acquisition goals for the Department of Defense. Secretary Cohen directed the Secretaries of the Military Departments and the heads of other DoD components to assume responsibility for accomplishing these goals. A cross-functional NPR Integrated Process Team was developed to achieve the NPR- HIA goals listed in Annex D of this report.

### Acquisition Reform

As the United States approaches the new

millennium, today's Army faces unprecedented challenges. Simultaneously,

HIGH IMPACT AGENCY GOALS	
<b>DELIVERING GREAT SERVICE</b>	
Goal 1	Reduce Cycle Time
Goal 2	Responsive Logistics
Goal 3	Purchase Cards
Goal 4	Continuing Education/Training
<b>FOSTERING PARTNERSHIP</b>	
Goal 5	Increase Procurement
Goal 6	Surplus Property & Housing Privatization
Goal 7	Decrease Paper Transactions
Goal 8	Environmental
<b>INTERNAL REINVENTION</b>	
Goal 9	Streamline Workforce
Goal 10	Life Cycle Costs Accounting
Goal 11	Reduce Inventory
Goal 12	Minimize Cost Growth

Figure 2-1.

the Army must sustain the ability to actively support the U.S. Military's worldwide mission and find a way to do so with dwindling resources. One of the ways the Army is responding to these challenges is through the aggressive implementation of acquisition reform initiatives.

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In contrast to the lengthy weapons systems acquisition process of the past, the Army has focused on a strategy that is designed to foster innovation in order to get new technology into the field faster and at a lower overall cost. There is more reliance on commercial practices and using off-the-shelf technology. New ways of thinking are inspiring initiatives such as providing industry with incentives to innovate and devising new rules and policies that give the acquisition workforce the tools it needs to remove barriers and apply good business practices at all levels of decision making. The overarching strategies that empower the Army to achieve continuous, measurable improvements in acquisition processes and will ultimately allow us to field a technologically superior force for the 21st Century are:

- ❑ Defining Desired Outcomes
- ❑ Removing Barriers to Business Judgement
- ❑ Providing Acquisition Reform Tools
- ❑ Using Metrics to Measure Progress
- ❑ Empowering Individuals to Use Their Own Judgment for Business Decisions
- ❑ Managing for End Results

The Army, in partnership with other defense agencies, has been successful in cutting red tape in the acquisition area. We've eliminated barriers to buying commercial technology, raised the limit on small purchases to \$100K and allowed use of simplified procedures up to \$200K for contingency contracting. We've supported the Department of Defense (DoD) initiative to return procurement authority for information technology management to service departments and the DoD policy 5000/8000 rewrite. Along the way, we've powered down decision-making, allowing top level contracting officials to delegate authority for waivers and deviations.

Some of Army's streamlining initiatives include:

- ❑ Converting from military to performance specifications
- ❑ Upgrading weapons systems by modernizing spares
- ❑ Adopting commercial practices
- ❑ Reducing sample lot testing by using product and process performance
- ❑ Using prime vendor contracting
- ❑ Emphasizing Cost as an Independent Variable
- ❑ Implementing the Single Process Initiative

We've taken the best business practices from Government and industry and put them to work for the Army. Practices adopted include:

- ❑ Alternative Disputes Resolution (ADR) to resolve disputes in a fair, timely, cost effective manner.
- ❑ Partnering to set the stage for good planning and problem resolution. The Army Corps of Engineers has been recognized for expertise in this area.
- ❑ Improved debriefings to reduce the risk of litigation.
- ❑ Acquisition Reform Incentives Clause to share savings achieved in the manufacturing and management process 50/50 between Government and industry.
- ❑ Maximize the use of Integrated Product/Process Teams to streamline the acquisition process.
- ❑ Alpha Contracting to team Government and industry early in the contracting process.
- ❑ Oral proposals to encourage an exchange of ideas and promote understanding.

The impact of using new acquisition tools and techniques has been significant. We have saved money and increased efficiency.

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More importantly, we have been able to get better equipment into the field faster with less risk as a result of these activities. Specifically, the Army is doing things:

***Better***

- Creating the digitized battlefield
- Incorporating the latest technology

***Faster***

- Reducing Administrative Lead-Time (ALT) for spare parts by 33%
- Reducing Procurement Administrative Lead-Time (PALT) by 38%

***Cheaper***

- Total Savings of \$10.4B
  - \$6.3B from major systems
  - \$2B in non-major programs
  - \$156 million in testing
  - \$37 million by using modeling and simulation
  - \$10 million by using electronic commerce
  - \$1.7B by cutting overhead
  - \$184 million in contracting costs
  - More than \$2B of the total in cost avoidance

The Army proponent for acquisition reform is the **Assistant Secretary of the Army for Research, Development and Acquisition (SARDA)**.

The remaining portion of this chapter is devoted to examples of achievements in acquisition reform.

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**Army's "Single Face to Industry":**

The Army needed a solution that would post solicitations, receive proposals and award contracts over the Internet, while providing an Army Single Face to Industry for business opportunities. The Army also needed a solution that could be tested and operational in order to be fielded with the Standard Procurement System (SPS). A World Wide Web (WWW) Integrated Process Team met January 1998 to review

and consider several interface solutions. These included the U.S. Army Communication and Electronic Command's (CECOM) Total Operating Paperless System (TOPS), (U.S. Army Armament Research, Development and Engineering Center's (ARDEC) Procurement Network (PROCNET), U.S. Army Materiel Command's (AMC) Web Strategy, and the Navy's Electronic Commerce On-Line (NECO). Based on the team's recommendation, the Acting Assistant Secretary of the Army for Research, Development, and Acquisition decided to use the AMC Web Strategy, in partnership with NECO as the Army's solution for a Single Face to Industry. The Army, committed to meeting the goal of the Defense Reform Initiative (DRI) has already begun to develop the tools necessary for paperless contracting. Among these is a World Wide Web interface for industry to search for and respond to all new business opportunities within the Army, known as the Army's Single Face to Industry: <http://www.army-acquisition.net>

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**AMC Places Source Selection Tools on the Web**

The U.S. Army Materiel Command (AMC) established a "one stop shop" on the Internet where you can get the latest source selection guidance and quickly find and share lessons learned. The site can be accessed via the "Source Selection Resource center" at <http://www.amc-acquisition.net>.

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**CECOM Moves Toward Paperless Contracting**

The U.S. Army Communications-Electronics Command's (CECOM) Acquisition Center successfully utilized its

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Acquisition Center Business Opportunity Page (ACBOP) to facilitate the negotiation process for the Thermal Omnibus Source Selection.

Items For Negotiation (IFNs) were securely disseminated electronically via the World Wide Web to each offeror. The IFNs are encrypted so that only each offeror can view their own respective IFNs. This was the first acquisition to utilize this new feature of the ACBOP. Offeror responses will also be returned to the Government via this secure electronic transmission link. The Thermal Omnibus acquisition is a competitive Best Value Source Selection with an estimated award value of \$350 million.

CECOM has been directed to expand this program Army-wide for acquisitions over \$100K. Additionally, the U.S. Navy, the State Department, and the Department of Energy have adopted this application.

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### **Sale and Exchange of Non-Excess Personal Property**

The Department of Defense (DoD) granted the Army a waiver to DoD policy until August 1, 1999, to allow sale as well as exchange of old or obsolete non-excess property. Without the waiver, existing DoD policy authorizes only exchange authority. In acquiring personal property, an agency may exchange or sell similar items and apply the allowance or proceeds as payments, in whole or in part, for the property acquired. If the sale or exchange authority is not used, old or obsolete equipment is generally declared excess and then screened for possible use by other Government agencies before it is disposed of by either donation or sale. The Army would receive no value for the equipment. With the waiver, sale or exchange permits

the Army to receive value by applying the proceeds or exchange credits towards the acquisition of similar items.

An example of the use of the exchange authority is provided by the Army Materiel Command (AMC). The AMC Firefinder Product Manager, with support from the Communications-Electronic Command (CECOM) procurement office, executed an equipment exchange on 26 February 1998 under the DOD provisions for sale and exchange of old or obsolete non-excess personal property.

The government provided two existing AN/TPQ-36 mortar locating radar systems (valued at \$1.3M each) to Raytheon Systems, who will sell these systems to a friendly country. In return, the Army receives two new antennas for the Q36 (valued at \$2.8M) from Raytheon Systems.

The Product Manager will also receive a prototype capability for the Firefinder digitization effort, which had been unfunded until 1999. The result is a win-win for all. The Army gets a net economic advantage of \$3M, new Q36 antennas and an early program start. Friendly countries obtain needed radar systems and Raytheon receives profit from the sale.

Other examples include exchanging old helicopter engines for credit during remanufacturing and systems upgrading and the exchanging of old and obsolete tank turret trainers for new ones.

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### **Government Purchase Card Continues to Make an Impact**

Army's and the Department of Defense's (DoD) efforts to reduce merchant fees associated with acceptance of the

Government Purchase Card for large payments are finally paying off. Master Card and VISA approved new reduced merchant fees for transactions with the Government in the \$4,000 - \$5,000 ranges. This reduction in the average 2% fee merchants pay on each card purchase will pave the way for increasing the use of the card without additional costs being passed on to the Government.

Boeing determined it could save as much as \$100 if they did not have to process the Department of Defense (DoD) unique invoice (DD250) through the Defense Finance Accounting Service (DFAS) for payment. Also, 75% of the value of the purchase would be saved if payment to the contractor were made within 72 hours. Therefore, if the merchant fee was within the .75% and \$100, no costs are passed on to the buyer (DoD). Both card association interchange rates are close to this figure, making the card more attractive to wholesale and DoD unique industries which have not previously accepted the card for payment.

### **AMC Uses Commercial Packing for 5.56mm Ammunition**

For the first time, in lieu of metal ammunition cans and wire bound crates, the Lake City Army Ammunition Plant (LCAAP), U.S. Army Industrial Operations Command, packed rounds of the 5.56mm (M855) training ammunition in commercial packaging. The benefits of this alternate packing method for small caliber training ammunition are reductions in five areas: packaging cost (by approximately 50 percent); weight; Government furnished materiel (GFM); warehousing requirements; and disposal costs. The new packing facilitates the Direct Vendor Delivery (DVD) approach and is environmentally

friendly. The LCAAP retains the capability to do DVD using standard military packaging for all ammunition manufactured at the facility.

### **The AN/ARC-210 Aircraft Radio - Modernization Through Spares (MTS) Success Story**

The Modernization Through Spares (MTS) initiative is an integral part of the AN/ARC 210 improvement program. Production and spares procurements are linked within the performance based procurement approach. The government and contractor Integrated Product Team shared risk and responsibility, negotiating a contract for a reliability improvement warranty which included a 120 percent Mean Time Between Failure (MTBF) growth. The contract required the government to reduce the level of configuration control and established the contractor as the systems repair depot.

Financial incentives to the contractor included a 5-year fixed price warranty on all units and incentives for exceeding MTBF guarantees. The results include a 25 percent reduction in unit costs; elimination of non-value added military specifications, technology insertion, and an increase in MTBF of more than 120 percent and configuration control by the contractor. Initiative Fielded Upgrades are:

<b>Initiative</b>	<b>Fielded</b>	<b>Upgrade</b>
•Procurement Unit Cost	100%	75%
•Maintenance Cost Hour: (Per Flight)	<\$6.00	\$3.59 (-40%).
•MTBF	500 Hours	807 Hrs (+160%)
•Repair Turnaround Time		30 Day (Guaranteed)
•Technology	Obsolete Parts	Commercial
•Configuration Control	Government	Contractor
•Depot	Organic	Commercial
•Warranty	--	5 Yr (FFP)
•Spares Supply	Government	Contractor

Figure 2-2.

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## **Fort Knox uses the IMPAC Card to Procure Supplies Faster, Cheaper and Smarter**

The Fort Knox Director of Contracting (DOC) recently solicited bids for 1800 items using the Federal Acquisition Regulation (FAR) Part 12 Procedures for commercial items. They made multiple awards for one-year using firm-fixed-price Indefinite Delivery/Indefinite Quantity (ID/IQ) contracts to purchase supply items.

Sixteen awards were made to thirteen small and three large businesses. The small business awards represent approximately 96% of the total estimated contract dollar value.

The ordering and payment process of the government purchase card program is consistent with the Army's "paperless contracting" objectives. Order processing time under the old concept averaged three days while the current process averages one day. Through the first two weeks of the contract period, 89.1% of the 275 line items ordered were received within 72 hours.

Overall, Fort Knox customers are procuring supplies faster, cheaper and smarter. The Directorate of Logistics (DOL) inventory levels have been significantly reduced and or eliminated. Contractors are paid faster, interest payments under the Prompt Payment Act have been eliminated, and invoice payments through Defense Finance and Accounting Service (DFAS) are reduced to one transaction a month to reimburse the International Merchant Purchase Authorization Card (IMPAC) Services for vendor pay.

The Fort Knox Directorate of Contracting (DOC) is the first in U.S. Army Training and Doctrine Command (TRADOC) to implement this new acquisition reform initiative to procure the Directorates of

Logistics (DOL) and Public Works (DPW) recurring supply items. This concept represents a joint effort by the headquarters TRADOC Directorates for Acquisition and Logistics and the Fort Knox DOC and DOL. Fort Knox was selected as the test site for TRADOC, based on their experience and success in the award and administration of Indefinite Delivery/Indefinite Quantity (ID/IQ) contracts, using the IMPAC purchase card in lieu of hard-copy delivery.

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## **CECOM Capitalizes on Acquisition Reform (AR) Initiatives**

Aggressive implementation of Acquisition Reform initiatives certainly produces dramatic results. Within a cycle time of only 61 days, the U.S. Army Communications-Electronics Command (CECOM) Acquisition Center recently awarded two multi-year contracts (split award) for Enhanced Third Generation Night Vision Devices, an ACAT-III program. Collectively, the firm-fixed-price contracts, which provide for aviator and ground night vision goggles and associated spares, could potentially approach a total value of \$367M.

The contracts capitalized on the successful use of several acquisition reform streamlining initiatives. The acquisition strategy included using best value procedures, oral presentations, performance specifications as "Information Only," an integrated Statement of Work, and electronic issuance of solicitation and amendments via the Internet based CECOM Acquisition Center Business Opportunities Page (ACBOP) (<http://abop.monmouth.army.mil>).

Adding to those initiatives, the CECOM Acquisition Center's approach also employed other noteworthy initiatives such as the use of Cost as an Independent

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Variable (CAIV) pricing threshold; the DCMC-assisted oral past performance presentation; oral Items For Negotiation (IFN); and increased weighting applied towards evaluation of more recent past performance.

Uniquely, a "dollar for dollar" credit was applied towards an offeror's total evaluated price through a trade-in initiative. This "win - win" initiative allowed the government to trade-in excess depot stock of night vision tubes and systems to an offeror for potential commercial applications, and in return apply received credit towards the purchase of newer tubes and systems.

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## **SBCCOM-SSC Acquisition Reform Streamlining Initiatives**

### **Purchase Card Management System**

The U.S. Army Soldier and Biological Chemical Command, Soldier System Center (SBCCOM-SSC) developed the U.S. Army Materiel Command (AMC) Purchase Card Management System. This system involves paperless documentation, approval processing and financial transaction processing of government credit card purchases. The AMC Purchase Card Management System provides a centralized database for recording all credit card purchases.

The document-based system allows all users to submit credit card purchase requests and route them for approvals and purchasing. It also allows credit card holders to record their ordering and payment activities, thus creating financial records (i.e., commitments, obligations, expenses and disbursements) for each purchase. These records are then downloaded to the correct government financial system.

This initiative has numerous benefits to the command:

- ❑ Dramatic decreases in processing efforts of small purchases made with Government credit cards.
- ❑ Lead time studies have shown a thirty-percent decrease in the time a request for purchase has been placed to the time the order is made.
- ❑ No additional personnel are needed to input financial transactions of the credit card purchase.
- ❑ Property book officers have more reliable information.
- ❑ Purchases are easily tracked and monitored.

### **Streamlined Acquisition for Army's New Field Laundry Advanced System**

The Laundry Advanced System (LADS) is the Army's new field laundry that washes and dries 200 pounds of uniforms per hour in each of its two drums. Each drum performs the wash, extract, and dry cycles, eliminating the need to transfer clothing from the washer to the dryer.

The contract executed for this program is a major departure from the Government's former acquisition process. The statement of work is based on "performance requirements" of the contractor. The acquisition team specified "best commercial practices" instead of using "military standards", and substituted written documentation (statements of compliance) from the LADS contractor in lieu of minor testing wherever feasible. Additionally, contractors participated in "Oral Presentations" versus written proposals thereby significantly reducing the proposal review process.

The system was procured using a "risk management" versus "risk avoidance"

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approach. By combining a research and development effort with a production contract, the risk of receiving different equipment delivered from alternate contractors was minimized. This process allows the team to minimize verification on the production units while effecting significant savings in cost and schedule. This has resulted in significantly reducing the total acquisition cycle, thereby producing a fully equipped active duty laundry organization seven months ahead of the original schedule.

### **Reduced Procurement Administrative Lead-Time (PALT) for Research and Development and service contracts**

The U.S. Army Soldier and Biological Chemical Command, Soldier Systems Center (SBCCOM-SSC) achieved a 43% reduction in PALT for large contracts (over \$100K) from FY94 through FY97 with a concurrent reduction of 32% for simplified purchases for the same period. This is as much of a reduction in PALT as is possible and practical. With the extensive use of long-term contracts such as Indefinite Delivery/Indefinite Quantity (ID/IQ) orders, PALT is significantly reduced for individual orders.

### **Natick Soldier Center of Excellence Supports Troops in Bosnia**

By implementing and practicing acquisition reform (AR) initiatives, the Natick Soldier Center of Excellence, was able to expedite the procurement, manufacture, and delivery of critical life saving items for use by our troops in Bosnia.

By teaming with industry, the groups formed were able to meet the one common goal of supporting the soldiers. The teams awarded contracts to manufacture 350 Ranger Body Armor (RBA) vests and 180

Body Armor Sets, Individual Countermine (BASIC) within three days of the request and delivered all items to U.S. Army Europe (USAREUR)/Bosnia within 45 days.

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### **Palletized Load System (PLS) Alpha Contracting Success Story**

The Project Manager's Office for Heavy Tactical Vehicles used the Alpha Contracting process for the award of the PLS Engineering Mission Module program.

The process covers the concurrent development of the scope of work and the contractor's proposal to meet those requirements with evaluation and negotiation in an Integrated Product Team Environment. The Team establishes minimum requirements and then concurrently develops, evaluates, and negotiates the proposal.

Key benefits realized from Alpha Contracting application on this acquisition are, 50 percent reduction in cycle time (now three months) and in proposal preparation costs; 20% reduction in hardware costs; increased partnership and insight with the contractor and subcontractors; and maximum utilization of current commercial technology.

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### **A STRICOM PM TRADE Success Story**

The U.S. Army Simulation, Training and Instrumentation Command (STRICOM) used Alpha contracting process on a recent Foreign Military Sales procurement and saved over \$50K in labor costs. Additionally, use of the Alpha contracting process versus traditional procurement

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procedures shortened procurement time by more than three months.

Upon receipt of government and contractor approval to use this streamlined process, a letter Request for Proposal was issued by the STRICOM Contracting Officer to begin the effort on behalf of the Program Manager, Training Devices (PM TRADE).

A working level Integrated Product Team (IPT) was promptly assembled to develop the statement of work, data requirements, and other portions of the contract. Once IPT agreement was reached on a particular issue or cost element of the contract, that portion was then put aside, and the focus shifted to another part of the contract. A list of open action items was maintained, helping the team to stay "on track".

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### **The U.S. Army IOC Reduces Government Furnished Property at Commercial Sites**

Personnel from Headquarters, Industrial Operations Command (IOC) responded admirably to a formidable challenge to streamline the equipment disposal method in the ammunition industrial base at commercial sites. The IOC's efforts are directly attributable to rightsizing production capacity from long war mobilization to replenishment after major regional conflict. Sixty-four percent of the government furnished property (GFP) in the Contractor-Owned Contractor-Operated (COCO) Industrial Base was disposed by the end of 1997. IOC personnel achieved desired cost and schedule goals in a total of 46 plant clearance actions, resulting in a one time cost avoidance of \$51.8M and reduced annual retention costs from \$10.5M to less than one-half million dollars (\$.487M).

IOC used a number of acquisition reform techniques such as Teaming, Partnering, Alpha Contracting and Best Value in meeting this formidable challenge.

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### **USACE Reengineers Its Research and Development Program**

The U.S. Army Corps of Engineers (USACE) is reengineering its research and development program and consolidating its four labs under a central command structure, the U.S. Army Engineer Research and Development Center (USAERDC), headquartered at the Waterways Experiment Station (WES) in Vicksburg, Mississippi. The new organization has five major objectives:

- ❑ Deliver new technology needed by the Corps to achieve its strategic vision.
- ❑ Increase the relevance of the Corps to its customers.
- ❑ Increase the focus on priority future operational capabilities of the Army and the nation.
- ❑ Comply with the Department of Defense (DoD) and Army Research, Development, Test, and Evaluation (RDTE) Defense Reform Initiatives.
- ❑ Sustain world-class research capability in critical mission areas.

The reengineering effort supports current DoD initiatives to reduce costs and increase efficiencies in its research laboratories. The new structure will also reduce the cost of doing business, improve coordination and teamwork among technical experts at the four sites, and provide "one-door" access and increased responsiveness to customers. These laboratories employ 2,150 people and execute a \$450 million annual research and development program that includes combat engineering, infrastructure, and

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environmental quality under the Corps' military and civil works missions.

