



SMID NEWS



Volume I, Issue 4



A Message from Acting Chief, SMID

By Ms. Diane Farhat

The year 2002 marks a time of tremendous change and transition. The theme of this issue of our newsletter is Managing Change and Transitions. Most of our customers are currently caught up in the transition from MACOM to Installation Management Agency (IMA) and we're sensitive to the challenges facing you in this transition. We too are also caught up in changes. In October, LTG Kevin Byrnes was appointed as Commander Training and Doctrine Command (TRADOC). With his departure, the Vice Director of the Army Staff (VDAS), MG Taguba, was assigned as Acting Director of the Army staff, until a replacement is assigned. With the VDAS position empty, our Chief, Mr. Steve Randol, was assigned as Acting Vice Director of the Army Staff leaving his position vacant. So, I have recently been assigned as acting Chief of Strategic Management and Innovations Division (SMID).

SMID staff also suffered cutbacks earlier this year, as well as some of our personnel placed on short term special assignment for the Army Staff. In fact, our newsletter editor, Major Chris Kohler, is one of those individuals on a special assignment. Even we are pinch-hitting with the few of us left.

The staff that is here is fully engaged in numerous projects designed at benefiting some current programs as well as actively

pursuing more opportunities to impact performance excellence for The Army. We're hard at work on putting together the Army Performance Improvement Criteria (APIC) for 2003 as well as teaming with other functional areas to leverage their successes and apply them to our projects.

Based on input from you, we are close to reaching a decision on automation efforts for the Army Suggestion Program (ASP). We envision this automation to become the hinge for expansion of the program. We've also created new posters and even renamed it to the ASP from its former name of Army Ideas for Excellence Program (AIEP).

Also based on your input over the years, we are working on a concept to develop an APIC based excellence award. In this concept, all Army activities would be eligible to participate. This concept will also include development of policy about use of the APIC when conducting organizational assessments.

Best Practices and Benchmarking have gotten renewed emphasis by the recent approval, by Secretary White, of our Best Practices Initiative. Ideally, this will greatly enhance the proliferation of streamlined processes and efficient practices and make them easily available to all on The Army's portal.

We're working hard for you and enjoy getting comments from the field about your needs. Please feel free to contact us at anytime at leadingchange@hqda.army.mil.



ARMY SUGGESTION PROGRAM

By Brenda Scott

The Army Suggestion Program (ASP) is directed by Title 5 of the U.S. Code, and is managed by the Office of the Chief of Staff, Army, Director of the Army Staff, under AR 5-17. The intent of the ASP is to receive good ideas from military and civilian personnel that benefit the Army through efficiency, effectiveness and enhanced well-being.

A good idea is a written recommendation or explanation of a change that will:

- Accomplish a job better, faster, more efficiently or less expensively.
- Simplify or improve operations, services, support, procedures, or quality.
- Increase productivity, efficiency, or accuracy.
- Conserve materials, time, money, or manpower.
- Substantially reduce or eliminate the likelihood of serious accidents or safety-related problems.
- Contribute to the well-being of soldiers, civilians and their families.

There is a non-profit service organization composed of members from finance, commerce, industry and government, dedicated to the worth, contributions and benefits of employee suggestion systems and other employee involvement processes. Recently, Army Suggestion Program managers, representing seven MACOMs,

attended the Employee Involvement Association (EIA). The Army was the second largest represented organization at the conference. There were also attendees from the Air Force and DFAS.

In conjunction with the EIA conference, SMID hosted an "Army Team Day" for the purpose of providing and sharing information among ASP managers throughout the Army. The full-day session included presentations by several experienced ASP Managers on a variety of subjects. Topics included: ASP Policy under the reorganization to IMA Regional Offices, a Suggestion Numbering System, SMART Program Automation, and a demonstration of an automated system from a representative of Total Quality Systems, Inc.

The ASP managers displayed enthusiasm and were eager to enhance the new and innovative initiatives planned for ASP such as automation and regionalization. Attendees were particularly pleased with the "Army Team Day" session and asked that we make it at least two days next year. Some of the most important general comments provided during the session were:

(1) Support from HQDA office is the most important key to successful management of the program.

(2) The most important issue to program managers:

- Automation initiatives to build efficiencies in the ASP
- Impact of the IMA reorganization
- Pending update of the governing regulation (AR 5-17).

(3) The need for sharing and publicizing suggestions throughout the Army, especially ideas with high tangible benefits.

New posters have been developed for marketing and publicizing the Army Suggestion worldwide and can be found on pages 17 and 18 of this newsletter.

Tying APIC to METL

By SFC (Ret.) Phil Tegtmeier
Printed from the NCO Journal

Just as the Mission Essential Task List (METL) requires measurable performance standards, so does the Army Performance Improvement Criteria (APIC). By combining the two, the author suggests, maybe your unit training goals will exceed previous mission accomplishment.

A few years ago, my boss handed me something to write. It wasn't a story for the paper; it was the command's Army Community of Excellence (ACOE) awards submission. Not exactly what I was trained to do, but luckily I'd had some background in college learning about quality management principles.

This was the first year my command had been faced with writing its ACOE submission using the Army Performance Improvement Criteria (APIC). We had all sorts of myths running around concerning the meaning of APIC.