In 1998, the Waterways Experiment Station (WES) and Cold Regions Research and Engineering Laboratories earned the titles of Large and Small Army Research Laboratories of the Year, respectively.

The U.S. Army Engineer Research and Development Center (USAERDC) will develop and implement standard business practices for all of the laboratory sites in 1999. All contracting activities and the personnel who perform them will be reassigned to Vicksburg District by the middle of 1999.

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## **U.S. Army TACOM Acquisition Initiatives**

### **Steam Outsourcing at the Detroit Arsenal**

The Public Works Division of the U.S. Army Tank and Automotive Command (TACOM) Resource Management Center implemented steam outsourcing at Detroit Arsenal. On December 31, 1997, a commercial vendor commenced at full loads the generation and delivery of steam for heating facilities at Detroit Arsenal.

No investment funds were required from TACOM which eliminated the necessity to operate the Central Heating Plant at the arsenal. Based on the validated government cost/benefit analysis, the anticipated cost avoidance of outsourcing the steam is \$35M over a ten-year period.

### **TACOM-Warren Pioneers use of Electronic Master Solicitation**

The Tank and Automotive Command, Warren, Michigan's (TACOM-Warren)

Acquisition Center implemented an electronic master solicitation for simplified acquisitions (under \$100K) of National Inventory Control Point (NICP) items. This reduces the number of standard clauses that appear in individual solicitation/contracts so acquisitions take less time to produce and edit with no loss of legal sufficiency. Shorter documents download faster, so industry benefits too. Average reduction in automatic clauses is estimated at 68% for solicitations and 90% for purchase orders.

### **TACOM-Warren Awards Long Term Contract for Track Shoes**

The U.S. Army Tank-Automotive Command, Warren, Michigan (TACOM-Warren) awarded Goodyear a five year Requirements contract for Track Shoes covering all combat vehicles with an estimated value of \$208M. The contract consists of three years of basic requirements with two additional option years. For mobilization purposes and to allow competition for the balance of requirements, the contract restricts Goodyear's supply of Track Shoes to no more than \$264,000 shoes per year.

TACOM achieved a 5% price reduction and saved six months of administrative lead-time through the use of Alpha Contracting.

### **TACOM-ACALA Has Success with Alternative Dispute Resolution (ADR)**

Recognizing the enormous amount of time and money that litigation demands, contractors and Government agencies are finding ADR a faster, cheaper and more efficient method of resolving disputes.

The U.S. Army Tank-Automotive Command, Armament and Chemical Acquisition & Logistics Activity (TACOM-ACALA) and Lockheed Martin recently

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resolved a contract dispute that had lingered for years and appeared headed to litigation. The dispute involved a former Navy production contract for a Conduct of Fire Trainer and centered around two issues: pricing of option units ordered on a ceiling price basis after a major restructuring of option quantities and configuration and calculation of Environmental Protection Agency (EPA) adjustments.

The difference between the parties was over \$10M on a \$100M+ portion of the contract effort. The issues were further complicated by the age of the disagreement as well as by personnel changes that had occurred over time.

The Alternate Dispute Resolution (ADR) approach used a two-person panel, one from the government and one from the contractor. A final settlement was reached, resolving all open issues under the contract, and establishing the basis for final administrative actions and closeout.

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### **PM CRUSADER: Main Armament Development Challenge**

The use of Integrated Product and Process Development (IPPD) arrangement in main armament development is another example of how Acquisition Reform has become an integral part of the Crusader Artillery System acquisition effort.

Large caliber weapons like this are normally considered government furnished equipment (GFE), but the Army directed that the main armament would not be GFE. United Defense Limited Partnership (UDLP), as the prime contractor, has total system responsibility for Crusader development, now in the Program Definition and Risk Reduction Phase.

UDLP's evaluation of potential sources for the main armament led to the selection of the TACOM-ARDEC design based upon the XM297E2 155mm cannon. This is an actively cooled, fully chrome-plated system, including an innovative propellant laser ignition system. Law prohibits the U.S. Army Tank-Automotive and Armaments Command - Armaments Research, Development and Engineering Center (TACOM-ARDEC) from selling its services to a contractor, yet it was critical to be able to bring their experience and expertise in the development of large caliber weapon systems into the program.

Thus, a unique relationship, through a Memorandum of Agreement, had to be established that would allow the command to provide design and development engineering services to the contractor.

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### **FORSCOM Reduces Cycle Time Using Commercial Items Test Program**

The U.S. Army Forces Command's (FORSCOM) Atlanta Contracting Center recently used the Commercial Items Test Program to award a \$5 million contract for leadership training in 51 days versus the normal 210 days.

The contract leveraged combined buying power of Forces Command, Training and Doctrine Command and the U.S. Army Reserve Command to achieve a 60% reduction in "per student" training costs through innovative partnering with contractor Franklin Covey Client Sales, Inc. This Command projects savings of \$3 million on the contract, which incorporates a tiered pricing structure, streamlined group licensing, cumulative purchase level discounts, and credits for major past

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customers who buy a group license under the new contract.

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### **Reform Emphasis on Debriefings Works Well for Fort Riley**

The acquisition reform influence of comprehensive debriefings largely accounted for the award of the U.S. Army Fort Riley Direct Support/General Support Maintenance contract without protest.

The debriefings facilitated improved communication leading to a greater understanding of the evaluation process. Offerors also gained valuable insight and a broadened perspective on how to strengthen their proposals in future endeavors.

Eight proposals were received in response to the solicitation. Two were dropped from the competitive range and were debriefed prior to award and four of the five other offerors requested debriefings. Each debriefing outlined the Government's view of each

proposal in relation to the solicitation proposal and award criteria.

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### **Total Ownership Costs Reduced for 113A2 Armored personnel Carrier Engines**

The M113A2 Engine Integrated Product Team (IPT) was successful in reducing the repair cost from \$11,999.00 per engine to under \$9000.00 per engine through the elimination of unnecessary inspections and the use of rebuilt parts.

Repair of this engine will start during second quarter FY99. This cost savings initiative will save the Army nearly \$1M per year. Additionally, reduced repair cost will allow the field to recoup credit for the return of complete unserviceable engines

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## Chapter 3 - Principles of the National Partnership for Reinventing Government

The Army's commitment to reinvention is depicted by a broad range of recent accomplishments that fall under the banner of successful management improvements, which have made this service work more efficiently at a lower cost. All of these accomplishments support the goals of the National Partnership for Reinventing Government (NPR). This chapter, with its scores of success stories, is organized around the four major NPR principles of: "*Putting Customers First*", "*Empowering Employees*", "*Cutting Red Tape*", and "*Getting Back to Basics*." These success stories demonstrate how Army employees and organizations have made significant changes in many of Army's major programs, functional areas, and organizational units. The individual success stories come from Army reinvention centers and laboratories, Army Major Commands, and Headquarters, Department of the Army.

<u>Topic</u>	Chapter Index	<u>Page</u>
Introduction.....		3-1
Putting Customers First.....		3-1
Empowering Employees.....		3-6
Cutting Red Tape.....		3-12
Getting Back to Basics.....		3-16

*Note: A complete listing of all success stories is at Annex A*

### ***Putting Customers First***

The National Partnership for Reinventing Government principle, "*Putting the Customer First*," is directly supported by the concepts and tools which have been collectively institutionalized under the concept of Total Army Quality (TAQ). As a strategic management approach, TAQ focuses on continuous process improvement

to meet or exceed the expectations of the internal and external Army customer. During FY98, the Army continued to champion improved customer service. Two broad areas have received much attention throughout the past year:

- ❑ In the area of organizational development units have employed a customer focus to drive change.
- ❑ Organizations that directly interact with individuals have made great strides in providing quality service directly to the customer.

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### **FORSCOM Puts the Focus on Customer Service Excellence**

The U.S. Army Forces Command (FORSCOM) installation service initiatives in the following section

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highlight this organization's focus on the customer.

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### **Fort Lewis Streamlines the DPW Work Order Process**

The Directorate of Public Works (DPW) at Fort Lewis, Washington, kept the focus on their customers' needs as they streamlined their work order process. The installation has aligned master mechanics with specific customers to allow mechanics and repair personnel to work together to identify, prevent, and correct problems.

This reinvention initiative has saved \$500,000, reduced service order calls by 62 percent, reduced the cycle time to complete routine job orders, and improved the accuracy of customer requests. Customer feedback surveys, instituted during this reengineering effort indicate that there has been a marked improvement in customer satisfaction.

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### **Ordering Officers Empowered to Provide Improved Customer Service**

The U.S. Army Forces Command (FORSCOM) used the Army's reengineering waiver process to reduce the approval time required for contracting of storage of deploying soldiers' and civilians' vehicles. With Department of the Army Office of the Assistant Secretary for Research, Development, and Acquisition approval, FORSCOM instituted an initiative to include a new provision to Army Federal Acquisition Regulation (AFAR) Supplement 1.602-2-91(b).

Under this initiative, ordering officers have been granted the authority to place service orders for privately owned vehicles against commercial warehousing and related

services for storage agreements. In the past, this authority was restricted to contracting officers only.

This change expedites approval of long-term storage by empowering the ordering officer, as opposed to the contracting officer, to make the decision, resulting in a one-stop, single point of contact.

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### **Fort Drum and DFAS Work Together to Speed Payment Processes**

In response to the regionalization of the Defense Finance and Accounting Service (DFAS), Fort Drum conducted the vendor pay-reengineering test. The objective of the test was to improve service to DFAS customers and reduce workload duplication through local preparation and input of vendor pay data. The successful test was completed in December 1997 and resulted in lessons learned that have been implemented by DFAS across DOD.

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### **XVIII Airborne Corps Reorganizes Installations Into Customer Focused Teams**

Organizational elements at Forts Bragg, Campbell, and Stewart have been aligned into customer focused, process oriented, team-based business centers, with the directors empowered to embrace best business practices and operate as business enterprises. To be the premier power projection platform installation, and to provide quality level of service to its customers, the XVIII Airborne Corps installations reengineered their installation organization around key processes as opposed to functions.

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## **USASOC Adopts Use of Computer Generated Ammunition Accounting Methods**

The U. S. Army Special Operations Command (USASOC) used the reinvention waiver process to institute a major “customer first” initiative. The waiver authorized the use of computer generated accounting methods to manage ammunition in place of the old “manual entry” method of Army Index Cards (DA Form 5203). The ammunition accounting software being used will streamline the management of this sensitive commodity, will save considerable time/man-hours, and will move this “time consuming” requirement into a computer-generated database program. Performance metrics revealed savings of 1,278.9 man-hours.

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## **AMC Enhances Customer Service**

The primary logistics provider within the service, U.S. Army Materiel Command (AMC), and its subordinate organizations have made several successful efforts to improve customer satisfaction.

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## **SBCCOM Develops Command-Wide Customer Service Standards**

The U. S. Army Soldier and Biological Chemical Command (SBCCOM) has developed Command-wide customer service standards. Team's within the organization were chartered to develop their own customer measures of success depending on the product or service they provide and the needs of their particular customers. A Command Customer Service Plan has been developed to survey customers annually and a Customer electronic mailbox has been created to capture written customer issues as

well as a toll-free hot line for verbal communication.

Customer service standards provide each employee a clear understanding of how the Command expects its customers to be treated. It also provides each customer with a picture of an organization that values its customers and expects to satisfy their needs. An annual customer survey is conducted as well as methods for a customer to easily communicate their concerns/needs. Certificates of appreciation and Command coins have been given to the teams that developed the standards.

Benchmarking efforts are underway to study “best-in-class” customer service practices.

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## **AMCOM Partners With their Corporate Information Center To Leverage Technology For Improved Service**

### **Easing the Ordering Process For Visual Training Materials**

The Corporate Information Center (CIC), U. S. Army Aviation and Missile Command (AMCOM), developed a user friendly way for ordering training material from Defense Automated Visual Information Systems. The CIC developed a web based system for ordering materials by submitting queries to the customer database. This new ordering procedure simplified both the product ordering and dissemination processes. The number of outgoing products has tripled since implementing this initiative.

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### **AMCOM and Team Redstone Test a Paperless Process for Temporary Duty Travel Vouchers**

Aviation and Missile Command (AMCOM) employees located at Redstone Arsenal,

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Alabama automated the DoD's Temporary Duty Travel system in order to provide a user friendly, seamless, paperless, temporary duty travel system that meets the needs of travelers, commanders, and process owners.

The new Temporary Duty Travel system reduces cost, supports mission requirements, and provides superior customer service. This new travel system allows travelers to process automated 1610's (Request and Authorization for Travel) and 1351-2's (Travel Voucher) while committing and obligating funding and passing these transactions to various accounting-disbursing systems. This system allows travelers to be paid within 1 day of completion of the 1351-2. This is an improvement over the two to three week wait experienced by the user of the manual payment system.

It also allows budget personnel to access the data and better track their funds while providing travelers the ability to access their record and view the complete transaction and payment records daily. The CIC currently supports 10,700 users.

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### **USACE, Pittsburgh District, Puts Customers First By Assisting the Disabled**

The Pittsburgh District, U. S. Army Corps of Engineers (USACE), keeps disabled customers in mind when planning new projects or events. At many projects there are specially built hunting and fishing access areas.

The Conemaugh River Lake 200-acre Bow Ridge features a model disabled access area for sportsmen no longer mobile enough to enjoy hunting and fishing. Bow Ridge is accessed by permit only, with permits

available free of charge at the Resource Manager's Office. Five hunting spots are provided for bow, gun, small game and spring turkey season. A fishing area is provided at the launching ramp.

Providing this service at Bow Ridge has proven beneficial not only to the physically challenged hunters and fishermen who use the area but also to those who maintain the area and work with these hunters. In all of its customer-service-oriented disabled recreational programs, the Pittsburgh District has fashioned a spirit of partnership and teamwork to foster professional and personal links between the federal government and the public.

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### **MEDCOM's Dental Care Reengineering Initiative (DCRI)**

Under the US Army Medical Command's (MEDCOM) DCRI, test clinics are empowered to develop new ways to deliver patient-centered care and exceed the expectations of their customers. Two extremely success initiatives are listed below.

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#### **Patient-Centered Delivery Care System**

Implementing a patient-centered delivery care system involves the following:

- ❑ Using a system of impaneling patients to specific oral healthcare providers, as opposed to simply assigning them to buildings or clinics. The more personalized nature of the care patients receive through a formal impanelment process establishes a bond between the patient and the oral healthcare providers
- ❑ Establishing a point of contact within every facility to act as the advocate for the patient. The better the relationship between the

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patient and the schedulers, the better the service and level of care provided. Having access to a single point of contact in the clinic at all times facilitates scheduling and reduces the waste resulting from miscommunications between patients and schedulers.

- Empowering the staff to develop new ways to provide service that exceeds the expectations of patients. The stress on the healthcare teams is reduced through the positive relationships established when they have the time to become acquainted with patients
- Providing incentives, financial and otherwise, that are tied directly to improved customer satisfaction measured through statistically valid and reliable survey methods.
- Encouraging the introduction of successful ideas from the civilian sector.

There is wide consensus in the patient population that the changes occurring through the reinvention effort are improving access to care and the quality of service.

Implementation of a patient-centered delivery care system required initial start-up costs to include hiring additional ancillary personnel and the purchase of practice management software. These costs are carried over the entire life cycle of the initiative and must be apportioned to all aspects of the Defense Care Reengineering Initiative (DCRI). In the long run, DCRI was conceived as budget-neutral. Efficiencies gained through the initiative would manifest themselves over a period of years and reduce dependency on contract support and minimize excess capacity.

A statistically designed patient satisfaction survey, designed by DoD, Health Affairs, is used to measure the level of patient satisfaction in the test clinics. In the sites

where the initiative has been underway for approximately one year, overall patient satisfaction has risen on a relative scale from 77.6 to 90.6. The goal is 95.0.

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### **Improving Business Practices and Clinical Efficiencies**

To improve business operations within the DENCOM, managers share concepts and ideas for improving business practices and clinical efficiencies with the staff; and empower them to develop methods for implementation and encourage them to share their successes with other test sites.

Involving the staff in day-to-day operations marks a radical and bold departure from the past and it represents one of the toughest challenges in DCRI. Some leaders are reticent to relinquish decision-making authority and some members of the workforce are equally reticent to accept responsibility. Nevertheless, DCRI has been most successful when the entire staff participates in the management process.

DCRI clinics are partitioned into teams and the teams are strongly encouraged to 'huddle' every morning and design an informal strategy for meeting the needs of the scheduled patients. Teams are given the responsibility for planning treatment and scheduling their respective patients. The type of services provided and relationships established with the patients are chiefly the responsibility of the team members. Designing better ways to meet the expectations of the patients, reach readiness goals and improve the oral wellness of the population is a continuing process that involves all employees. Weekly telephone conferences with the clinic managers offer an opportunity for the sites to share their successes and discuss solutions to problems.

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A statistically designed staff satisfaction survey is used to measure the level of staff satisfaction in the test clinics and to encourage feedback on the initiative. Employee suggestions, such as allowing certified hygienists to provide local anesthesia, have resulted in major policy shifts in the command. In the long term these are expected to improve operating efficiency. Further recommendations include:

- ❑ Encouraging team building through techniques such as the morning 'huddle' and fostering an environment where participatory management can thrive.
- ❑ Surveying the staff periodically to ascertain levels of job satisfaction and including a means for employee feedback.
- ❑ Providing incentives, financial and otherwise, that rewards teams for sustaining high levels of measurable performance.

The Dental Care Reengineering Initiative (DCRI) formally concluded its first year of operation on 30 September 1998. To date, DCRI has been introduced on six large Army installations in the Continental United States (CONUS) and one installation outside CONUS (OCONUS). In October 1998, the initiative was implemented in the Pacific and in Korea. This will complete the initial implementation phase of DCRI. Over the course of the next 10 months, DCRI will focus on measuring the success of the reinvention effort and institutionalizing successful elements of the process throughout the Army Dental Care System.

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**Letterkenny Army Depot's Community and Career Center Provides Career Transition Services to its downsizing Workforce**

In response to its downsizing workforce, the U.S. Army Letterkenny Army Depot

established the Community and Career Center. The Center is open to all civilian and military employees, their immediate family members, military and civilian retirees, tenant organizations, and contractors who support federal operations at Letterkenny.

The benefits of the center have been tremendous to both dislocated workers and employees in general.

- ❑ The Career side provides resume preparation, job search, transition counseling, relocation assistance, and other services in a living room environment with state-of-the-art technology.
- ❑ The Community side coordinates military and civilian family events, hosts volunteer recognition, and develops community forums.

Although no formal awards have been bestowed, the Community and Career Center regularly receives high interest and visibility within the local community (as a model transition center) and within DoD when tours are conducted at the depot.

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***Empowering Employees***

The Army's support for *Empowering Employees* has shown results as effective, entrepreneurial organizations transform their cultures by decentralizing authority. These elements empower those who work on the front lines to make more of their own decisions and solve more of their own problems. They embrace labor-management cooperation, provide training and other tools employees need to be effective, and humanize the workplace.

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During Fiscal Year (FY) 1998 Army organizations have made significant strides in this area as the following initiatives demonstrate.

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## **HQ TRADOC Provides BOLD Grants**

Training and Doctrine Command's (TRADOC) Base Operations Opportunity Leveraging and Development (BOLD) Grants" program has been in effect since FY96. The intent of BOLD Grants is to provide venture capital for promising base operations investment opportunities without taxing the limited resources of TRADOC installations. The program, which provides funding that empowers commanders to test innovative ideas, is now in its fourth year of execution.

Project selection for funding is based on those that demonstrate the highest potential Return on Investment (ROI) and exportability to other installations. The headquarters monitors annual progress reports. In addition, the TRADOC Internal Review and Audit Compliance (IRAC) Office review each project on an annual basis

The BOLD Grant Initiative is extremely popular with installation and garrison commanders as it provides them with funding to test new work methods and concepts that may not otherwise be available.

Benefits derived are tangible and are based on ROI. Funding for BOLD Grants comes from the TRADOC budget and includes appropriated funds (APF), non-appropriated funds (NAF), Environmental Compliance Assessment Program (ECAP), and Army family housing (AFH). Cost data and

benefits for implementing the three previously funded fiscal years follows.

	<u><b>COSTS</b></u>	<u><b>BENEFITS</b></u>
FY 96	\$3.9M	\$12.5M Annual ROI
FY 97	\$7.25M	\$12.1M Annual ROI
FY 98	\$8.2M	\$10.0M Annual ROI

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## **USACE Empowers Workers in Order to Streamline Functions**

U.S. Army Corps of Engineers (USACE) organizations are empowering workers in order to identify efficiencies.

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## **Huntsville Engineering & Support Center Empowers Employees and Contractors**

### **Contractor Team Develops Software Tool To Help Army Locate UXO**

The Engineering and Support Center, is faced with the complex task of identifying unexploded ordnance (UXO). It involves a confusing deluge of geophysical data gathered with remote-sensing devices used to search for buried UXO. Investigating every data blip indicating the possibility of ordnance is expensive for the customer and the taxpayer.

The Huntsville Center empowered a cross-functional government-contractor team to improve the process. The team's solution is built on Geographic Information System (GIS) computer software used to manage data such as mapping features, property ownership, and natural resources. The team developed the ordnance Geographic Information System (GIS) Knowledge Base module, which generates new data from the remote-sensing data computer software and data from previous ordnance removals (such as ground truth). The new data includes an estimate of the depth and size of buried

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objects and whether the objects are likely to be unexploded ordnance (UXO) or non-hazardous debris. The goal is to zero in on and excavate only the hazardous UXO and leave the benign items for other, more cost-effective cleanup methods.

The Knowledge Base has outperformed other UXO discrimination techniques developed by either industry or traditional government research and development organizations. It is a team solution that saves customers time and money while reducing the risk of exposing people to hazardous UXO.

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### **Employees Receive Peer, Subordinate, and Customer Performance Ratings**

The Huntsville Engineering and Support Center is currently implementing a "360 Performance Management Review" employee appraisal program in which employees are rated by their supervisors, coworkers, subordinates, and internal customers. The evaluation reflects input from the full circle of the organization, not just from the supervisors.

Under "360" each employee (supervisors and non-supervisors) receives input from 16 people on 30 rating elements organized into five categories:

- ❑ Organizational vision
- ❑ Team participation
- ❑ Integrity and dignity
- ❑ Job knowledge and skills
- ❑ Continuous improvement

Ratings are provided anonymously by each rater, calculated through an automated program, and then returned to the rated employee as a composite score for each element on a scale from 2 to 10. Employees then develop a plan for improving weak

areas of performance with their supervisor. Using the "360" evaluation system resulted in many benefits for the organization:

- ❑ Awards are more clearly tied to organizational success.
- ❑ Employees:
  - Are empowered through broader participation in the appraisal by coworkers and subordinates
  - Receive more objective information for improving their performance.
- ❑ Teamwork is enhanced, since employees are evaluated directly by the people they work with.
- ❑ The Customer has the opportunity to comment on each employee as to how well each provides customer service.

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### **Pittsburgh District Employee Brings Hydrology to the Internet**

The Hydraulic Engineer of the U.S. Army Corps of Engineers (USACE), Pittsburgh District's Hydrology and Hydraulics Section was way ahead of the trend to exchange information via computer. Several years ago he proposed an electronic river recreation bulletin board to reinvent old processes for handling inquiries (e.g., telephone, letter, or face-to-face contact). These old methods were plagued by lengthy turn-around time; user complaints of limited access hours, and untold dollars to answer river inquiries.

The River Recreation Bulletin Board now provides current information 24-hours a day via computer links to the public and private sectors--both for industry and recreational users who ply the 26,000 square miles of waterways in the Pittsburgh District. The system provides real-time water level and flow and water quality data for all reaches in the Upper Ohio River Basin. Additionally,

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the inquirer can access a wide range of data through the Pittsburgh District's Water Management home page on the Internet, including current river conditions, reservoir pool level and release forecasts, reservoir project information, and bulletins.

Switching to an electronic information exchange has saved time and dollars while maintaining the highest level of service to users.

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### **Fort Bragg Implements Supply and Warehousing Functions Reengineering Initiative**

Fort Bragg, U. S. Army Forces Command (FORSCOM) has consolidated, streamlined and reengineered supply and warehousing. The installation assigned a centralized process owner, empowered employees to make on the spot decisions, and established just-in-time supply delivery. Results are:

- ❑ Reduced order-to-ship cycle time from 35 to 3 days
- ❑ Reduced on-hand inventory by 3,680 items valued at \$1.9 million
- ❑ Eight warehouses vacated.
- ❑ Reduced manpower levels by over 40 personnel

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### **AMC Empowers Workers and Achieves Success**

The next few pages provide details of the successes achieved throughout U.S. Army Materiel Command (AMC) as a result of employee empowerment.

### **SSC Uses the Teaming Concept**

In conjunction with its merger with the

U.S. Army Soldier and Biological Chemical Command (SBCCOM), the U. S. Army Soldier Systems Command (renamed the U. S. Army Soldier and Biological Chemical Command, Soldier Systems Center (SBCCOM-SSC) implemented a team-based concept as its organizational model for efficiency. All members of the workforce are trained in both interpersonal and teambuilding skills for effectively interacting with others. The focus of the training is to develop a foundation of trust among team members, working effectively in teams, continuous improvement as the basis of business practices, and making meetings successful. All team leaders were provided with training in understanding their new role as a team leader, establishing a foundation of trust within the team, learning to empower team members effectively, coaching team members to sustain high performance, and setting high expectations for performance through effective planning.

As part of the training effort, an organic Just-in-Time (JIT) training capability was developed for providing follow-on teambuilding assistance and skill development, at no additional cost to the Command. This capability also provides the basic model for expanding JIT training to include Acquisition Reform, EEO/Prevention of Sexual Harassment, job skills, and other types of mandatory or desirable training. This will ensure easy access to refresher and reinforcement training, to sustain teams' productivity and performance. Comprehensive training and a demonstrated commitment by the organization have been shown to significantly improve receptivity to teaming, and to enable organizations to reap the benefits of flexible, high performance teams.

By implementing a workforce-wide training strategy using internal training facilitators,

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the command realized the following benefits:

- ❑ Nearly a 4:1 cost savings: Workforce Training costs were under \$130 per person using internal trainers, compared to approximately \$495 per person using external trainers. Costs for subsequent JIT training, will range from \$13-\$40, including consumable training materials and instructors' time. Because training can be offered locally, on demand, the need to travel to obtain similar training opportunities is avoided, saving TDY costs.
- ❑ Improved credibility of the training program, which was customized to the workforce and delivered by peer trainers who understood the organizational culture and operations.
- ❑ An infrastructure for supporting a learning organization and continuous individual improvement through future learning, with no additional investment.

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### **TACOM-ARDEC Empowers with New Performance Appraisals and Teaming Projects**

#### **Instituting a Reverse Appraisal System**

The U. S. Army Tank-Automotive Command, Armament Research, Development and Engineering Center (TACOM-ARDEC) empowers its employees by using reverse performance appraisals. The command established a standard/model for leaders called Management Through Leadership (MANTLE), which describes eight behaviors that foster innovation, risk-taking with responsibility and accountability as well as increased morale and productivity in employees. The behaviors are:

- ❑ Being Open to Employees' Ideas
- ❑ Building Loyalty
- ❑ Building Self Esteem in Employees

- ❑ Building Unity
- ❑ Good Communications and Planning
- ❑ Recognizing/Rewarding Performance
- ❑ Rating Performance Well
- ❑ Developing a Commitment for Satisfying Customers.

Employees' rate their supervisors about once a year using the Management Through Leadership (MANTLE) process to identify how well their supervisors perform against established MANTLE behaviors. There are 14 questions on the MANTLE model. Supervisors first do a self-assessment. Their people then answer the same questions regarding their supervisor. Reports are provided to the supervisor being rated and his/her supervisor.

It's not used for the Total Army Personnel Evaluation System (TAPES) ratings but for self-development. Comparisons are made over time to show supervisors where they have progressed or regressed. This helps to shape the leadership culture around the MANTLE model. Many Army organizations benchmark against TACOM-ARDEC in this human resource management area and many are evaluating or have adopted the MANTLE program. This is truly the pyramid turned upside down. The newfound understanding spawned by the honest and anonymous input of their employees enlightens managers.

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### **Integrated Process Team Benchmarks Commercial Technology**

By applying Texas Instrument's Integrated Process and Product Development (IPPD) program and investing less than \$20,000 in IPPD training costs, U. S. Army Tank-Automotive Command, Research, Development and Engineering Center (TARDEC) reduced the design cost and

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time of a prototype tank design for an Advanced Technology Demonstrator. This was accomplished by using an Integrated Process Team (IPT) of contractors, government and customer. Incorporating the IPPD approach, IPT designed the hull of a tank that cut the design from 11 pieces to 7 pieces thereby saving 45% in production costs, enabling greater production and better quality.

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### **CECOM-RDEC Chosen for Personnel Demonstration Plan**

U.S. Army Communications-Electronics Research, Development, and Engineering Center (CECOM-RDEC) provided the following examples of empowered employees.

#### **Personnel Demonstration Project**

As a designated S&T Reinvention Laboratory, CECOM-RDEC put together a detailed Personnel Demonstration Plan to be approved by the Office of Personnel and Management (OPM). Since the outcome of this demonstration plan impacts everyone in the RDEC workforce, the employees were fully involved in the design and implementation of the plan. CECOM-RDEC established these four Process Action Teams (PATs)

- ❑ Pay and Classification
- ❑ Performance Management
- ❑ Staffing & Employee Development
- ❑ Workforce Communication

Each of these four teams consisted of no more than 5% management with the remaining 95% being the workers who would implement the proposed initiatives. The output from each of the PATs was then transformed into a single proposal for the Demonstration Plan. The benefit derived is

employee buy-in because of their full involvement in the preparation of the plan.

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### **Command and Control (C2) Project**

The Information Security (INFOSEC) Branch of the Space and Terrestrial Communications Directorate is heavily involved in the 'Protect' portion of the Command and Control Protect (C2 Protect) program. INFOSEC is utilizing this program as a test bed for empowering their engineers. The empowerment process demands delegation by management, qualified personnel, appropriate equipment, allocation of sufficient time for gaining expertise in a specific subject matter, and a clear acceptance of success and failures. The steps involved in this process are:

- ❑ Identification of the C2
- ❑ Protect INFOSEC team members
- ❑ Establish a C2 Protect Laboratory

Each individual needed to be fully qualified to perform their work responsibilities. Government and Contractor training was made available in those technical areas specifically related to the overall C2 Protect program where resident expertise did not exist. Equipment necessary to perform the work was made available. Sufficient time was allocated for the team members to become familiar with all the skills required to successfully perform. The personnel assigned to the program were the decisions makers in the; acquisition of laboratory equipment, set-up of the facility and the overall physical characteristics. The team selected the name INFOSPHERE for their facility.

For the C2 Protect Team Approach, the empowered team effort has been highly successful. Two C2 Protect Reports, Vol. I & II have been released and staffed across

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DOD components. The DOD wide C2 Protect Working Group has been briefed on the results of the testing of commercially available network protection tools. Based upon the reports some commercially available software tools have been added to the Army Tool kit, deleted from any further consideration for use by DOD and recommended for further evaluation by Modeling and Simulation. Those tools identified as potential candidates for usage in the Army's Tactical Internet were further tested in a field environment.

The INFOSEC C2 Protect team performed this effort in-house from beginning to end. Their success demonstrates the value of team involvement from inception to completion. The reports are a source of pride. The response to the effort has been positive from within and outside the Command, resulting in an additional \$1.3M of FY-99 funding to INFOSEC to continue this effort.

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### **GSC-E Business Plan and Strategy to Empower Employees**

The General Support Center-Europe (GSC-E), the new sustainment base brigade organization within the 21st Theater Army Area Command (TAACOM), empowers employees by involving them, developing them, and making them responsible for the future success of the organization. The GSC-E is a new organization (activated in July 1998). A business plan and strategy was developed to position the organization to be more competitive by reducing the costs, and delivering "world class" products and services to the customers. The General Manager, as head of the organization, led a campaign to personally inform all of the nearly 2,000 employees about the new business strategy. This was done in small

group discussions and feedback from the employees was solicited and used in shaping the reengineering efforts. The focus is on reengineering the organizational structure to convert excess overhead to production capability and to do so without a reduction in force (RIF).

Position management is actively utilized to move the organization from the current to the desired end-state without a RIF. Based on the business plan and strategy, a conscious decision is made every time a position becomes vacant whether to fill at all, to fill in the currently documented series and grade, or whether to reengineer the position. Based on the "retrain and retain" mentality, an analysis of the current skills in the organization versus the skills needed at end-state was conducted. The change between the two became the organizational training needs. A master training plan was developed to bridge the skills we have with the skills we will need in the future.

The next step in the employee empowerment process will be to conduct deliberate process reengineering, some of which is on-going based on the ISO 9000 series certification and other organizational initiatives.

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### **SMDC Effort at the High Energy Laser Systems Test Facility (HELSTF) Improves Support**

The U.S. Army Space and Missile Defense Command (SMDC) HELSTF has separated the Operations and Maintenance Contract into a facilities contract and a technical support contract. The facilities support services contract for the entire HELSTF was awarded to a Jacob Wagner O'Day/National Institute for Severely Handicapped (JWOD/NISH) contractor for approximately \$1.5 million.

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This is one of the most ambitious uses of the JWOD contractors nationwide and will provide employment opportunities for the disabled in the area by placing them in jobs for which they are fully qualified. This contract, if successful, will negate the recompetition of the facilities services contract and will bring a non-profit low overhead contractor in to perform these services. Traditionally only janitorial work was considered for this type of contract. The use of JWOD/NISH contractors for other services, with proper accommodation or screening is appropriate.

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### ***Cutting Red Tape***

The U.S. Army strongly supports the NPR principle of *Cutting Red Tape*. As an institution it has come to realize that effective, entrepreneurial organizations cast aside red tape, shifting from systems in which people are accountable solely for following rules to systems in which they are accountable primarily for achieving results. They streamline their budget, personnel, and procurement systems; liberating subordinate elements to focus their missions. They reorient their management systems to prevent problems rather than simply punish those who make mistakes. They strip away layers of regulation that stifle innovation and ease restrictions on those activities that depend upon them for funding.

Throughout the past year, many Army elements conducted organizational self-assessments in order to identify and eliminate sources of bureaucratic waste and inefficiency. The success stories that follow in this section highlight some of the

achievements made in cutting through this red tape.

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### **AMC Cuts Red Tape Throughout the Command**

Throughout the organization, U.S. Army Materiel Command (AMC) has eliminated many unnecessary regulatory burdens and non-value-added processes. The following section outlines several of these initiatives.

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#### **Aviation and Missile Command Streamlines Requirements**

#### **Simplifying the Capabilities Requirement Process (CAPR)**

The U.S. Army Aviation and Missile Command (AMCOM) Corporate Information Center (CIC) has streamlined and improved the Capabilities Requirement Process (CAPR). By redefining what Information Technology (IT) is required, the approval process and necessary documents were reengineered.

The result has been an immediate reduction of approval processing by approximately 60 percent compared to last year, while maintaining the integrity of the IT acquisition process. The process changes focused on two critical areas. These are workplace Commercial-off-the-Shelf (COTS) systems and software and simplifying the CAPR document

The first effort uses a single, yearly approval for each government credit card holder, an approved list of types of IT, and specific guidance available on a website. This permits organizations to acquire common COTS IT as outlined by the website, using the single yearly approval. This eliminates

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submitting approvals for each small dollar requirement that may be needed during the year. The guidance, management, and the government credit card process provide the necessary oversight to ensure accountability and an audit trail.

The second effort streamlined the multi-page capabilities requirement (CAPR) into a "user friendly" document. The streamlined document is based upon yes or no replies to key life cycle management questions, which normally provides information technology (IT) managers with enough information to make an approval decision. Attaching acquisition documentation to the approval document is no longer required. It is maintained by the requester and forwarded with the acquisition package. This reduces the size of the approval package the CIC handles and the incidental loss of any documentation.

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### **Mandatory Formal Records Management Program Review Discontinued**

In response to customer suggestions, the Corporate Information Center (CIC), U. S. Army Aviation and Missile Command (AMCOM), Redstone Arsenal, discontinued its policy of mandatory formal records management program reviews.

Historically, this procedure was conducted every 3 years for customers to assist organizations with the maintenance and proper disposition of vital Army records. However, customers often perceived them as "inspections" which could result in "passing" or "failing" ratings. The old process placed more attention on "preparing for inspections" than on "maintaining complete and accurate records".

CIC replaced this mandatory review process

with voluntary self-inspections, and customers who choose to request CIC's assistance with an on-site review are no longer "graded". The CIC Records Management staff is now perceived as a partner who provides valuable expertise in support of customers' efforts to preserve and maintain important information and electronic records. Improving the methods and procedures in this case also significantly improved customer relations and enhances CIC's culture.

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### **TEC Provides Internet Based and Automated System for Security Information and Support**

The U. S. Army Test and Evaluation Command (TEC) developed an "Internet based" automated system that delivers security information and support to the workforce via their desktop personal computer. Utilizing an existing Automated Information System (AIS) infrastructure, TEC designed and implemented an installation wide informational Website available to the Yuma Proving Ground workforce.

This website includes a variety of security and intelligence support documentation, and completely automated training materials that fulfil annual security training requirements. This is accomplished without the employee ever leaving his desk or work area.

Automation of the security training offers each employee the opportunity to complete mandatory training at a time convenient to his or her work schedule. The training can be accomplished in less than two hours. This is a 3 hour time saving over previous years. Expected cost avoidance in labor dollars exceed \$320K annually.

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### **SBCCOM-SSC Implements Electronic Commerce and Electronic Data Interchange (EC/EDI) Leading to Paperless Contracting and the Total Operating Paperless System**

The U.S. Army Soldier and Biological Chemical Command, Soldier Systems Center (SBCCOM-SSC) was selected as a pilot site to develop a prototype approach for paperless contracting for the Army.

The paperless pilot program works side by side with industry, Government agencies, and customers to ensure a seamless workplace with electronic contracting capability. This will minimize the cost impact for all major commands as they too implement electronic commerce.

The costs associated with developing paperless contracting are considerable. For example, four specialists were hired to prepare the web pages. A cost benefit analysis was performed at the outset of the EC/EDI program to justify expenditures.

The long-term plan is to integrate the electronic contracting capability approach in full deployment of paperless contracting to Army Materiel Command subordinate organizations. Thus far we have posted requirements on the Internet; solicitations and awards are on either FACNET or other EDI facility; a functional web site has been established; all data is delivered electronically, and electronic signature capability is in place.

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### **SBCCOM-SSC Converts Military Specifications (MILSPECS) To Performance-Based Standards**

The U.S. Army Soldier and Biological Chemical Command, Soldier Systems

Command (SBCCOM-SSC) is the preparing activity for 645 military specifications as well as responsible for development of new and innovative performance-based standards. Of the 645 military specifications (MILSPECS), SBCCOM-SSC has redesigned 337 as performance standards and cancelled 249. The remaining MILSPECs are being redesigned as performance standards.

The conversion to performance based standards will provide better contract results through clearer requirements and less deliverable data which saves money on each acquisition. The savings on this initiative are in reduced future costs of acquisitions and in better understanding by the contractor of the Command's requirements.

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### **The U.S. Army Corps of Engineers Eliminates Barriers**

The U.S. Army Corps of Engineers (USACE) provided the following examples of how it is increasing support by eliminating restrictions.

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### **Huntsville Engineering and Support Center Conducts Innovative Operation and Maintenance Contracts to Save Time and Money**

The U.S. Army Engineering and Support Center, Huntsville, Alabama, has developed an innovative operation and maintenance (O&M) multi-year contract for O&M projects. This process costs approximately 2.5 to 3 percent of the construction cost to execute. For this dollar amount, the customer receives a turnkey product. The Center has awarded multiple indefinite delivery, indefinite quantity contracts throughout the U.S. and Puerto Rico. These

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centrally managed contracts cut red tape by taking full advantage of more efficient contracting procedures and by awarding the whole project at once instead of bit-by-bit. The customer provides a short scope of work and contractors respond with a "work plan" of necessary requirements rather than a full-blown design. Contracts are thus awarded for O&M projects in 30 to 45 days instead of the 8 to 12 months that it normally takes for this type of work.

Engineers at the Huntsville Center are empowered to provide customers with single point-of-contact service for each project from conception to completion of construction. Such an arrangement leads to clear and immediate communication among the installation, the contractor, and Huntsville. Problems are solved within hours rather than days, weeks, or months.

Another initiative involves streamlining the medical facilities contract award process for O&M work. The Huntsville Center developed a remediation contract for its customers in the U. S. Army Medical Command.

Using this contract the contractor only needs to provide a work plan instead of a full design, a process similar to what the commercial sector uses. Savings and improved service to the customer are achieved in the following ways:

- For urgent work, a delivery order contract can be awarded to a contractor on a time-and-material basis, enabling the contractor to begin work on the project right away. In many cases, the contractor is already performing other work on the installation and can begin work as soon as the delivery order is received.
- For non-emergency work, most delivery order contracts can be negotiated and awarded on a firm fixed-price basis within a

short period of time, reducing project and contract management costs.

- Simple sketches can generally be used in the work plan, eliminating the time and expense of preparing engineering drawings.

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### **USACE, New York District's Breach Contingency Plan Cuts Red Tape and Protects Long Island Shore**

In implementing its novel Breach Contingency Plan (BCP), the New York District cut the red tape involved in responding to the imminent breach of a barrier island protecting the Long Island shore. The BCP streamlines the procedure for delegating responsibility and authority to the non-Federal sponsor (New York State) and accelerates the contracting process, thereby slashing Corps reaction time from up to 12 months to just 10 days. This system seals barrier island breaches not only faster but also more cheaply.

Under the old 12-month-process, the Corps acted only if asked by the governor of New York after a declaration of emergency signified that all state resources were exhausted. The Corps would then prepare a report justifying federal participation in emergency work and would forward it to Corps Headquarters for review and approval. The Corps would next prepare plans and specifications and would negotiate a Project Cooperation Agreement (PCA) with the state. Finally, the Corps would advertise and award a construction contract.

Under the BCP, the Corps carries out an up-front analysis of potential breach locations, an economic evaluation, and a complete environmental assessment. This information is used in preparing a fact sheet which declares the existence of an emergency and provides site-specific details, including

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condition, location, and a proposed solution. In an emergency, the accelerated contracting process can be implemented in a week. The PCA then delegates the District to act with the State in funding the emergency action. Both the Corps and New York State are comfortable with their new roles: New York tackles normal over-wash conditions, and the Corps picks up the emergency response.

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### ***Getting Back to Basics***

The Army's strong support for the NPR principle of "*Getting Back to Basics*" has produced better organizations that use their resources more wisely. These effective, entrepreneurial organizations constantly find ways to make themselves work better and reduce overhead. They reengineer how they do their work and reexamine programs and processes. They abandon the obsolete, and eliminate duplication. They invest in greater productivity, through smarter use of funds and long-term capital programs and they embrace advanced technologies to garner savings.

In its continuing effort to create a businesslike environment that "works smart," is accountable, and stops doing unnecessary things, the Army strives to reduce, eliminate, or spin off programs that are not needed. Key to this effort is identifying and using the best management practices, investing in greater productivity, especially through business partnerships, and more measurement, accountability, competition, and privatization. This section outlines the successes Army organizations have made in getting back to basics--back to their core missions.

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### **CAA Modernizing Analysis Tools Provide Global Deployment Analysis System (GDAS)**

The U. S. Army Center for Army Analysis (CAA) has developed the Global Deployment Analysis System (GDAS), an evolving, high-resolution, multi-modal model for the comprehensive simulation of end-to-end force deployment: Continental United States (CONUS)/Outside the Continental United States (OCONUS) origins to Theater Tactical Assembly Areas (TAAs). The model is incorporated with an expandable relational data base structure.

The Reception, Staging, Onward-Movement, Integration plus Strategic (RSOIS) Study (1996) was the first GDAS application to global, multi-modal deployment simulation. The study assesses the relative impact of two major systems, vehicle availability and facility capability, affecting deployment of US forces from CONUS/OCONUS locations into TAAs of the Republic of Korea. The GDAS was used in the Support Force Requirements Analysis for FY 2005 ( RA-05), the Decision Support Model-RSOI (DSM-RSOI), the Strategic Lift Tradeoff (STRATLOFF), and in support of other analyses, to include the Quadrennial Long-Range Deployment Analysis and Force XXI. The GDAS accepts current force movement or program force requirements in association with CAA's Computer-Assisted Match Program (CAMP) and can be used for capability assessment or requirements determination for lift, network, or facility assets.

The GDAS is unique in its capability to distribute distinct types of cargo onto vehicles of multiple modes (e.g., road, rail, air, sea, pipeline, and inland waterway) across an expandable global network with

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detailed facility structure. It also combines optimization techniques for achieving effective selection of mode and route and assignment of vehicles with an objective 0-time deployment in combination with efficient use of resources. Adjustable deployment benefits and penalties also serve as a mechanism for prioritization. The GDAS data structure is expandable by network, vehicle type, and facility type and provides flexibility and capability to perform a wide range of studies, control of the simulation design by the analyst, and advanced mobility analysis.

GDAS has replaced TRANSMO as CAA's transportation model. Installation discs and training manuals have been exported since April 1995 to interested DOD organizations. The first formal GDAS training was held at CAA in 1995. Refinements through FY 98 continued to address emerging DOD mobility issues.

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### **USACE, Albuquerque District Uses Teams in Effort to Improve Contracting Process**

The US Army Corps of Engineers (USACE) Albuquerque District improved the Request for Proposal (RFP) process through a team effort with Little Rock District. They developed a Design/Build RFP package for family housing at Whiteman Air Force Base, Missouri, and for a water system at Kirtland Air Force Base, New Mexico. The revised RFP process used a "back to basics" concept to:

- ❑ Reduce the personnel and equipment required
- ❑ Outsource administrative support
- ❑ Empower employees to make decisions at the lowest possible level.

This process resulted in a well-defined scope of work, greater efficiency, and better service to the customer by: improving quality by 15 percent and reducing customer costs by 30 percent. This new procedure has also allowed the District to incorporate the customer's needs and requirements immediately, as well as obtain information and resolve issues in a short time frame. Additionally, it has expanded the services offered by the Corps districts.

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### **19<sup>TH</sup> TAACOM Contracts With Korea Industry To Perform Depot Level Maintenance**

The 19th Theater Army Area Command (TAACOM) which provides logistics support to US Military forces in South Korea has undertaken an initiative to contract with local firms for industrial services.

This initiative has a potential cost savings/avoidance of \$2.9M in FY 99. Because of the higher labor rate in the continental United States (CONUS) for depot level maintenance and stock fund surcharges included in unit price of a CONUS repaired replacement engine, in-country repair is a candidate for the Logistics Cost Sharing program funding.

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### **AMC Gets Back to Basics**

U.S. Army Materiel Command (AMC) has continued its effort to eliminate activities outside of its core missions. This section highlights the successes of several subordinate elements of this command in this area

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## **The U.S. Army Research Laboratory Applies Best Business Practices**

### **Use of a Business Planning Process**

As the only U.S. Army pilot project representing the research and development (R&D) function under the Government Performance and Results Act (GPRA), the U.S. Army Research Laboratory (ARL) was required to provide a methodology for strategic planning and performance evaluation.

The ARL developed a four-volume business plan that is coupled to the DOD budget process by virtue of a series of quarterly management meetings. At these quarterly meetings, the ARL's leadership deals with each volume at the appropriate point in the fiscal year to allow input into the PPBES.

Volume I is a Strategic Plan that lays out major vectors with goals for the organization up to ten years in the future. Volume II is the Long Range Plan which resources Volume I by a detailed analysis of fiscal, personnel, and facilities assets through the POM period. Volume III is the Annual Performance Plan, which translates Volume II into the year of execution for individual tasks with measurable goals and allocations of resources. Volume IV is the Annual Performance Report which summarizes the results of the year just ended including a one for one evaluation of the progress made on the individual goals and the corporate metrics that were set in Volume III.

### **Use of a Performance Evaluation Construct**

As a pilot project representing the R&D function under the Government Performance and Results Act (GPRA), the US Army Research Laboratory (ARL) was required to provide a methodology for evaluating the performance of the R&D function and

organization. This is a decades-old challenge.

ARL has developed a novel performance evaluation in which several areas requiring specific evaluation are addressed. In regard to the quality of the research, a peer review process is used. For this purpose, an ARL Technical Assessment Board was established by the National Research Council. To address the relevance and productivity of the lab and its programs, a survey instrument has been developed to gather feedback from those customers to whom we deliver a specific product.

For those ARL stakeholder's who do not receive a specific deliverable, a Stakeholders' Advisory Board consisting of ten members of the Army's senior leadership and chaired by the ARL Commanding General has been established to give us strategic-level feedback on our performance. Finally, metrics are used to ascertain the functional health of the organization and to determine whether an environment in which quality work can be performed has been established.

All these aspects of the Construct have been directly linked to the performance appraisals of our senior executive service (SES) level leadership. This Construct has been briefed throughout the government and proposed to Office of Management and Budget (OMB) to be the GPRA standard. It has been widely benchmarked in industry.

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### **Rock Island Arsenal Recycles Ton Containers, Munitions Casings, and Process Equipment**

The US Army Industrial Operations Command (IOC) Rock Island Arsenal (RIA) has obtained a new Environmental

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Protection Agency (EPA) air emission permit, construction permits, and is modifying heat treat furnaces. These permits and modifications enable RIA to use its foundry and heat treating facilities to recycle and dispose of ton containers, munitions casings, and process equipment that may have held one or more types of agent during their lifetime.

The arsenal can recycle or demilitarize 2,400 tons per year on a single shift basis and can triple capacity without major equipment upgrades. Finally, RIA has found potential buyers for the high-grade steel ingots produced from the recycled containers.

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### **AMCOM's Patriot Missile System Logistics Center Of Excellence (LCOE)**

The US Army Aviation and Missile Command's LCOE was established as a Velocity Management initiative to provide limited wholesale supply and secondary item repair support for PATRIOT units located at Fort Bliss. By providing a centralized single, supply/repair service point, the LCOE has been able to maximize readiness for PATRIOT units while simultaneously reducing the cost of doing business, known as "cost of readiness," for the PATRIOT community.

The LCOE Centralized Distribution Activity (CDA), a Government-owned/contractor-operated (GOCO) facility, provides 24-hour-a-day, 7-days-a-week, on-call, "one stop shopping" for collocated PATRIOT units located at Fort Bliss. As a result the Materiel Release Order (MRO) processing time, an integral part of Order to Ship Time (OST), has been reduced from an average of 6 days to 1 day or less for PATRIOT units at Fort Bliss.

The AMCOM used the LCOE at Fort Bliss as a model to establish another LCOE at Fort Sill, Oklahoma, for the Multiple Launch Rocket System. This GOCO facility currently has only a supply mission; however, plans are to expand those activities to include component item repair for the MLRS weapon system.

The LCOE is teaming with the Fort Sill Directorate of Logistics and Letterkenny Army Depot (LEAD) for component item maintenance support. An LCOE to support AMCOM aviation systems is also being considered--location and timeframes are to be determined.

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### **U.S. Army Medical Command (MEDCOM) Initiatives Focus on Core Missions**

This past year has witnessed great strides made by MEDCOM in focusing its efforts and resources on the mission of "conserving the fighting force." This section provides several examples of the commands initiatives.

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### **DENCOM Uses Practice Management Software to Redesign Workflow and Processes In Test Facilities**

US Army Dental Command (DENCOM) is using practice management software to revolutionize workflow in the test sites. Automated scheduling systems have increased appointment availability over 25%. Downtime in the clinics has been reduced from approximately 20% of available time to as low as 2%. The result is improving dental readiness and a rising level of oral wellness in the population. The technology is reducing administrative burdens on the clinical staff and fully

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automating the workload reporting process. This frees the staff to address the needs of patients and alleviate tedious paperwork.

Improving readiness classifications and increasing oral wellness measures in the population are outcome measures that demonstrate the value of automation in supporting the organization in fulfilling its core mission. Test facilities are exceeding the DoD standards for dental readiness and establishing a benchmark for the percent of the population requiring no dental treatment (highest state of oral health).

One test site has designed internal metrics to estimate the savings generated by the use of practice management software. Currently, it is estimated that \$50,000 per year in labor costs can be avoided by using the automated scheduler and report generation functions.

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### **Redesign of the Officer Advance Course**

The US Army Medical Department Center and School redesigned the existing 20-week in-residence course. It was converted to 10-week Phase 1, which re-purposed 17 correspondence sub-courses, followed by a 10-week Phase 2 resident course.

Officers complete the Phase 1 at a self-paced schedule prior to their arrival for the resident course. The Phase 1 course is available in paper-based correspondence course format, delivered by mail on one CD-ROM, and retrievable from the internet via the Knowledge Management Network at <http://kmn.army.mil>.

Savings resulting from this initiative are reduced TDY and per-diem costs for 125 students for 10 weeks, for each course iteration and a reduction of mailing costs

from \$17.00 per set of printed materials to \$.72 for the CD-ROM.

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### **Joint DoD/VA Practice Guideline Working Group Formed**

The US Army Medical Command (MEDCOM) has adapted and implemented nationally developed, evidenced-based clinical practice guidelines in Army Medical Department (AMEDD) medical treatment facilities as the best method of improving the quality and cost-effectiveness of health care in the AMEDD.

Expected benefits include improvements in referrals to specialty care, decreased laboratory and pharmacy costs, avoidance of inpatient care, decreased hospital length of stays, improved access, and improved customer and provider satisfaction.

These practice guidelines are also expected to facilitate AMEDD hospital accreditation through integration of the guideline initiative with Joint Commission on Accreditation of Healthcare Organizations (JCAHO) outpatient ORYX accrediting procedures. Practice guidelines can also assist in MEDICARE subvention by becoming the quality improvement "projects" required by MEDICARE.

This merging and integration can yield AMEDD organizational efficiencies through decreases in data collection costs and personnel costs associated with collection, analysis and packaging of the data for the ORYX and JCAHO initiatives.

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### **Cost Management Initiative.**

The US Army Cost and Economic Analysis Center (USACEAC) and the Assistant Chief

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of Staff for Installation Management (ACSIM) are implementing Cost Management throughout Army installations. Cost Management improves installation resource management through a cycle of continuous improvement. Cost Management focuses on managing costs, improving quality, and improving operations through informed decision making.

Cost Management is being introduced at three levels: Activity-Based Costing for local managers to gain the information they need to improve operations; Service-Based Costing for senior-level decision making; and Standard Service Costing to provide planning, programming, and budgeting performance information. An interactive Managerial Costing Training CD-ROM has been developed for use at all management levels. This CD-ROM is being distributed throughout the Army to teach installation managers.

Cost Management is coordinated through an Army-wide Managerial Costing Steering Committee, which meets quarterly to provide an open forum for Cost Management issues across HQDA, MACOMs, and installations. The overarching impetus behind these initiatives is the need to manage costs while providing a high-quality service and creating an environment in which the Army can continually improve that service.

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### **General Support Center-Europe (GSC-E) Initiatives**

#### **Theater Logistics Maintenance Contract Management Office (TLMCMO).**

The General Support Center - Europe's (GSC-E) Theater Logistics Maintenance Contract Management Office (TLMCMO)

ensures that customers get "best value" for their maintenance dollars by centrally managing those maintenance contracts in Central Region that exceed \$50K. The TLMCMO leverages buying power by consolidating requirements at theater level, providing central visibility of requirements and cost of contracted maintenance, enforcing unified standards through centralized quality assurance, and providing the best possible service with the least involvement of the customer. The TLMCMO consists of an interdisciplinary staff of acquisition management and maintenance functional experts, handling theater maintenance contracts throughout all phases of requirements determination, contract initiation, Statement of Work preparation, contract administration and quality assurance. Through continuous cost analysis and comparison, the utilization of GSC-E organic repair facilities are maximized by actively competing with contractual tools, such as European commercial sources, TACOM's Focused Sustainment Maintenance, the NATO Maintenance and Supply Agency (NAMSA), and other contract tools in place. Additionally, a working partnership with TACOM established a full time representative to provide additional analysis services in the competitive analysis process. To date the TLMCMO manages over \$127M in ground and aviation maintenance contracts and ensures best value of this buying power to the U.S. Government.

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#### **Certification of the General Support Center Europe under the International Organization for Standardization (ISO) 9002**

Competitiveness with DOD and commercial organizations in providing products and services necessitates change in the way we

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are doing business. Providing quality products and services at the best possible price are key to customer satisfaction and maximizing resources. The General Support Center-Europe (GSC-E) has realized that emphasis on quality is leading that change. We are committed to make quality an integral part in all areas of production: maintenance, supply, materiel testing, oil analysis services and other logistical services. The ISO 9002 is one of five international standards that provide guidance in the development and implementation of an effective quality management system. The three basic elements of ISO standards are:

- Detailed documentation of all processes that effect quality of product or services.
- Retention of all records and data that describe quality of product or service.
- Organizational commitment to ensure all processes produce consistent quality.

An independent registrar reviews compliance to the ISO standard. It is the goal of the General Support Center Europe to obtain certification in all areas of services by fall 99. One of our organizations, the Maintenance Activity Mannheim, obtained full certification in December of 1998.

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### **BASOPS Maintenance Center of Excellence (BMC)**

The BMC has been established to support a concept of operation of best business practices and optimal mix between contractual and organic services for special purpose vehicles, commercial electronic equipment, furniture and furnishings and privately owned vehicle (POV) inspection. After transition of the U.S. Army Europe (USAREUR) non-tactical vehicle (NTV) fleet to the Interagency Fleet Management System (IFMS), the previous concept of 22

decentralized and independently operating maintenance activities was no more economically sustainable. Centralization of management, administration, parts support and production control and execution through decentralized, pure wrench turning capability at the customer's location (Customer Support Teams) was established this past year. This enabled central visibility of requirements and cost and produced economies of scale in contracting while performing over 95% of the repairs at the customer's location. The BMC is a flat organization (less than 10% overhead) and this concept of operations puts the customer up front. Breaking with long-standing maintenance traditions, work-orders are not required from the customer: A phone call initiates the process and the BMC manages the process until the repaired asset is returned to the customer. High-Priority maintenance requirements in are turned around in 5 days (the previous standard was 30-days) and routine requirements in less than 10 days. As a result, the BMC achieved verified savings of \$4.9M (equates to 40% of the budget baseline) in the first year of operation.

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### **CECOM RDEC's Space and Terrestrial Communications Directorate Reorganizes Based on Core Functions**

The U.S. Army Communications-Electronic Command Research Development and Engineering Center (CECOM RDEC) Space and Terrestrial Communications Directorate's Information Technology mission continues to evolve at a rapid pace which makes it a formidable task to keep up with and provide the latest capabilities available for customers. Because of the cross cutting nature of Information Technology and in particular

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Communications Technology, organizational structures associated with Information Technology groups have always been a challenge.

Additionally, many systems use some degree of common technologies (although the implementation may vary drastically and has a major impact). Experts are needed in specific technologies and in the system level integration of the same. Recognizing this, the CECOM Space and Terrestrial Communications Directorate began a process of reorganization for more customer/technology focus and efficiency. Prior to this, the structure was along the traditional hierarchical lines of a Director and Deputy Director (and appropriate staff support) with five line Divisions. Each division consisted of two or three relevant branches.

A unique approach was subsequently designed that totally eliminated the Divisions. In place of the divisions, Program Director (PD) positions were created around specific technology/product focus areas.

Each PD was given total responsibility for focusing, resourcing and executing all the programs under him/her and also given the ability to hire from any branch within the organization (without regard to reporting chains) to get the expertise that the PD needs to accomplish the mission. PDs were also created to target specific new customer areas and emerging technologies (eg: Soldier, Tactical Operations Centers, Platforms, Warfighter Information Network and Mobile Networking).

In addition to better alignment with the PEO/PM customers, it also allowed focusing critical mass on specific Information technologies that have multiple system

applications. A Special Project Office was maintained from the old organization to manage the systems level integration of all the products and technologies.

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## Chapter 4 - Partnering for Success

**Partnering for success is government and industry working together to identify and resolve problems and facilitate contract performance. Additionally, Army organizations partner internally and with other governmental agencies gaining efficiency and combining talents of both organizations. The primary objective of this process is to provide the American warfighter with the highest quality supplies and services at the time needed and at a reasonable price. Partnering requires the parties to look beyond the strict bounds of the contract in order to develop actions that promote their common goals and objectives. It is a relationship that is based upon open and continuous communication, mutual trust and respect, and the replacement of the "us" vs. "them" mentality. The Army's partnering successes, as highlighted in this chapter, promote synergy, creative thinking, pride in performance, and the creation of a shared vision for success.**

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*Note: A complete listing of all success stories is at Annex A*

### **HQDA Partners with the United States Military Academy (USMA) for Capstone Projects**

The Management Directorate, Office of the Chief of Staff, Army (OCSA), partnered with USMA's Department of Behavioral Sciences and Leadership's (BS&L) General Management Program to use cadets as consultants to Army organizations. In 1998,

USMA cadets completed leadership and management consulting projects for twelve Army and civilian organizations. The cadets helped to solve real-world problems for installations such as Fort Meade, Picatinny Arsenal, Fort Monmouth, and Natick Labs.

The projects assigned to the cadets enhanced their learning experience and the organizations benefited from the cadets' thought provoking recommendations. The cadets became part of the solution by providing assistance to organizations in areas of strategic planning and management.

Based upon the success of last year's initiative, BS&L's General Management Program will again conduct capstone projects in the spring of 1999 and Advanced Individual Academic Developmental summer internships. The intent of these projects is to allow cadets to integrate strategic and total quality management concepts and methods learned in the

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classroom and apply them to complex organizations dealing with these challenges and issues. The Strategic Management course is the capstone course for the program. The course integrates other courses in the General Management program while providing innovative and fresh ideas to Army leadership through the consulting projects. The preparatory courses the cadets build on include Organizational Behavior, Organizational Design, Human Resources Management, Operations Management, Decision Analysis (problem solving), Accounting, and Financial Management. The Department of Behavioral Sciences and Leadership (BS&L), in coordination with the Management Directorate, considers and selects these capstone projects.

A team of four cadets and a faculty advisor are assigned to each capstone project. These cadets are all seniors at the United States Military Academy majoring in General Management. For the capstone projects, cadets research each organization through read-ahead files, website research, and on-site visits. They conduct in-progress reviews with faculty mentors at West Point, with results subsequently backbriefed via video teleconference (VTC) to clients. The organizations provide guidance and continuous feedback to cadets, thereby acting as teachers and mentors for cadets. Client organizations receive various products from cadets, including final oral presentations at West Point and a project summary which details strategic analysis, strategy formulation, and strategy implementation plans for each participating organization. The 1998 projects included:

- ❑ Hotel Thayer privatization and conference center potential.
- ❑ Natick Labs merger with Chemical and Biological Defense Command.

- ❑ Fort Monmouth's Morale, Welfare and Recreation function reengineering.
- ❑ Fort Meade's continuous improvement using the Army Performance Improvement Criteria.
- ❑ Picatinny Arsenal develops a virtual organization within the Warheads, Energetics and Combat Support Armaments Center.
- ❑ Picatinny Arsenal positions the Advanced Systems Concept Office for the 21<sup>st</sup> Century.
- ❑ New Jersey Police reviews cross-department communication and performance evaluation systems.
- ❑ Newburgh Molded Products develops a Strategic Plan.
- ❑ CRS Software plans to control growth while meeting customer demand.
- ❑ Favata's Bakery improves processes challenged by expansion into retail operations.
- ❑ Eastern Alloys manages growth while retaining organizational values.
- ❑ Warwick Telephone reviews core processes and management of marketing and research and development.

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## **Partnering with Captains of Industry**

On April 3, 1998, the second Captains of Industry Executive Session convened. The purpose of the session was to continue dialogue with industry and strengthen the partnership. Corporate leaders and senior Army staff members participated in the session. Some issues discussed were:

- ❑ Privatization and outsourcing.
- ❑ Focusing science and technology on Army After Next systems and identifying where industry and the Army are investing in research and development to eliminate duplication.
- ❑ Continue support of dual technology initiatives, which benefit both industry and the Army.
- ❑ Development of a transition plan for the "legacy systems" from Force XXI to Army After Next.

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- ❑ Stabilizing Army requirements as much as possible to garner industry support due to the cost of doing business and competing commercial sector business opportunities.
  - ❑ Promoting the first digitized brigade and its capabilities to further the significance of information dominance.

Industry executives indicated the session was extremely valuable in further understanding the Army's modernization vision and fiscal challenges and in fostering the overall partnership.

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### **CAA Conducts a Cooperative Effort with Georgia Institute of Technology**

Mixed integer programming problems are characterized by the fact that each problem is different, requiring customized solution techniques. A great deal of research is underway at Georgia Institute of Technology regarding the solution of these problems. The U.S. Center for Army Analysis (CAA), a Field Operating Agency of the Army's deputy Chief of Staff for Operations, is using the results of this research in the solution of important military challenges.

Many military problems can be modeled as mixed integer programs. Included in this group are capital budgeting, facility locations, and mobility and deployability problems that arise as programs are evaluated for funding. Through a small consulting contract, faculty members at Georgia Tech, led by an acknowledged leader in the field, develops and implements customized techniques to solve these problems. This cooperative effort has been successfully applied to a number of military challenges over the last several years.



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### **USACE Partners for Success**

#### **Los Angeles District, USACE, and the USGS**

The U.S. Army Corps of Engineers (USACE) Los Angeles (LA) District, has entered into a win-win agreement with the U.S. Geological Survey (USGS) to transmit seismic data from remote locations using the LA District's microwave radio system. The Corps' microwave radio system permits USGS' Caltech USGS Broadcast of Earthquake (CUBE) system to quickly disseminate epicenter and magnitude data and other Southern California earthquake information by pager to key personnel and to display the information on maps. It then maintains a database of any earthquake recorded. Whereas the Corps of Engineers once paid \$25,000 per year for access to CUBE, the new agreement allows the District access to the CUBE system at no cost in return for continued use of the District's microwave radio system, eliminating the need to process interagency payments.

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#### **USACE Great Lakes and Ohio River Division and Mississippi Valley Division Partner with Navigation Customers**

USACE has cemented a partnership between several Corps divisions and its navigation customers (several barge companies) on the Ohio River system with an arrangement based on Total Quality Management principles. The focus of the partnership is to study, identify, and carry out improvements to the inland waterway navigation system of the Ohio Basin and the Mississippi River north of St. Louis. The partnership is producing results in terms of better personnel utilization, goodwill, navigation improvements, and process efficiency. Initiatives include:

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- A simplified, shorter, and user-friendlier version of the "Notice to Navigation Interests" which combines 127 separate regulations into one 10-page document. Combining these regulations and requirements makes regulation of the waterway system "seamless" to the industry. This notice is also provided to waterway users via the Internet. <http://www.mvr.usace.army.mil/navdata/mn198mas.doc>
  - A completed customer survey of the navigation industry to determine needs and desires for information. The Results from the survey were used to establish a new centralized mailing system to eliminate duplication and serious inefficiencies in the old mail distribution system. It offers a significant potential for savings and improved customer relations.
  - Combining the annual Corps-Navigation Industry-Coast Guard meetings held by several Corps divisions and districts. This results in a more unified approach to the navigation system and saves industry and government time and travel expenses.

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### **Honolulu District and DPW's Ft. Shafter and Tripler Medical Center**

The U.S. Army Corps of Engineers (USACE) Honolulu District Fort Shafter Resident Office (FSRO) initiated a Partnership Action Plan with the Directorate of Public Works (DPW) at Fort Shafter and Tripler Army Medical Center. The partnership action plan clarifies roles, responsibilities, and procedures in the management of its construction program. This partnership agreement helps to foster more effective communication and interface between the FSRO and DPW and to increase the level of customer care.

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### **Huntsville Engineering & Support Center Partners with Contracting Community**

The U.S. Army Corps of Engineers (USACE) Engineering and Support Center's Technical Center of Expertise has put into practice cost-saving ideas that have improved customer service. For example, the Center modified its Energy Savings Performance Contract (ESPC) process. Starting in FY97, Huntsville awarded area wide contracts that allow the implementation of an ESPC for any government agency within the U.S. and Puerto Rico. Today, it takes approximately 2 to 6 weeks to implement an ESCP.

Under an ESPC, which is a long-term (up to 25 years) contract designed to reduce government energy expenditures, the contractor provides the design, capital investment, construction, and operation and maintenance of energy-efficient equipment, products, or systems. The contractor's earnings come from the resulting energy savings, which are shared with the government. To date, contractors have invested approximately \$60M in this process, and total projected savings exceed \$150M.

Huntsville Center also partnered with the contracting community to find innovative ways to reduce the contractor's cost of doing business. ESPC contractors now submit a resume instead of an expensive bid package. This change not only saves contractors and the government money, but also results in more bids and competition.

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### **Albuquerque District Partners with Mesa Technical College**

To improve the quality of the recreation services at Conchas Lake, New Mexico, the Albuquerque District, U.S. Army Corps of

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Engineers (USACE), leased the lake's southside area for operation and management of the existing \$3.5 million resort area to Mesa Technical College (Mesa Tech) in Tucumcari, New Mexico. This unprecedented 25-year cooperative agreement will:

- ❑ Provide better family-oriented recreation services to the visiting public in the region.
- ❑ Expand the curriculum for Mesa Tech faculty and students.
- ❑ Boost the local economy.
- ❑ Improve customer service.
- ❑ Create a unique and beneficial partnership between the Corps of Engineers and a public educator.

The college will focus on maintenance, administration, marketing, and support staff requirements to get the area ready for the upcoming peak recreational season. In turn, the Corps of Engineers will lend its technical expertise to expand the college's curriculum in biology, engineering services, resort management, business administration, heavy equipment operation and a host of other career-development opportunities for students.

The college will use several of its established educational programs such as diesel and automotive technology, to repair and maintain vehicles and equipment. Any profits earned by the college during the first five years of operating the southside resort area, including a lodge, restaurant, golf course with pro shop, convenience store, marina, storage facility, and campsites, will be recycled back into the area for further improvements. This arrangement reopened facilities that had been closed due to the lack of a concessionaire.

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### **Memphis District Partners with St Francis, Levee District and Landowner.**

Using what they call a "cooperating, non-traditional approach," the St. Francis Levee District, a local landowner, and the Memphis District, U.S. Army Corps of Engineers, are working together to solve a problem that has plagued the area for over two decades along the Mississippi River near Armorel, Arkansas.

The area first experienced problems during floods that devastated the area in 1973. When the Mississippi River rose out of its banks, high flood velocities began scouring huge holes out of the riverbank and washing away valuable farmland. Some of those holes are now more than 60 feet deep, and over 80 acres of land have been washed away. Left unchecked, the erosion could eventually threaten the safety of the Mississippi River mainline levee. The various piecemeal efforts tried have proved unable to stop the river's onslaught. A big solution was needed for a big problem. With these concerns in mind, Levee District officials sat down with the local landowner and the Corps of Engineers to develop such a plan. The landowner volunteered to take another 80 acres of land out of production so that the Levee District could plant 16,000 cottonwood tree cuttings along the river and around the perimeters of the scour holes. The Army Corps of Engineers supplied most of the funds for the cottonwood cuttings, technical assistance and produced project plans. As the 16-inch-high cuttings mature, they will form a screen to help maintain the integrity of the bank-line, protect the levee, and prevent more devastating scouring action during future floods.

Beyond the flood control and navigation benefits, the reforestation will also provide edge and cover habitat, and food for wildlife. When mature, the trees will

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enhance the environment by creating diversity and providing a valuable stand of hardwoods for the area. In this win-win case, the Corps of Engineers, the Levee District, and the landowner worked together quickly and efficiently to solve a serious problem.

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**Philadelphia District Partners with the City of Philadelphia**

As part of its processing of a Clean Water Act regulatory permit, the Philadelphia District, U.S. Army Corps of Engineers, developed a partnering plan with the City of Philadelphia. The partnering plan called for use of dredged material from the Delaware River Federal shipping channel as a source of the two million cubic yards of fill material needed for the new runway embankment at Philadelphia International Airport. The Contracts for the Runway Development Project included the dredging method in the contract bid specifications.

Using this source of fill material as compared to conventional upland sources saved \$7,000,000. Additionally, the Corps-City partnership eliminated the adverse environmental impacts and public inconvenience of transporting 2 million cubic yards of fill across State roadways. Furthermore, the city's removal of fill from the federal channel by advance maintenance dredging eliminated the need for the Philadelphia District to perform this work (estimated \$8,000,000 savings). This allowed the district to pursue work in other high priority areas of the Delaware River shipping channel.

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**Philadelphia District Partners with Lagoon and Project site clean up contractor.**

The Philadelphia District also entered a partnership with the contractor of a large construction venture, the Lagoon and Project Site Cleanup of the Bridgeport Rental and Oil Services (BROS) site located in Bridgeport, New Jersey.

The BROS contract, awarded in 1989, immediately encountered problems that persisted and almost led to contract default. The Philadelphia District commander offered to partner the project with the contractor, providing the contractor displayed commitment to the project.

Partnering innovations included acquiring and using an amphibious excavator to improve lagoon excavation for building a bridge across the lagoon--an experimental idea that saved \$4 million. Geotechnical innovations also occurred. When backfilling of the lagoon reached 50 percent, a soft, uncontaminated underlayer of sediment was encountered over which backfill could not be placed. The government's geotechnical engineers developed a plan for strengthening and bridging over the soft sediments--which avoided \$9 million by not excavating the soft material.

Finally, because of partnering, the project is to be completed without any contract claims, avoiding expensive and time-consuming litigation.

Partnering at the Bridgeport Rental and Oil Services (BROS) project showed how working together as a team instead of traditional adversaries could allow the government and its contractors to solve problems quicker and more cost effectively. Without partnering, the BROS site would be tangled in paperwork and red tape, cost the government millions of additional dollars, and EPA would not have a re-mediated site.

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## **US Army Materiel Command's (AMC) Subordinate Organizations Implement Partnerships**

### **RDEC Partners with NJ Research and Development Council**

The U.S. Army Communications-Electronic Command (CECOM) Research, Development and Engineering Center (RDEC) participated in a Technology Partnering Conference, Princeton, New Jersey sponsored by the Research and Development Council of New Jersey (NJ). This council is a non-profit association of technology-based companies, colleges and universities, emerging small businesses, and supporting organizations in NJ.

CECOM presented two excellent examples of our partnerships with industry and academia, CECOM's technologies of interest, and their technology transfer mechanisms. These examples are the Wireless Interworking Test (WIT) Bed and the Information Technology Innovation Center (ITIC).

The primary benefit to CECOM is maximizing mission funds through leveraging with industry, academia and New Jersey State organizations as well as capitalizing on the best innovative technical minds in the country to solve both military and commercial Information Technology challenges.

### **CECOM Partners with a Regional Collaborative Venture Initiative**

The U.S. Army Communications-Electronic Command (CECOM) and the New Jersey Commission on Science and Technology (NJCST) agreed to establish the Information Technology Innovation Center (ITIC). The

ITIC is a collaborative partnering for product development, and an educational environment that can enable the region to expand its role as one of the top U.S. providers of information technology products and employers in the world.

The ITIC is intended to leverage business venturing through its new web-site and electronic links to New Jersey universities (Monmouth, New Jersey Institute of Technology (NJIT), Princeton, Rutgers and Stevens) and other industry partners. ITIC is built on the Defense Advanced Research Projects Agency (DARPA) sponsored Wireless Interworking Test-bed (WIT) Consortium that links CECOM with industry partners (Bellcore, Lucent, Sarnoff Labs) to conduct collaborative development and testing of dual-use digital wireless and video technology products. It capitalizes on the CECOM Digital Integrated Laboratory and the complementary resources of other WIT participants. The ITIC, geared for a new way of doing business in an increasingly competitive, technology-based world, is fundamentally based on current and next-generation Internet and industry modeling, simulation and computer aided engineering (CAE) tools.

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### **SBCCOM forms Partnerships**

#### **Partnering with Federal Agencies for Emergency Team Training**

The U.S. Army Soldier and Biological Chemical Command (SBCCOM) is the lead Department of Defense (DoD) agency of a federal interagency team to enhance the capability of federal, state and local emergency providers in incidents involving nuclear, biological and chemical terrorism. The team is comprised of representatives from the Federal Bureau of Investigation (FBI), Federal Emergency Management

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Agency (FEMA), Department of Energy (DOE), Environmental Protection Agency (EPA), and the Public Health Service. This is an ongoing initiative involving 120 cities. For instance, in the city of Denver, SBCCOM trained 275 emergency personnel who will then train others in their field. The city also received training aids and equipment worth \$300,000. Cooperation among federal, state and local agencies can and does work. A strong commitment to accomplishing a common mission seems to be the main ingredient for success.

The funds for this initiative are provided by Congress, under the Domestic Preparedness initiative in Public Law 104-201, commonly called the Nunn-Lugar-Domenici legislation. This initiative is to save lives in case of a terrorist attack; not save money by being ill prepared.

**Program Manager For The Assembled Chemical Weapons Assessment (ACWA) Partners With "The Dialogue"**

The U.S. Army Soldier and Biological Chemical Command's (SBCCOM) Program Manager for the Assembled Chemical Weapons Assessment whose mission is to find the most appropriate method to dispose of chemical weapons with explosive components, has partnered with a stakeholder group called "The Dialogue."

This stakeholder group is made up of citizens from nine chemical stockpile communities, federal, state and tribal agencies as well as representatives of national interest groups. This partnership is in response to Public Law 104-208. This legislation allocated \$40 million to identify and demonstrate, not less than two alternatives to the baseline incineration process for disposal of explosive-filled rockets, mines and projectiles in the U.S. Army Chemical Weapons Stockpile.

The development of The Dialogue stakeholder group and the creation of a Web site for the diverse interests of the group to be heard and exchanged have been a valuable lesson in open and effective communication. Additional information about "The Dialogue" is located on the Internet at: <http://dialogue.pmacwa.org>.

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**SBCCOM-SSC Partners to Support Service Members**

The U.S. Army Soldier and Biological Chemical Command, Soldier Systems Center (SBCCOM-SSC) is pioneering a new process called "Partnering with a Field Unit". This process is an innovative approach that radically reduces the time to put equipment into the hands of soldiers for early evaluation and feedback.

Its objective is to provide an opportunity for the warrior and the designer to informally work together with the goal of optimizing the development and integration of equipment and systems. Outstanding efforts have been made in streamlining the acquisition process and getting early soldier design input by advancing this initiative. This initiative has the potential to cut the cost of development in several ways. Time is money and the standard process is slow. Partnering quickly moves from concept to field-tested hardware. Two products fielded using this initiative are the Small Unit Solar Shade (SUSS) and a rain cap for extendable tents.

**The Small Unit Solar Shade (SUSS)**

The SUSS has the potential to significantly enhance reconnaissance operations by providing a standard system that will improve soldier survivability, sustainability and performance. Currently teams operate at dawn and dusk but not typically during the day to avoid detection.

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The SUSS will allow the team to operate around the clock providing Battalion Commanders with a significant increase in targeting and reconnaissance information. The SUSS will reduce soldier heat stress injuries, and protect them from extreme temperature fluctuations in the evening while increasing survivability. The value of the SUSS in warfare translates into tactical advantage for the Army, lower casualty rates and reduced collateral damage to equipment and facilities.

### **Rain Cap for Extendable Tents**

The “Partnering With a Field Unit” team designed and prototyped two Rain Caps for Extendable Tents which solved leakage problems which occurred in early productions of the tent. The Rain Cap is a sixteen-foot long unit that interlocks with a second cap to meet the users' requirements to cover a 32-foot long shelter.

The Rain Cap for Extendable Tent enhances the mission performance to the soldier by providing a work area where equipment and electronics are not exposed to high levels of moisture during operation. In the medical arena, it provides a more sterile environment.

Finally it is a huge improvement to the quality of life of the users. The significance of a dry sleeping bag to a tired soldier cannot be overstated.

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### **FORSCOM Installations’ Partner with Local Communities**

#### **Fort Stewart Implements Recycling Program**

Fort Stewart, Georgia, a U.S. Army Forces Command (FORSCOM) installation, established a highly successful recycling program in partnership with the surrounding

communities. The installation and its partners collect recyclable material that Fort Stewart sorts and sells. This partnership initiative has had a positive impact on the environment by reducing waste and extending the lifecycle of landfills.

### **Fort McPherson Improves Quality Of Life**

Fort McPherson and East Point, Georgia have entered into a formal partnership in which the two communities work together to improve the quality of life. The partnership includes youth services, recreation, alcohol and drug prevention, mentoring, and sports programs. There has also been a resource exchange between the installation's directorate of public works and the city's engineering and maintenance areas.

### **Fort Bragg Partners with Local Community to Establish a “Youth at Risk” Program**

Fort Bragg, North Carolina and the local communities have established the “Youth at Risk” partnership program. Young men from troubled homes spend 5 days living on the installation, undergoing team training and leadership development activities with volunteer soldier mentors. The intent is to build confidence and show they can be successful. Fort Bragg views this as a positive, preventive program that benefits not only the youth, but local communities and military families living off post in terms of reduced crime rates, productive citizens, and an enhanced Army image.

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## **TRADOC Conducts Studies for Installation XXI and the University After Next**

Fort Leavenworth has been designated as an Installation XXI Reinvention Prototype under the U.S. Army Training and Doctrine Command (TRADOC) Reinvention Center, Mission Support Laboratory. The objective is to enhance capabilities by accelerated fielding of innovations, leveraging technologies made available through partnerships with industry and other defense agencies and use what we have more effectively.

The benefits to be derived from the initiative have implications in both base operations (BASOPS) and University After Next.

First of all it offers an opportunity to exploit state of the art technologies in such a way that it drives down the costs associated with base operations and furthers the army's objective of achieving an integrated operational architecture and moves us closer to a synthetic environment.

Secondly, it moves us closer to a University After Next model that integrates technology-enhanced education, a virtual research library, and remote simulations. This environment will offer soldiers, units and leaders a place to go to assimilate knowledge and meet the information dominance objectives of tomorrow's Army.

Finally it will assist the Army in meeting two major challenges:

- ❑ Sustain the training and readiness of the current force
  - ❑ Educate and train the future force
- 

## **Host Nation Contributes to GSC-E**

The General Support Center, Europe (GSC-E), 21st TAACOM, partners with the host nation Government organizations in Germany to improve the capabilities of the workforce, thereby posturing the organization for future relevance and improved job security for the workforce.

The Rheinland-Pfalz State Government actively supports the GSC-E reengineering effort through financial contributions to apprenticeship programs, the ISO 9002 certification project, and funding of external training requirements. They also fund a commercial contractor rendering training and management consultant services to GSC-E. The Bavarian State Government has joined this effort and co-funds apprenticeship programs of GSC-E activities in Wuerzburg and Vilseck. These contributions, amounting to several million Deutschmarks, have been made possible by building good relationships and exchanges between 21<sup>st</sup> TAACOM/GSC-E leadership and State Government representatives.

The State Governments are involved to assist in making Local National jobs in GSC-E more viable and competitive to retain employment opportunity in light of austere labor market conditions. GSC-E also partners with the business academy of the Kaiserslautern University for consulting in the area of functional information and with the German Army for benchmarking in industrial military operations. The level and depth of these partnerships are unique within U.S. Army Europe and have gained GSC-E, 21<sup>st</sup> TAACOM and USAREUR numerous tangible and intangible benefits.

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## Chapter 5 - Awards for Innovative Change

**Though continuing as a whole to reinvent itself, several organizations and teams of individuals within the Army stand out due to their spectacular successes. Army organizations were recognized through a wide range of awards sponsored by the President and Vice President of the United States, the Secretary of Defense, the Secretary of the Army, and the Chief of Staff, Army, as well as several from universities and public foundations.**

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*Note: A complete listing of all success stories is at Annex A.*

best business and performance practices, and quality management strategies. Annually, the program recognizes up to ten federal organizations that have improved their overall performance and demonstrated a sustained trend in providing high quality products and services to customers. The PQA Program relies on a Baldrige-based organizational assessment system to evaluate competing organizations.

Use of the Army Performance Improvement Criteria (APIC), the Army's own Baldrige-derived assessment tool, reinforces our organizational commitment both to our "customers," the American people, and to our "employees," the quality soldiers and civilians of the Total Army. The success of organizations that faithfully use the APIC is illustrated by the fact that three Army organizations have earned the Presidential Award for Quality. They are the *U.S. Army Tank-Automotive Research, Development and Engineering Center* in Warren, MI (1995), the *U.S. Army Research, Development and Engineering Center* in Picatinny Arsenal, NJ (1996), and the *U.S. Army Infantry Center and Fort Benning* in Fort Benning, GA (1997).

### **The President's Quality Award (PQA) Program**

Each year the President's Quality Award is the highest recognition given by the Federal government to organizations that implement

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Of the six Army organizations forwarded to DoD for consideration this past year, four received site visits and will continue in the competition for the 1999 Presidential Award for Quality. The four are *XVIII Airborne Corps & Fort Bragg, NC*; *Fort Carson, CO*; *U.S. Army Engineering and Support Center, Huntsville, AL*, and *Watervliet Arsenal, NY*.

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### **The Army Community's of Excellence (ACOE) Program**

This program, managed by the Army's Assistant Chief of Staff for Installation Management, supports reinvention through a focus on quality based reengineering of installation management processes and services at US Army installations throughout the world.

The ACOE program is a commander's process that provides for a variety of approaches that can be tailored to assist any organization, command or installation in reinventing itself. Leaders and managers take advantage of the *entrepreneurial talent* of the people within the community to develop better ways of helping people and getting work done. It is a program that *encourages ideas and initiatives to float upward*.

ACOE uses the Army Performance Improvement Criteria for installation assessments. All posts, regardless of size, are assessed against the criteria, not against each other. This Baldrige-like criteria focuses on self assessment - to identify strengths and weaknesses in planning and execution with emphasis on customer satisfaction. This assessment focuses on the entire community, with emphasis on internal and external facility excellence and customer service. The Army Communities

of Excellence program is designed to change the thinking from "minimal essential" to "maximum possible" philosophies in providing support to soldiers.

The 1998 overall winner for the Chief of Staff, Army Community's of Excellence Award was *Fort Carson, Colorado*. All winners, by category, are listed in Annex F of this report.

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### **Federal Achievement Award for Customer Service Initiatives**

*Fort Carson* also received a Federal Achievement Award during the President's Quality Award Program ceremony (June 1998) for customer service and saving tax dollars. Innovative programs, such as its Direct Support Plus maintenance program have saved \$20 million and provide better maintenance for units, resulting in higher readiness. This program increases opportunities for soldiers after completion of active duty. The men and women who are trained in higher-level repair services on tanks leave the army with valuable mechanical skills that can be transferred to the private sector.

A Fort Carson team of mechanics invented a "transmission test box" that lets diagnostic tests be performed on tank transmissions while housed in their chassis. This cuts the downtime of tanks, reducing the number of hours needed for repairs, and lessens the number of "floats" required while the tanks are in the shop.

The installation's award-winning and aggressive environmental program exploits efficiencies in the use, storage and re-order of hazardous materials to reduce waste. In addition, the Greenback Cutthroat Trout, an endangered fish species is thriving at Fort

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Carson because of cooperative efforts with the U.S. Fish and Wildlife Service. The Mountain Plover, a ground nesting bird and candidate for the endangered list, is being aggressively managed and also is thriving at Pinon Canyon, the post's desert environment training area in southeastern Colorado.

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### **The Vice President's Hammer Award for Reinvention**

Of equal importance to the reinvention efforts made by large-scale organizations is the successes of teams who are improving the way they conduct business throughout the Army. Vice President Gore's Hammer Award recognizes these teams and their local public and private partners whose work has resulted in a government that works better and costs less.

Sixty-one US Army teams submitted nomination packets for this award in 1998. The National Partnership for Reinventing Government awarded Army teams 23 Hammer Awards this year. Together, these winning teams saved the taxpayer in excess of \$496 million. A brief description of each winning team and it's accomplishment is listed in Annex E of this report.

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### **The Secretary of Defense Award for Reengineering Excellence**

As a Department of Defense (DoD) Pilot site, The U. S. Army Aviation and Missile Command (AMCOM) received the Secretary of Defense Award for Reengineering Excellence. This award was for reengineering and testing the DoD travel system in a manner that meets operational mission needs, improves service to the

customers and reduces cost to the Government.

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### **DoD Life Cycle Cost Award**

The Department of Defense selected the Longbow Missile Joint Venture Cost Reduction Program as their industry recipient of the 1998 Life Cycle Cost Award. This logistics award, is issued to the individual, team or organization from the Army, Navy, Air Force, Defense Agency and Industry that has achieved outstanding results in reducing the life cycle cost of a fielded system. The Longbow Missile Joint Venture Cost Reduction Program is an outstanding example of Industry and Government partnering to achieve dramatic savings without compromising product quality.

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### **The Secretary of Defense Productivity Excellence Award**

The Department of Defense established the Secretary of Defense Productivity Excellence Award to recognize individuals and small groups who made substantial improvements in the quality and productivity of Defense operations through suggestions, special acts, or other management improvement initiatives. The contributions of the recipients must be adopted and employed, with a verified savings of \$1 million dollars over a 12 month period. Four Army accomplishments, resulting in savings of \$12.8 million, were recognized during Fiscal Year 1998. Details of these accomplishments are listed in Annex G of this report.

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## **DoD Value Engineering Awards**

The Value Engineering (VE) program, which provides incentives to both government and contractor workforces to submit ideas for improving products, processes and production methods, continues to pay dividends. In Fiscal Year 1998, VE saved the Army \$466 million. The Army nearly attained the aggressive DoD VE Strategic Plan savings goal of one percent of total obligation authority, which equates to \$610 million for the Army. Army organizations were recognized by DoD this past year for their contribution to this saving. Examples of Army VE accomplishments that resulted in DoD recognizing these Army organizations are listed in Annex H of this report. Using VE Change Proposals (VECPs), which are cost saving recommendations submitted by a contractor in accordance with the VE provisions of their contract, the Army saved \$35M. Government ideas, termed VE Proposals (VEPs), accounted for savings of over \$431M.

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## **Suggestors of the Year Award, Army Ideas for Excellence Program**

The Army Ideas for Excellence Program (AIEP) is an incentive program that encourages soldiers and civilians within the Department of the Army to submit ideas that, if adopted, will result in increased efficiencies and reduced costs. Annually, the best ideas are recognized by the Secretary of the Army. The 1998

Suggesters of the Year are *Mr. Steven Horne, Mr. Richard LaScala, and Ms. Gail Vidsens*, from the *Directorate for Safety Engineer, Communications Electronics Command (CECOM), Army Material Command (AMC), Fort Monmouth New Jersey*. This team proposed changing the frequency for calibration of ACTIVE RADIACS (a device used by tactical units to test for radioactive contamination) from several times a year, to annually. The new proposal reduced the long turn-around time for calibration at Test Measurements & Diagnostic Equipment (TMDE) facilities and allowed users to eliminate excess ACTIVE RADIACS on hand (used to maintain readiness). The reduction in the total number of calibrations produced \$202,083 of savings during the first year of implementation with an estimated savings of over \$2.8 Million in the next ten years.

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## **The David Packard Excellence in Acquisition Award**

The David Packard Excellence in Acquisition Award was presented to the SARTA's Purchase Card Program in May 1998. This award was established to recognize DoD civilian and/or military organizations, groups, or teams, who have made highly significant contributions which demonstrated exemplary innovation and best acquisition practices. The purchase card system greatly reduces the "red-tape" and paper work required to make small purchases and track accounting and audit data.

**Though many organizations have been highlighted in this chapter for their efforts, the improvements in quality, efficiency and service provided here is only a small fraction of the successes made across the Army as a whole. The ever accelerating shift toward adopting good business practices, critical self assessment, and planning for long range goals supported by TAQ indicates that reinvention for improved service and cost savings has become a core goal across the Army.**

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### Reinvention Centers

#### **HQDA Reinvention Center**

Room 3D627  
200 Army Pentagon  
Washington, DC 20310-0200  
Senior POC: (COL) Jonathan M. Harris  
Email: harrijm3@hqda.army.mil  
Commercial: 703) 695-1074  
DSN: 225-1074, Fax: (703) 695-7567

#### **U.S. Army Forces Command**

Building 200  
1777 Hardee Avenue, SW  
Fort McPherson, GA 30330-1062  
Senior POC: Gary J. Mastrodonato  
Email: mastrodg@forscom.army.mil  
Commercial: 404) 464-5408  
DSN: 67-5408, Fax: (404) 464-5097

#### **U.S. Army Training & Doctrine Command**

Room C-103, Building 5C  
Fort Monroe, VA 23651-5000  
Senior POC: James R. Freeman  
Email: freemanj@monroe.army.mil  
Commercial: (757) 728-5156  
DSN: 680-5156, Fax: (757) 728-5252

#### **U.S. Army Materiel Command**

Room 10S18  
5001 Eisenhower Avenue  
Alexandria, VA 22333-0001  
Senior POC: Stephen V. Balint  
Email: sbalint@hqamc.army.mil  
Commercial: (703) 617-7133  
DSN: 767-7133, Fax: (703) 617-7913

#### **U.S. Army Medical Command**

Suite 23  
2050 Worth Road  
Fort Sam Houston, TX 78234-6023  
Senior POC: Fay Hendrix  
Email: fay\_hendrix  
@smtplink.medcom.amedd.army.mil  
Commercial: (210) 221-7172  
DSN: 471-7172, Fax: (210) 221-7901

#### **U.S. Army Special Operations Command**

Building E-2929  
Desert Storm Drive  
Fort Bragg, NC 28307-5200  
Senior POC: Luther M. Taylor  
Email: taylorl@soc.mil  
Commercial: (910) 432-9071  
DSN: 239-9071, Fax: (910) 432-9345

### Reinvention Laboratories

#### **U.S. Army Aviation & Missile Command**

Sparkman Center, Building 5300  
Redstone Arsenal, AL 35898-5000  
Senior POC: Cheryl A. Wise  
Email: wise-ca@redstone.army.mil  
Commercial: (256) 313-0638  
DSN: 897-0638, Fax: (256) 876-9542

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**U.S. Army Medical Department Activity,  
Fort Knox**

Building 851, Ireland Avenue  
Fort Knox, KY 40121-5520  
Senior POC: Jose R. Olivencia  
Email: jose\_r\_olivencia@knox  
.smtplink.amedd.army.mil  
Commercial: (502) 624-9877  
DSN: 464-9877, Fax: (502) 624-0252

**U.S. Army Medical Information Systems  
and Services Agency**

Suite 150, 2455 N.E. Loop 410  
San Antonio, TX 78217-5607  
Senior POC: Reyne M. Husky  
Email: reyne.husky  
@smtplink.medcom.amedd.army.mil  
Commercial: (210) 221-9736  
DSN: 471-9736, Fax: (210) 637-4620

**U.S. Army Personnel Information  
Systems Directorate**

Room 1N23, Hoffman II Building  
200 Stovall Street  
Alexandria, VA 22332-1500  
Senior POC: Richard D. Koenig  
Email: koenigr@hoffman.army.mil  
Commercial: (703) 325-5430  
DSN: 221-5430, Fax: (703) 325-3449

**U.S. Army Soldier and Biological  
Chemical Command**

Room 214, Building E5101  
5232 Fleming Road  
Aberdeen Proving Ground, MD 21010  
Senior POC: James J. Schmid  
Email: jjschmid@cbdcom.apgea.army.mil  
Commercial: (410) 436-3662  
DSN: 584-3662, Fax: (410) 436-8493

**Letterkenny Army Depot**

Building 417, Chambersburg, PA 17201  
Senior POC: Vickie D. Locke  
Email: vlocke@emh1.lead.army.mil  
Commercial: (717) 267-5736  
DSN: 570-5736, Fax: (717) 267-5398

**Civilian Human Resource Man/U.S.  
Army Europe & Seventh Army**

Unit #29351, APO, AE 09014  
Senior POC: Ella Kent  
Email: kente@hq.hqusareur.army.mil  
Commercial: 011-49-6221-57-7845  
DSN: 314-370-7845, Fax: 011-49-6221-  
57-6662

**Center for Army Analysis**

Room 907, 8120 Woodmont Avenue  
Bethesda, MD 20814-2797  
Senior POC: Ronald J. Iekel  
Email: iekel@caa.army.mil  
Commercial: (301) 295-1005  
DSN: 295-1005, Fax: (301) 295-1287/1834

**Total Army Transition Division/U.S.  
Total Army Personnel Command**

Room N07A, Hoffman II Building  
200 Stovall Street  
Alexandria, VA 22332-0476  
Senior POC: Susan J. Harvey  
Email: harveys@hoffman.army.mil  
Commercial: (703) 325-4745  
DSN: 221-4745 Fax: (703) 325-4099

**U.S. Army Center for Health Promotion  
& Preventive Medicine**

Room 12, Building E1930  
5158 Blackhawk Road  
Aberdeen Proving Ground, MD 21010  
Senior POC: Sara A. Parker  
Email: Sara.Parker@amedd.army.mil  
Commercial: (410) 436-4737  
DSN: 584-4737, Fax: (410) 436-8513

**HQDA Force Management and Strategy**

Room 2E591, 111 Army Pentagon  
Washington, DC 20310-0111  
Senior POC: Robert Bartholomew III  
Email: barthr@hqda.army.mil  
Commercial: (703) 697-9187  
DSN: 227-9187, Fax: (703) 614-5975

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**U.S. Army Space & Missile Defense Command**

P.O. Box 1500, Huntsville, AL 35807-3801  
Senior POC: Elizabeth J. Hurt  
Email: hurte@smdc.army.mil  
Commercial: (256) 955-3946  
DSN: 645-3946, Fax: (256) 955-5356

**19th Theater Army Area Command**

Unit #15015, APO, AP 96218-0171  
Senior POC: LTC Richard L. Gingras  
Email: gingrasr@usfk.korea.army.mil  
Commercial: 011-82-534-70-8518  
DSN: 315-768-8518  
Fax: 011-82-534-70-8729

**HQDA Acquisition Reform**

Room 10427, Presidential Towers (NC#1)  
2511 Jefferson Davis Highway  
Arlington, VA 22202-3900  
Senior POC: Ron A. Mlinarchik  
Email: mlinarcr@sarda.army.mil  
Commercial: (703) 604-7220  
DSN: 664-7220, Fax: (703) 607-5827

**Army National Guard Installations,  
Logistics and Environment Directorate**

Room 3 East  
Army National Guard Readiness Center  
111 South George Mason Drive  
Arlington, VA 22204-1382  
Senior POC: Troy A. Frye  
Email: fryet@ngb-arng.ngb.army.mil  
Commercial: (703) 607-9428  
DSN: 327-9428, Fax: (703) 607-8528

**Mission Support Lab, Training and  
Doctrine Command**

Room C-105, Building 5C  
Fort Monroe, VA 23651-5000  
Senior POC: James R. Freeman  
Email: freemanj@monroe.army.mil  
Commercial: (757) 728-5156  
DSN: 680-5156, Fax: (757) 728-5252

**Training Reinvention Lab, Training and  
Doctrine Command**

Room 318, Building 161  
Fort Monroe, VA 23651-5000  
Senior POC: James F. Curtin  
Email: curtinj@monroe.army.mil  
Commercial: (757) 728-5795  
DSN: 680-5795, Fax: (757) 728-5764

**HQDA Human Resources Management**

Room 2C674, 111 Army Pentagon  
Washington, DC 20310-0111  
Senior POC: Joseph R. Selman  
Email: selmajr@hqda.army.mil  
Commercial: (703) 697-1822  
DSN: 227-1822, Fax: (703) 614-0360

**Logistics Management, HQDA**

Room 3E620, 110 Army Pentagon  
Washington, DC 20310-0110  
Senior POC: William B. Croom  
Email: croomwb@hqda.army.mil  
Commercial: (703) 697-5741  
DSN: 227-5741, Fax: (703) 614-7995

**HQDA Installations & Facilities  
Management**

Room 1D676, 600 Army Pentagon  
Washington, DC 20310-0600  
Senior POC: MAJ John Price  
Email: priceje@hqda.army.mil  
Commercial: (703) 692-9232,  
DSN: 222-9232, Fax: (703) 695-4999

**HQDA Intelligence**

Room 8319, Presidential Towers (NC#1)  
2511 Jefferson Davis Highway  
Arlington, VA 22202-3900  
Senior POC: Lance P. Sprowls  
Email: lance.sprohls@hqda.army.mil  
Commercial: (703) 604-2432  
DSN: 664-2432, Fax: (703) 601-0553

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**Medical (OTSG), HQDA**

Suite 538, 5 Skyline Place  
5109 Leesburg Pike  
Falls Church, VA 22041-3258  
Senior POC: COL Frank J. Berlingis  
Email: col\_frank\_berlingis@otsg-  
amedd.army.mil  
Commercial: (703) 681-5823  
DSN: 761-5823, Fax: (703) 681-3243

**Doctrine Reinvention Lab, Training and  
Doctrine Command**

Room 137, Building 133  
Fort Monroe, VA 23651-5000  
Senior POC: Gerald E. May  
Email: mayg@monroe.army.mil  
Commercial: (757) 727-3691  
DSN: 680-3691, Fax: (757) 727-2578

**Combat Development Reinvention Lab,  
Training and Doctrine Command**

Building 134, Fort Monroe, VA 23651  
Senior POC: Sean A. O'Malley  
Email: omalleys@monroe.army.mil  
Commercial: (757) 727-3478  
DSN: 680-3478, Fax: (757) 727-2483

**U.S. Army Aberdeen Test Center**

Room 109A, Building 400  
Aberdeen Proving Ground, MD 21005-  
5059  
Senior POC: Harry V. Cunningham  
Email: hcunning@atc.army.mil  
Commercial: (410) 278-4592  
DSN: 298-4592, Fax: (410) 278-2136

**U.S. Army Intelligence & Security  
Command**

Room 2F23, 8825 Beulah Street  
Fort Belvoir, VA 22060-5246  
Senior POC: Robyn J. Walick  
Email: rjwalic@vulcan.belvoir.army.mil  
Commercial: (703) 706-1923  
DSN: 235-1923, Fax:

**U.S. Army Dental Command**

Suite 4, 2050 Worth Road  
Fort Sam Houston, TX 78234-6004  
Senior POC: COL Francis E. Nasser, Jr.  
Email: col.frank.nasser  
@smtplink.medcom.amedd.army.mil  
Commercial: (210) 221-8312  
DSN: 421-8312, Fax: (210) 221-7768

**U.S. Army Test and Evaluation  
Command**

Room 318, Building 314  
314 Longs Corner Road  
Aberdeen Proving Ground, MD 21005  
Senior POC: Howard L. Wallace  
Email: lwallac@tec1.apg.army.mil  
Commercial: (410) 278-1243  
DSN: 298-1243, Fax: (410) 278-9750

**U.S. Army Logistics Integration Agency**

Room IN58, 5001 Eisenhower Avenue  
Alexandria, VA 22333-0001  
Senior POC: Ms. Geraldine Garrett  
Email: ggarrett@hqda.army.mil  
Commercial: (703) 617-4532  
DSN: 767-4532  
Fax: (703) 617-5080, DSN: 767-5080

**U.S. Army Industrial Operations  
Command**

Rock Island, IL 61299-6000  
Senior POC: George B. Robinson  
Email: robinsong@ioc.army.mil  
Commercial: (309) 782-3081  
DSN: 793-3081, Fax: (309) 782-3365

**U.S. Army Research Institute for the  
Behavioral & Social Sciences**

Room 6S50, 5001 Eisenhower Avenue  
Alexandria, VA 22333-5600  
Senior POC: Dr. Harold Wagner  
Email: wagner@ari.army.mil  
Commercial: (703) 617-8622  
DSN : 767-8622, Fax: (703) 617-1513

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## **Science & Technology Laboratories**

### **U.S. Army Tank-Automotive Research Development, & Engineering Center**

Warren, MI 48397-5000  
Senior POC: Michael E. Bailey  
Email: baileym@cc.tacom.army.mil  
Commercial: (810) 574-3970  
DSN: 786-3970, Fax: (810) 574-6941

### **U.S. Army Research Laboratory**

#### **U.S. Army Research Laboratory**

Room 4C024, Building 204  
2800 Powder Mill Road  
Adelphi, MD 20783-1197  
Senior POC: Dr. Edward A. Brown  
Email: eabrown@arl.mil  
Commercial: (301) 394-3301  
DSN: 290-3301, Fax: (301) 394-4176

#### **\*U.S. Army Research Office**

ATTN: AMSRL-RO-RM  
P.O. Box 12211  
Research Triangle Park, NC 27709-2211  
Senior POC: Faye S. Rodgers  
Email: rogers@aro-emh1.army.mil  
Commercial: (919) 549-4335  
DSN: 832-4335, Fax: (919) 547-7701

**\*Note:** Incorporated into the U.S. Army Research Laboratory on 1 Oct 98.

### **U.S. Army Soldier and Biological Chemical Command**

#### **\*\*U.S. Army Edgewood and Natick Research, Development, & Engineering Center**

Suite 214, Building E5101,  
5232 Fleming Road  
Aberdeen Proving Ground, MD 21010  
Senior POC: James J. Schmid  
Email: jjschmid@cbdcom.apgea.army.mil  
Commercial: (410) 436-3662  
DSN: 584-3662, Fax: (410) 436-8493

#### **\*\*Soldier Systems Center**

Room A214, Headquarters Building 1  
Natick, MA 01760-5021  
Senior POC: Len E. Dube  
Email: ldube@natick-emh2.army.mil  
Commercial: (508) 233-4234  
DSN: 256-4234, Fax: (508) 233-5002

**\*\*Note:** Reorganized under the U.S. Army Soldier and Biological Chemical Command on 1 October 1998

#### **U.S. Army Tank-Automotive & Armaments Center**

Room 206, Building 230  
Warren, MI 48397-5000  
Senior POC: Belinda R. VanNoy  
Email: vannoyb@cc.tacom.army.mil  
Commercial: (810) 574-5600  
DSN: 786-5600, Fax: (810) 574-5011

#### **U.S. Army Tank-Automotive & Armament Command/Armament Research, Development and Engineering Center**

Building #1, 4th Floor  
Picatinny Arsenal, NJ 07806-5000  
Senior POC: Kathryn A. Daut  
Email: kdaut@pica.army.mil  
Commercial: (973) 724-6348  
DSN: 880-6348, Fax: (973) 724-6445/5966

### **U.S. Army Engineer Research and Development Center**

#### **\*\*\*U.S. Army Corps of Engineers Waterways Experiment Station**

3909 Halls Ferry Road  
Vicksburg, MS 39180-6199  
Senior POC: Dr. C. H. (Jim) Pennington  
Email: penninc@ex1.wes.army.mil  
Commercial: (601) 634-3549, Fax: (601) 634-4180

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**\*\*\*U.S. Army Topographic Engineering Center**

7701 Telegraph Road  
Alexandria, VA 22315-3864  
Senior POC: Bobbie F. Kerns  
Email: bkerns@tec.army.mil  
Commercial: (703) 428-7703  
DSN: 328-7703, Fax: (703) 428-8154

**\*\*\*U.S. Army Corps of Engineers Construction Engineering Research Lab**

P.O. Box 9005, 2902 Newmark Drive  
Champaign, IL 61826-9005  
Senior POC: Michael Golish  
Email: m-golish@cecer.army.mil  
Commercial: (217) 373-7267  
Fax: (217) 373-6724

**\*\*\*U.S. Army Corps of Engineers Cold Regions Research and Engineering Lab**

Room 237, 72 Lyme Road  
Hanover, NH 03755-1290  
Senior POC: Gerald L. Bettis  
Email: gbettis@crrel.usace.army.mil  
Commercial: (603) 646-4485,  
Fax: (603) 646-4763

**\*\*\*Note:** \*U.S. Army Corps of Engineer consolidated the four S&T Labs under a central command structure.

**U.S. Army Aviation Research, Development, & Engineering Center**

Room S6, Building 5678  
Redstone Arsenal, AL 35898-5000  
Senior POC: James S. Kirkwood  
Email: kirkwood-js@redstone.army.mil  
Commercial: (256) 313-1955  
DSN: 897-1955, Fax: (256) 313-2398

**U.S. Army Medical Research & Materiel Command**

504 Scott Street, Fort Detrick, MD 21702  
Senior POC: COL John F. Glenn  
Email: col\_john\_glenn@ftdetrick-cmail.army.mil  
Commercial: (301) 619-7363  
DSN: 343-7363, Fax: (301) 619-2982

**U.S. Army Communications-Electronics Command**

Fort Monmouth, NJ 07703-5000  
Senior POC: Marc W. Gutleber  
Email: gutleber@mail1.monmouth.army.mil  
Commercial: (732) 532-1880  
DSN: 992-1880, Fax: (908) 532-3420

**Army Simulations, Training, & Instrumentation Command**

Room 2056, Annex Building  
12350 Research Parkway  
Orlando, FL 32826-3276  
Senior POC: Elaine P. Perrin  
Email: elaine\_perrin@stricom.army.mil  
Commercial: (407) 384-3523  
DSN: 970-3523, Fax: (407) 384-3535

**U.S. Army Aviation & Missile Command/Missile Research, Development, & Engineering Center**

Room S127, Building 5400  
Redstone Arsenal, AL 35898-5000  
Senior POC: Lana Hargrove  
Email: Hargrove-LA@redstone.army.mil  
Commercial: (256) 876-1442  
DSN: 746-1442, Fax: (256) 842-6344

**U.S. Army Communications-Electronics Command Research, Development, & Engineering Center**

Room 2D134, Myer Center, Building 2700  
Fort Monmouth, NJ 07703-5300  
Senior POC: Thomas J. Sheehan  
Email: sheehan@mail1.monmouth.army.mil  
Commercial: (732) 427-4465  
DSN: 987-4465, Fax: (732) 427-2242U.S.

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### **Other Points of Contacts**

#### **U. S. Army Corps of Engineers**

Office of the Deputy Chief of Staff,  
Resource Management  
ATTN: CERM-SP  
20 Massachusetts Avenue, NW.,  
Washington, D.C. 20314-1000  
NPR Coordinator: Dr. Larry Lang  
Email:  
lawrence.a.lang@hq02.usace.army.mil  
Commercial: (202) 761-0052  
Fax: (202) 761-1500

#### **Office of the Assistant Secretary of the Army for Research, Development and Acquisition**

Skyline 6, Suite 309/916  
5109 Leesburg Pike  
Falls Church, VA 22041-3201  
LTC Daniel J. Gallagher  
[Gallagherd@sarda.army.mil](mailto:Gallagherd@sarda.army.mil)  
Commercial: (703) 681-9479  
DSN: 761-9479  
Fax: (703) 681-758

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## Annex C - New Waivers

One tool available to our Reinvention Centers and Laboratories is the ability to waive Army directives and request expedited waivers to Department of Defense (DoD) policies. During 1998, twenty new waivers were approved for implementation by Army organizations. A total of 333 approved waivers of DoD and Army policies are currently in effect supporting the Army's process change. In order to determine their potential for broader application, many of these waivers will be reviewed during the next year.

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### Acquisition/Contracting

#### **W0460 U.S. Army Aberdeen Test Center**

**Title:** Waiver of Information Mission Area (IMA) Certification

**Description:** Waives requirement of AFAR Part 39.9001 so tenant organizations will not be required to obtain approval & certification from the host DOIM before solicitation for information resources.

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### Financial Management

#### **W0439 U.S. Army Industrial Operations Command**

**Title:** Economic Analysis Requirements for the Capital Investment Program (CIP)

**Description:** Waives requirement of DOD 7000.14R, Volume 11, Chapter 58 Capital Assets, Paragraph C, 1, h and Volume 2B, Chapter 9 to reduce the requirement for an Economic Analysis (EA) from 4 to 1 year prior to execution for CIP Equipment, Automated Data Processing Equipment, and Minor Construction over \$100K in cost.

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### Information Management

#### **W0446 U.S. Army Soldier Systems Center**

**Title:** Waiver to preparation and management of Correspondence

**Description:** Waives the requirement of AR 25-50, paragraphs 2-4, 2-8, and 4-8 which governs the precise formatting of Memorandums, Endorsements, and Letters

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**W0457 U.S. Army Tank-Automotive & Armaments Command**

**Title:** Records Management Surveys

**Description:** Waives the requirements of AR 25-400-2, paragraph 1-4c and AR 11-92-3, Event Cycle 1, Item 17, so that periodic reviews of files across the U.S. Army Tank-Automotive & Armaments Command conducted by Installation Records Management Officials can be eliminated.

**W0459 U.S. Army Aberdeen Test Center**

**Title:** Waiver of Information Mission Area (IMA) Certification

**Description:** Waives the requirement of AR 25-1, Ch 4-2 (5a) and 5(b) so that DA Form 5696-R (Information Management/Project Document) or any other authorized form to include a Capability Requirement (CAPR) Document would not have to be submitted/approved by the Director of Information Management (DOIM).

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## **Installation Management**

**W0448 Army National Guard Installations, Logistics and Environment Directorate**

**Title:** Sales of Timber by United States Property and Fiscal Officers of the Army National Guard

**Description:** Waives the requirement of AR 405-90, paragraph 6-7e, of monetary limitations on timber sales by U. S. Property and Fiscal Officers ("Installation Commanders").

**W0467 Mission Support Lab, U.S. Army Training & Doctrine Command**

**Title:** Natural Resources - Land, Forest, and Wildlife Management

**Description:** Waives the requirements of AR 200-3, paragraph 603b(2)(b) in order to allow Fort Benning to remove the limitation on scaling of hunting and fishing permit fees.

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## **Logistics**

**W0449 U.S. Army Industrial Operations Command**

**Title:** DA Equipment Authorization and Usage Program, Installation Equipment Management Program, and the AMC Command Equipment and Supply Management Review Program

**Description:** Waives the requirement of AR 71-13 (now 71-32), Chapter 4; AMCR 700-64; AMCR 700-3 to allow the Equipment Management Review process to be changed from requiring HQ, Industrial Operations Command (IOC) Installation Support and the Army Materiel Command Installation & Services Activity conduct duplicate equipment reviews at the installations to having only the HQ, IOC, staff conduct the reviews.

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**W0452 U.S. Army Soldier and Biological Chemical Command**

**Title:** New Materiel Release

**Description:** Waives the requirements of DA PAM 700-142, dated 18 May 1988, in its entirety because it is in conflict with the requirements of AR 700-142 (Materiel Release, Fielding, and Transfer), dated 18 May 1995. AMC-R 700-34, dated 17 May 1995, and AMCCOM Supplement to AMC-R 700-34, dated 26 February 1986, currently used in conjunction with the 1988 version of DA PAM 700-142, are also waived. DA PAM 700-142, dated 18 May 1988.

**W0454 U.S. Army Aberdeen Test Center**

**Title:** Waiver to AR 750-43, Army Test, Measurement, and Diagnostic Equipment Program

**Description:** Waives the requirement of AR 750-43, Section 6-10(a) so that the U.S. Army Test, Measurement, and Diagnostic Equipment (TMDE) Support Group can determine when commercial contract support is appropriate

**W0455 U.S. Army Tank-Automotive & Armaments Command**

**Title:** Eliminate Daily Record on Non-Tactical Vehicle (NTV) Fleet

**Description:** Waives the requirements of AR 71-32, Chapter 6, paragraph 6.37b(1)(a); AR 58-1, Chapter 2, paragraphs 2-2(6), 2-8 Utilization Goals; and 2-9 Utilization Record (DD Form 1970). This change would eliminate the need to collect daily dispatch and utilization data for the U.S. Army Tank-Automotive & Armaments Command's Non-Tactical Vehicle (NTV) fleet.

**W0458 U.S. Army Aberdeen Test Center**

**Title:** Waiver of Organization Concept Plan

**Description:** Waives the requirement of AR 71-32, Chapter 7-12, paragraph g(8), so that when moving/transferring a function and mission from one UIC to another it would not require the submission/approval of a concept plan.

**W0462 U.S. Army Tank-Automotive & Armaments Command**

**Title:** Change Cyclic Customer Inventory Requirement

**Description:** Waives the requirements of AR 710-2, paragraph 1-18a(2) and paragraphs 2-5 and 2-12; table 2-1(e), that require the Property Officer to direct a 100% annual inventory for all Primary Hand Receipt Holders (PHRH) annually. Allows the use of the Defense Property Accountability System (DPAS) to let PHRH customers update the location fields with building, floor, room and name information, and create sub-hand receipts.

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**W0463 U.S. Army Research Office**

**Title:** Increase Maximum Time Required to Post Items to Accountable Records

**Description:** Waives the requirements of AR 710-2, paragraph 2-8; DA PAM 710-2-1, paragraph 2-30; DA PAM 710-2-2, paragraph 8-2 increasing the required posting time to ten days for supply personnel to post all stock record account receipts. Posting requirements will apply regardless of whether there is a receipt or not, and would also apply to the posting of non-expendable items to the property book.

**W0464 U.S. Army Simulation, Training & Instrumentation Command**

**Title:** Property Accountability for Information Management Processing Equipment (IMPE)

**Description:** Waives the requirements of AR 710-2, paragraph 2-5.a(20); DA PAM 710-2-1, paragraph 4-1.u and paragraph 4-32; AR 735-5, paragraph 7-3.a in regards to accounting for U.S. Army Simulation, Training, & Instrumentation Command's (STRICOM) Information Management Processing Equipment (IMPE).

**W0465 U.S. Army Soldier and Biological Chemical Command**

**Title:** Waive requirement for Property Control Records in the Property Management System Costing Less than \$2,500 unless items are classified, sensitive or determined to be pilferable.

**Description:** Waives the requirements of AR 710-2, "Inventory Management Supply Policy Below the Wholesale Level", dated 28 Feb 94, Chapter 2, paragraph 5a for monitoring property control records in property management systems and maintaining property book records of all property costing less than \$2,500. Items coded as classified, sensitive or determined by the Commander, Property Book Officer or hand receipt holder to be highly pilferable would not be included in the waiver.

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## **Medical**

**W0498 U.S. Army Medical Command**

**Title:** Retention of Precious Metals Bearing Scrap

**Description:** Waivers the requirements of DODD 4160.22, paras III A and IV B, 1 December 1976, Recovery and Utilization of Precious Metals, in order to permit U.S. Army Dental Laboratories to retain precious metals bearing scrap, in order to have the metal refined, and returned for reuse.

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## Security Assistance/Physical Security

### **W0445 U.S. Army Aviation & Missile Command**

**Title:** Affixing Intrusion Detection System (IDS) Signs for Level A Secure Area IAW AR 190-13

**Description:** Waives the requirement of AR 190-13, 30 Sep 93, paragraph 4-10, to no longer require an Intrusion Detection System sign be affixed to an interior wall inside a restricted area.

### **W0456 U.S. Army Tank-Automotive & Armaments Command**

**Title:** Charging FMS Cases for Below-the-Line Transportation

**Description:** Waives the requirement of AR 12-8, Chapter 16 (Security Assistance Operations and Procedures) in which the current FMS policy/procedure for charging below-the-line transportation costs associated with shipment of end items reflects two formulas for determining the price. Therefore the policy/procedures that allow for "estimated actual" pricing can be eliminated and as an alternative that all below-the-line transportation pricing for items sold at the AMDF price, or greater, be based solely on a percentage of the cost of the end item.

## Transportation

### **W0418 U.S. Army Industrial Operations Command**

**Title:** Small Package Carriers

**Description:** Waives the requirements of DOD 4500.9, Defense Transportation Regulation, Part II Cargo Movement, Apr 96 and DOD 5100.76M, Physical Security of Sensitive Conventional Arms, Ammunition, and Explosives, Sep 92. Waiver allows shippers to use small package carriers for shipments of 200 pounds or less; for example, Federal Express (FEDEX) for small quantities of munitions without transportation protective service (TPS) and without the use of an approved container.

# Annex D - DoD Acquisition Year 2000

## 3 - Year Goals

On July 9, 1997, Secretary of Defense Cohen directed the Secretaries of the Military Departments and the heads of other DoD components to assume responsibility for accomplishing these goals. The Army has established a cross-functional NPR Integrated Process Team to achieve the NPR- HIA Year 2000 goals listed in this annex.

### Delivering Great Service

- Deliver new major defense systems to the users in 25% less time.
- Achieve visibility of 90% of DoD materiel assets while resupplying military peacekeepers and warfighters and reducing average order to receipt time by 50%.
- Simplify purchasing and payment through use of purchase card transactions for 90% of all DoD micropurchases while reengineering the processes for requisitioning, funding, and ordering.
- Create a world-class learning organization by offering 40 or more hours annually of continuing education and training to the DoD acquisition related workforce.

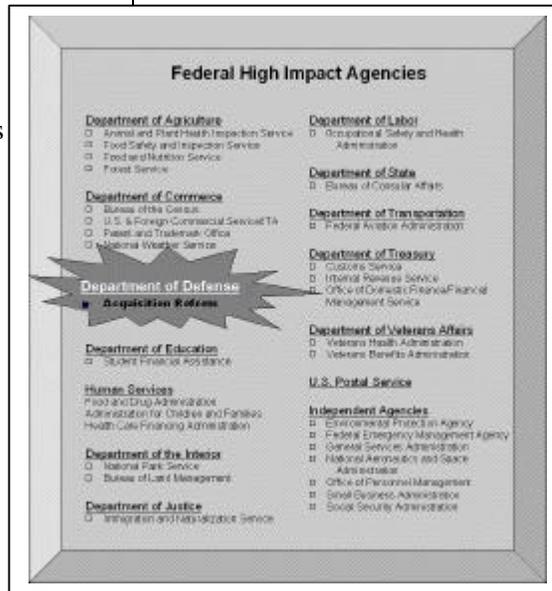
### Fostering Partnership

- With no top-line budget change, achieve annual defense procurement of at least \$54 billion toward a goal of \$60 billion in 2001.
- In the spirit of fostering partnerships and community solutions, DoD will complete disposal of 50% of the surplus property baseline and privatize 30,000 housing units.

- Decrease paper transactions by 50 percent through electronic commerce and electronic data interchange.
- Reduce total release of toxic chemicals by a further 20%.

### Internal Reinvention

- Eliminate layers of management through streamlined processes while reducing the DoD acquisition related workforce by 15%.
- Define requirements and establish an implementation plan for a cost accounting



system that provides routine visibility into weapon system life-cycle costs through activity based costing and management. The system must deliver timely, integrated data for management purposes to permit

understanding of total weapon costs; provide a basis for estimating costs of future systems; and feed other tools for life cycle cost management.

- Dispose of \$2.2B in excess National Defense Stockpile inventories and \$3B in unneeded Government property while reducing supply inventory by \$12 billion.
- Minimize cost growth in major defense acquisition programs to no greater than 1% annually.

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## Annex E - Vice President Gore's Hammer Award Winning Army Teams FY1998

Vice President Gore's Hammer Award recognizes those teams and their local public and private partners whose work has resulted in a government that works better and costs less. Twenty such teams were recognized in FY 1998.

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### **Tank-automotive and Armaments Command Lead Time Reduction Team**

**Accomplishment:** This empowered team of experts from procurement, supply, and engineering reviewed the entire acquisition process, from how a need is identified to the awarding of the contract and delivery of the final product. The team implemented acquisition reform initiatives that resulted in processing time dropping from an average of 590 days using the old process to 247 days when the procedures were implemented.

Mr. Prince Young Jr. (810) 574-6972

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### **Turbine Engine Diagnostic Team**

**Accomplishment:** This team successfully transferred artificial intelligence technology from the laboratory to the maintenance bays. Consequently, U.S. Army tank mechanics, regardless of their level of experience, can now efficiently diagnose and repair the Abrams Main Battle Tank. This team's approach can be readily adapted to other systems currently under development.

Dr. Richard Helfman (410) 278-9164

### **Military Rations Process Improvement Team**

**Accomplishment:** This team developed innovative Performance-based Contract Requirement (PCR) documents to replace hundreds of detailed military specifications. This is an aggressive initiative that satisfies the requirements of acquisition reform. Partnered with the operational ration industry, it ensures that using Services receive the highest quality ration for the most economical cost.

Ms. Patricia Doane (508) 233-4775

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### **Advanced Distributed Electronic Warfare System (ADEWS) Development Team**

**Accomplishment:** This team developed a system for performing realistic communications interference/jamming testing on networks without the requirements to deploy threat jamming systems. This technology enables a key process of the "Virtual Proving Ground" concept by providing testing customers with low cost, realistic, low power, unlimited use, and distributed jamming capability. Jamming can be conducted anywhere at any time with this new device. This invention, patent applied for, has broad application throughout the Military Services in both testing and training.

Mr. James Cole (520) 533-8012

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**Missile Logistics Directorate, U.S. Army  
Aviation and Missile Command**

**Accomplishment:** Through teaming and a customer focus this directorate has significantly reduced cost and improved support to the U.S. Army. Teams were formed to reengineer all business processes and to develop the most advantageous methods of doing business. Employees are encouraged to question processes and reinvention training was provided to empower the employees. There has been a reduction in inventory costs primarily due to the reduction in administrative lead-time. Linear administrative lead-time was reduced by 45 % from the previous average of 338 days to 186 days. Dollar weighed administrative lead-time reflects a reduction from 365 days to 207 days. The total decreases in dollar weighted lead-time have resulted in a significant reduction of over \$1.2 billion in the inventory budget. The team has implemented innovative contracting techniques capitalizing on acquisition streamlining and emphasizing a philosophy of continuous improvement.

Ms. Dianne Landtroop (205) 876-9858

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**The Water Control Data Systems  
(WCDS) Development Team, U.S. Army  
Engineer District, Seattle**

**Accomplishment:** Reinvented the process by which streamflow and weather data are collected, analyzed and provided to water managers of major Federal Dams, emergencies services personnel, and local communities involved in flood fight activities, and the general public interested in recreation. This process made data more widely available, less expensive.

Mr. Wayne Wagner (206) 764-3542

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**USASMD Logistics Procurement Division**

**Accomplishment:** This team took advantage of recent changes in law and regulation to completely reinvent the procurement system within the U.S. Army Space and Missile Defense Command. Major improvements in the command's procurement process have been realized by the implementation of eight innovative new processes, which streamline all aspects of the procurement cycle. Cost proposals enter the system and are processed electronically, contracting personnel are empowered to commit higher levels of funds without an exhaustive approval process, and alternative source selection procedures are now used. This replaces the old practice of soliciting best and then final offers. This command now boasts the lowest cost to purchase \$1 of requirement with the U.S. Army.

Mr. Mark J. Lumer (205) 955-3410

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**Army Science and Technology Personnel  
Demonstration Team**

**Accomplishment:** Team worked almost three years to develop new personnel policies for five Army laboratories-the Army Research Laboratory, the Waterways Experiment Station, the U.S Army Medical and Materiel Command, and the Missile Research and Development Center. The five demonstrations began concurrently, enabling the testing of new, multiple personnel policies tailored to the particular needs of individual labs.

Dr. Robert Rohde (703) 601-1515

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**United States Army Reserve Command**

**Accomplishment:** The US Army Reserve Command used Business Reengineering techniques to look at their entire

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headquarters operation. Throughout the project they focused on cutting red tape, eliminating functional duplication, and getting back to basics. They cut through bureaucratic impediments and eliminated non-value-added work. By involving employees extensively throughout the process and to develop the solutions, they were able to save resources, get the best ideas from those doing the work, and help insure buy in of effected employees.

Mr. Darrell J. Plaster (404) 464-8039

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**Federated Laboratory (FedLab)-  
U.S. Army Research Laboratory**

**Accomplishment:** The team developed a new way to conduct research programs involving partnership between DoD and the best research labs in the private sector. This proactive, information/technology sharing process replaces the traditional arms-length contract or grants process. Research is fully funded by the federal government, with some research taking place in government labs and some taking place in private sector labs. Through this exchange of information, the US Government stays current with the latest technology and remains an informed purchaser.

Dr. Ed. Brown (301) 394-3301

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**Velocity Management Team**

**Accomplishment:** Velocity Management, the Army's effort to reengineer its logistics processes and cut red tape, included the establishment of four Process Improvement Teams. These teams have reduced the Army's order and ship requisitioning time from 26.1 days to 12.1 days. An estimated \$26 M is saved for each day of order and ship requisition time reduction. Repair

cycle time was cut by more than 50% for 100 critical repairable components. The parts stockage depth was reduced while increasing breadth, resulting in overall reductions in the dollar value of retail stock. The logistics and financial management systems and process linkages were also mapped as a part of improving customer service.

Mr. Thomas J. Edwards (804) 734-1540

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**San Francisco Bay Dredge Material  
Management Office (DMMO) Team, U.S.  
Army Engineer District, San Francisco**

**Accomplishment:** In order to apply for dredge permits for the San Francisco Bay Area, applicants previously had to complete separate applications for the U.S. Army Corps of Engineers, San Francisco Bay Conservation & Development Commission, Regional Water Quality Control Board - San Francisco Bay Region, and State Lands Commission. A pilot Dredge Material Management Office was established with the participation of the above four entities plus EPA and the Bay Planning Coalition to foster a comprehensive and consolidated approach to handling dredged material management issues in order to reduce redundancy and delays in the processing of dredging permit applications. The pilot office established a "one stop shop" for San Francisco dredging permit applicants, and as a result, applicants now fill out one consolidated application instead of the four separate applications required previously. There is a single point of contact for the applicant instead of six, and one consensus answer is received for interim questions instead of multiple conflicting ones. The agencies communicate with each other because replies are required within two business days, and problems are resolved at biweekly meetings which are open for

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applicants and other interested parties to attend, and even to address the agencies on issues and projects. In addition, the agencies have developed standard language for representing the consensus recommendations to insure that dredge material suitability determinations for disposal are consistently and clearly communicated to the applicant and the public.

Mr. David L. Dwinell, (415) 977-8471

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**Mission Impossible - Directorate of Ammunition Operations**

**Accomplishment:** Team was empowered to reinvent processes for receipt inspection of "K" material to meet specified time frame and process the backlog Condition Code "K" material - average cost of inspection was \$279 per lot. Receipt performance went from 70 percent on time and backlog in excess of 900 lots prior to implementation to 98 percent on time receipt performance and a backlog of less than 70 lots once the new procedures were fully in place. Average cost of inspection went down \$129 per lot.

Mr. John Forakis (801) 833-2181

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**The Graham Burke Pumping Station, Engine Load Testing Team, U.S. Army Engineer District, Memphis**

**Accomplishment:** Team used an unconventional and innovative design to load-test large engines that, because of fixed pitched props at the pumping station, normally could be load tested only during flood conditions. The large and expensive pump engines could be severely damaged, and could even fail if used during flood stage without being properly adjusted. The purpose of the pumps was to protect a large

agricultural floodplain from damage to crops by the Mississippi River floods.

Mr. Bill Duke (901) 544-4093

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**Galveston District Value Engineering Team (Houston-Galveston Navigation Project) U.S. Army Engineer District, Galveston**

**Accomplishment:** The Team partnered with the Port of Houston Authority to apply value engineering principles to the design and construction phases of the Houston-Galveston Navigation Channels Project on the Texas Gulf coast. The revisions to this project based on the study will save the taxpayer \$51,600,000 through the life of the project and, based on the shipping traffic this project supports, the improvements made will save the navigation customers of more than \$128,000,000 due to accelerated completion.

Mr. Vinod Patel (409) 766-3151

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**Airport Expansion - Federal Navigation Channel Dredging Project Team, U.S. Army Engineer District, Philadelphia**

**Accomplishment:** The City of Philadelphia sought an U.S. Army Corps of Engineers (USACE) permit to build a new airport runway which would require a significant amount of fill. The Corps was preparing to dredge the federal navigation channel in the Delaware River, a routine periodic maintenance project which would produce a significant amount of fill. These projects were married through a partnership of federal, state, and city authorities so that the fill dredged out of the Delaware River by USACE was used in the construction of the new airport runway by the city. This saved significant cost and avoided the adverse

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environmental impacts that would have been associated with the two separate projects.

Mr. Frank Cianfrani, (215) 656-6725

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### **Fort Carson Affordable Housing Team**

**Accomplishment:** Complete renovation and modernization of 1824 existing family housing units and concurrent construction of 840 new family housing units will be accomplished by a private developer with no up-front cost to the government. To have followed standard procedures for this project would have cost the taxpayer up to \$350 million, but completing it under the Privatization Initiative will save over \$135 million.

LTC John M. Keefe (719) 526-1293

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### **Information Processing Center, Operations Team [Directorate of Information Processing Management] Team**

**Accomplishment:** This team, through a consolidation of two work groups and cross-training, developed a newly integrated team which demonstrated an increase in overall productivity and significantly improved the quality of customer service provided by providing faster response and streamlined input systems for customers.

Mr. William H. Hamrick (803) 751-5836

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### **INSCOM & Rome F&A Team [HQ US Army Intelligence & Security Command]**

**Accomplishment;** The U.S. Army Intelligence & Security Command and the Defense Finance and Accounting System (DFAS) in Rome, New York formed a cooperative partnership to consolidate

finance and accounting support for the INSCOM Headquarters and its subordinate commands at one DFAS location.

INSCOM consolidated its finance and accounting at the Rome-Operating Location, Rome, New York. The Rome consolidation is part of the DFAS-Indianapolis' consolidation of finance and accounting organizations into six regional operating locations. This consolidation simplified liaison with DFAS and access to accounting reports; standardized service to INSCOM's continental U.S. organizations and enhanced support for soldiers and Department of Defense civilians. The resource management officer at INSCOM now accesses budget execution data on one database for these INSCOM units. The consolidation reduced the number of local finance and accounting offices providing support to INSCOM units. The use of standardized automation streamlined and improved the efficiency of financial and accounting support. The consolidation also reduced temporary duty visits between financial agencies, enhanced regulatory reconciliation, and streamlined auditing requirements.

Mr. Orville Rehling (703) 706-1078

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### **Electronic Design Documentation Team, U.S. Army Engineer District, Vicksburg**

**Accomplishment:** This team developed a state-of-the-art information management technology system for improving the established method of developing, reviewing, and storing project design file information and design documents.

Mr. Jason Fairchild, (601) 631-5583

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**Knucklebusters 1790 Engine Team**

**Accomplishment:** This team has reengineered all processes for overhaul actions of tracked vehicles belonging to the U.S. and foreign militaries. This includes parts procurement, cleaning, assembly, overhauls, and replacement. The team identified areas where written procedures were no longer being followed and where incorrect or obsolete parts were being procured. Additionally, the 1790 engine assembly process was analyzed, and many parts were identified which could be replaced at less cost. A total of \$1,487,000 in savings was accumulated for the 1970 engines.

Mr. Steven Smith DSN 571-6505

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**Aua Fuel Farm Project Team  
[Environmental Studies Team]**

**Accomplishment:** The Environmental Studies Team used innovative, non-intrusive, environmentally friendly, and extremely cost effective technology to clean up a culturally sensitive burial area which was contaminated by petroleum products in a remote Samoan village. In addition to the sensitive manner in which this clean up was handled, the ES Team also saved more than four million dollars of Taxpayer money.

Ms. Helene Takemoto (808) 438-6931

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**Regional Navigation Design Team  
(RNDT), U.S. Army Engineer Division,  
Great Lakes and Ohio River**

**Accomplishment:** The team applied innovative design and construction technologies more efficiently achieving \$400M savings on five major navigation projects in the Ohio River Navigation

System. These include McAlpine Lock and Olmsted Locks and Dam on the Ohio River, Marmet Lock on the Kanawha River, Kentucky Lock on the Tennessee River, and Locks and Dams 2, 3, and 4 on the Monongahela River. The \$400M in savings are shared 50/50 between the Federal Government and the Inland Waterways Trust Fund. The RNDT team changed the way navigation structures will be built in the future so that more cost savings will be attained.

Mr. Joe Keith (502) 582-5701

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## **Annex F - Army Communities of Excellence Awardees for 1998**

The Army Communities of Excellence (ACOE) program uses the Army Performance Improvement Criteria for installation assessments. All posts, regardless of size, are assessed against the criteria, not against each other. This Baldrige-like criteria focuses on self assessment in order to identify strengths and weaknesses in planning and execution with emphasis on customer satisfaction. Listed below are the U.S. Army installations judged to be superior in their category:

### **Overall Winner**

Fort Carson, Colorado

### **Active Component Winners**

Fort Benning, Georgia  
US Army Engineer District, Huntington, West Virginia  
US Army Engineering & Support Center, Huntsville, Alabama  
Rock Island Arsenal, Rock Island, Illinois  
Tobyhanna Army Depot, Tobyhanna, Pennsylvania  
279th Base Support Battalion, Bamberg, Germany

### **Special Category Winner**

U.S. Army Garrison—Panama

### **Army National Guard Winners**

Louisiana  
Maryland  
Wyoming

### **Army Reserve Winners**

7<sup>th</sup> U.S. Army Reserve Command, Schwetzingen, Germany  
143D Transportation Command, Orlando, Florida  
412th Engineer Command, Vicksburg, Mississippi

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## Annex G - The Secretary of Defense Productivity Excellence Award Winners for 1998

The Department of Defense established the Secretary of Defense Productivity Excellence Award to recognize individuals and small groups who made substantial improvements in the quality and productivity of Defense operations through suggestions, special acts, or other management improvement initiatives. The winners of this award for fiscal year 1998 are listed below

### Individual Achievement

Mr. Roy J. Holley - while employed by the III Corps and Fort Hood, Fort Hood, Texas, developed a fully integrated plan to significantly improve the life-cycle management of tactical vehicle batteries. His idea reduced battery replacement costs by one-half and saved more than \$2.9 million.

### Group Achievements

Mr. Raymond T. Littlefield, Mr. Paul W. Brown, Mr. Richard R. Courtney, Mr. Kenneth E. Mills, and Mr. Larry L. Earnest. These gentlemen, the Fort Hood Brake Test Team, identified a method to improve the testing and repair of brakes on military vehicles. Their idea reduced the cost of brake inspections and repairs by over \$1.1 million during the first year.

Mr. Michael L. Redmond, Mr. Claude V Vining, Mr. Kirk Shadrick and Mr. Michael B. Rogers. These gentlemen, while employed by the U.S. Army Engineer District, Alaska, developed the "Coordinated Comprehensive Cleanup (C3) Program." This program significantly improved clean-up operations of former defense and other federal sites by organizing the operations into geographical zones. Their idea saved more than \$2.6 million in operational costs for multiple sites in a specific geographical area through strategic planning, coordinated mobilization, and shared project management and resources.

**Ms. Clare L. Jaeger, Mr. Don Bethel, Ms. Mollie TeVrucht, Mr. Stan O. Dolloff, Mr. Joe T. Blurwell, Mr. Dennis L. Hardy and Mr. Wayne M. Crayton.** This team, while employed by the U.S. Army Engineer District, Alaska, joined with the Alaskan Department of Environmental Conservation to develop an innovative approach to remediate a contaminated remote site in the Aleutian chain. Their idea to combine the separate remediation phases, i.e., investigations, site samplings and the clean-up process, reduced the total time for the recovery operation from a projected 5-year to 1-year period, saving more than \$6.2 million.

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## Annex H- DoD Value Engineering Award Winners for 1998

The Value Engineering (VE) program, provides incentives to both government and contractor workforces to submit ideas for improving products, processes and production methods. The DoD Value Engineering Award winners for fiscal year 1998 are listed below:

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### **Program Management: Army Tactical Missile System -- Brilliant Anti-Armor Submunitions**

The Army TACMS-BAT Project Office accrued FY98 savings of \$50M, which exceeded their assigned goal by 780%. One Value Engineering Proposal (VEP) addressed the original production decision to manufacture at a Contractor Owned, Contractor Operated facility. A VE study indicated that refurbishing an existing Government Owned Contractor Operated facility would save \$38 million.

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### **Procurement Officers: CECOM Acquisition Center; Mr. Michael Gallagher, Mr. Nabeel Attia**

This U.S. Army Communications and Electronic Command (CECOM) team's dedication and commitment helped expedite the processing of Value Engineering Change Proposal (VECP) in 27 days, remarkably lower than Army Materiel Command's goal of 220 days. They got involved with the Value Methodology Post Award workshop team to facilitate the VECP processing.

This VECP resulted in net savings to the government of \$776,000.

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### **Field Command: Aviation and Missile Command**

A VE study supported the expansion Aviation Intermediate Maintenance (AVIM) Repair Authority for Aviation Components. Liaison engineers located at various installations were authorized to perform select depot maintenance actions. These authorizations prevent the unnecessary return of parts to the depot level, resulting in significant cost avoidance for the customer. This effort resulted in a three-year VE saving of over \$24M.

### **Contractor: Mine Safety Appliances Company**

Mine Safety Appliances Company implemented four VECPs resulting in product modifications, deletions and improvements for a total cumulative Government savings of \$1.2M, which was 7.2% of the contract value.

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### **Installation: Tobyhanna Army Depot**

The Government saved \$4.5M by developing and fielding a test fixture that would provide field level testing to verify alignment of the AN/PPX-3. The test fixture will preclude some of the AN/PPX-3 equipment from being returned for repair.

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## Annex I – Acronyms

### A

ACALA	Armament and Chemical Acquisition & Logistics Activity
ACBOP	Acquisition Center Business Opportunity Page
ACE	Armored Combat Earthmover
ACWA	Assembled Chemical Weapons Assessment
ADR	Alternate Disputes Resolution
AFH	Army Family Housing
AIAD	Advanced Individual Academic Development
AIEP	Army Ideas for Excellence Program
AIS	Automated Information System
ALT	Administrative Lead-Time
AMC	Army Materiel Command
AMCOM	Army Aviation and Missile Command
AMDF	Army Master Data File
AMEDD	Army Medical Department
ANAD	Anniston Army Depot
APF	Appropriated Fund
APIC	Army Performance Improvement Criteria
ARDEC	Armament Research, Development and Engineering Center

### B

BASIC	Body Armor Sets, Individual Countermine
BASOPS	Base Operations
BCP	Breach Contingency Plan
BDA	Bilateral Destruction Agreement
BEST	Business Efficiency Support Template
BOLD	Base Operations Opportunity Leveraging and Development
BOP	Business Opportunities Page
BROS	Bridgeport Rental and Oil Services
BS&L	Behavioral Sciences and Leadership

### C

CAA	Center for Army Analysis
CAE	Computer Aided Engineering
CAIV	Cost as an Independent Variable

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## C

CAMP	Computer Assisted Match Program
CAPR	Capability Requirement Process
CDA	Centralized Distribution Activity
CECOM	Communications-Electronics Command
CIC	Corporate Information Center
CIO	Chief, Information Officer
COCO	Contractor-Owned, Contractor-Operated
CONUS	Continental United States
COTS	Commercial off the Shelf
CUBE	Cal-Tech USGS Broadcast of Earthquake
CWC	Chemical Weapons Convention

## D

DARPA	Defense Advanced Research Projects Agency
DFAS	Defense Finance and Accounting Service
DIL	Digital Integrated Laboratory
DLA	Defense Logistics Agency
DOC	Directorate of Contracting
DoD	Department of Defense
DOE	Department of Energy
DOIM	Director of Information Management
DOL	Director of Logistics
DPW	Directorate of Public Works
DSM	Decision Support Module

## E

EC	Electronic Commerce
EDI	Electronic Data Interface
EPA	Environmental Protection Agency
ESPC	Energy Savings Performance Contract

## F

FAR	Federal Acquisition Regulation
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FFP	Firm Fixed Price
FORSCOM	Forces Command
FSRO	Fort Shafter Resident Office

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## G

GDAS	Global Deployment Analysis System
GFE	Government Furnished Equipment
GFM	Government Furnished Materiel
GFP	Government Furnished Property
GIS	Geographic Information System
GOCO	Government-Owned/Contractor-Operated
GPRA	Government Performance Results Act

## H

HELSTF	High Energy Laser Systems Test Facility
HET	Heavy Equipment Transporter
HIA	High Impact Agency

## I

ID/IQ	Indefinite Delivery/Indefinite Quantity
IFN	Items for Negotiation
IMMC	Integrated Materiel Management Center
IMPAC	International Merchant Purchase Authorization Card
INFOSEC	Information Security
IOC	Industrial Operations Command
IPPD	Integrated Product and Process Development
IPT	Integrated Product Team
IRAC	Internal Review and Audit Compliance
IT	Information Technology
ITIC	Information Technology Innovation Center

## J

JCAHO	Joint Commission on Accreditation of Healthcare Organizations
JIT	Just-in-Time
JWARS	Joint War-fighting System
JWOD/NISH	Jacob Wagner O'Day/National Institute for Severely Handicapped

## L

LA	Los Angeles
LADS	Laundry Advanced System
LAR	Logistics Assistance Representative
LCAAP	Lake City Army Ammunition Plant

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## L

LCOE Logistics Center of Excellence  
LEAD Letterkenny Army Depot

## M

MANTLE Management Through leadership  
MEDCOM Medical Command  
MILSPECS Military Specifications  
MLRS Multiple Launch Rocket System  
MOA Memorandum of Agreement  
MOBCEM Mobilization Capabilities Evaluation Model  
MRO Materiel Release Order  
MSC Major Subordinate Commands  
MTBF Mean Time Between Failure  
MTS Modernization Through Spares

## N

NAF Non-appropriated Funds  
NECO Navy's Electronic Commerce On-Line  
NICP National Inventory Control Point  
NJCST New Jersey Commission on Science and Technology  
NJDEP New Jersey Department of Environmental Protection  
NJIT New Jersey Institute of Technology  
NPR National Partnership for Reinventing Government  
NRDEC Natick Research, Development and Engineering Center

## O

O&M Operation and Maintenance  
OCONUS Outside the Continental United States  
OMB Office of Management and Budget  
OPCW Organization for the Prohibition of Chemical Weapons  
OPM Office of Personnel and Management  
OST Order to Ship Time

## P

PALT Procurement Administrative Lead-Time  
PAT Process Action Team

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## **P**

PC	Personal Computer
PCA	Project Cooperation Agreement
PCR	Performance-based Contract Requirements
PEO	Program Executive Officer
PLS	Palletized Load System
PM	Program Manager
PM TRADE:	Program Manager Training Device
POM	Program Objective Memorandum
PPBES	Program, Planning, Budgeting and Execution System
PROCNET	Procurement Network

## **R**

R&D	Research and Development
RBA	Ranger Body Armor
RDEC	Research, Development and Engineering Center
RFP	Request for Proposal
RSOI~S	Reception, Staging, Onward Movement, Integration plus Strategic Study

## **S**

SAACONS	Standard Army Automated Contracting System
SBCCOM	Soldier and Biological Chemical Command
SBCCOM-SSC	U.S. Army Soldier and Biological Command, Soldier System Center
SES	Senior Executive Service
SMID	Strategic Management and Innovations Division
SPS	Standard Procurement System
STRATLOFF	Strategic Lift Trade Off
STRICOM	Simulation, Training and Instrumentation Command
SUSS	Small Unit Solar Shade

## **T**

TAA	Theater Tactical Assembly Area
TAC	Transatlantic Programs Center
TACOM	Tank and Automotive Command,
TAPES	Total Army Personnel Evaluation System
TAQ	Total Army Quality
TARDEC	Tank-Automotive Command, Research, Development And Engineering Center
TEC	Test and Evaluation Command
TIM	Technical Interchange Meeting
TMDE	Test, Measurement and Diagnostic Equipment

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## T

TOPS Total Operating Paperless System  
TRADOC Training and Doctrine Command

## U

UDLP United Defense Limited Partnership  
USACE U.S. Army Corps of Engineers  
USAERDC U.S. Army Engineer Research and Development Center  
USAMRAA U.S. Army Medical Research Acquisition Activity  
USAREUR U.S. Army Europe  
USGS U.S. Geological Survey  
USMA United States Military Academy  
UXO Unexploded Ordnance

## V

VA Veterans Administration  
VE Value Engineering  
VECP Value Engineering Change Proposal  
VEP Value Engineering Proposal  
VTC Video Teleconference

## W

WES Waterways Experiment Station  
WIT Wireless Interworking Test-bed  
WWW World Wide Web

## Y

YPG Yuma Proving Ground