Most thought it would work well in business, but had no place in the everyday Army with its talk about customer focus and results-oriented management principles. I learned, over the next few years as I attended training and kept improving my own knowledge of APIC principles, that APIC really is for everyone. It uses an odd language that makes it seem strange, but it really mirrors the training I received through my path up the NCOES training ladder.

We tied our APIC efforts to our Mission Essential Task list, and achieved good results. That's because the METL contains measurable performance standards, just like those APIC asks for.

Every task on a METL has subtasks, all of which specify a task, conditions, and

standards. By measuring METL performance, and introducing some of the new APIC terms to our vocabulary, we were able to better focus our everyday operations.

One of the neat ways APIC adapted to the METL was in the training arena. Category 5, Human Resource Focus, deals with developing the workforce professionally to enable the organization's employees to meet challenges. It requires the organization to institute steps to tie training directly to the organization's goals. That's APIC talk. Let's talk soldier.

Say you have an upcoming EXEVAL. You want to get your squad or platoon ready to smoke the evaluators. Every task you will need to accomplish, individual or collective, is found in your METL (if you've done your METL right, that is).

Your goal is to pass the EXEVAL. Your measurements of success are in your METL. All you have to do is follow the steps of training to standards on your METL tasks, and your desired outcome is guaranteed.

That's one way we'll talk about using APIC principles in a familiar setting. The other path we'll explore is using APIC in achieving individual development. It's one thing for you to train a soldier for today's mission. But what about developing soldiers to be the NCOs of tomorrow? How can APIC help? It's a lot easier than it seems.

The NCO's job is to be the liaison between the officers, who plan, and the soldiers, who execute. Because of that role, NCOs have learned how to balance requirements between the theoretical and the real world.

So, too, must NCOs learn to balance today's training needs with individual professional development needs. One of the toughest things I did as an NCO was to get my boss to buy off on sending a soldier for training away from station and still get the mission accomplished today.

If I'd had my knowledge of APIC back when I was a staff sergeant, I think I'd have had better luck at doing that. And that would have been better for my soldiers.

So, in an effort to help soldiers everywhere, let's explore the wonderful world of making APIC work in your training.

How do you design education and training to meet current and future business and individual needs?

That question comes right from the APIC manual. (In case you're wondering, you can get your own copy of the APIC from the Leading Change website at www.hqda.army.mil/leadingchange.)

In soldierspeak, the question goes like this. How do you ensure your soldiers learn what it takes to succeed both on the job today and in their careers tomorrow? It's simply a question of training soldiers to perform to standards on collective tasks while not forgetting the importance of training soldiers to be NCOs tomorrow.

By using the METL to provide us with measurable performance standards, we took a giant step toward meeting the first challenge—designing meaningful unit training.

The first step is to take your METL and post it on a wall, create a pocket card, or make it available on an intranet website for all in the organization to read.

The balancing act of group versus individual needs doesn't have to be a time for conflict. It can just as easily be a win-win situation.

Whatever method you choose is up to you. But every soldier expected to train to METL standards has a right to know what those standards are. Then, as you plan out your Sergeant's Time or ADT training calendar, focus each Thursday or weekend on a

specific METL task, and all the subtasks the METL requires.

If you're unsure of what specific tasks go into your METL, it's time to get with a mentor, a leader, or, best of all, your soldiers. Ask everyone you can think of who might have an idea of how to round out your METL so that it's a realistic reflection of what you and your unit have to accomplish.

As a leader, you already have a good idea of which tasks your folks are good at, and which provide those "opportunities to excel."

Prioritize your training based on your own knowledge of the unit's strengths and weaknesses, your commander's intent for training (usually found in a quarterly or monthly training letter), and your soldiers' views of what they need for training. Then, execute.

The knowledge of what your unit's training strengths and weaknesses are becomes a tool to use for the second part of the NCO's job—preparing soldiers to become NCOs tomorrow. People find it hard to argue with facts, I've come to realize. It's one thing to say one of your soldiers really, really deserves to go TDY for training. It's another to go to a supervisor and say something like this. *"First Sergeant. I know you only have one slot for that ammo handler's course coming up. My squad has a METL task requiring us to do the load out for the brigade's training rotation in three months. We discovered a weakness in our ability to meet this task's requirements during Sergeants Time training three weeks ago. I'd like to send Specialist Smith to the ammo handler's course so she can bring back the knowledge from the course and help raise our performance to green before the rotation comes up."*

Like I say, it's hard to justify things when you use the squeaky-wheel approach. It's a whole 'nother ball game when you hit 'em hard with the facts.

Besides, don't forget the killer line.
"First Sergeant, remember that Specialist Smith goes to the promotion board in August. Attendance at the ammo handler's course will improve her chances of success before the board."

And that's how you tie individual development needs to mission success. Mission first, is what I always heard say. People second. I always used that principle as an excuse to my soldiers when I let them down by not getting them a school they needed. Now I use the principle as a key to successfully arguing for the betterment of the unit *and* the individual. The balancing act of group versus individual needs doesn't have to be a time for conflict. It can just as easily be a win-win situation.

As you train your unit to METL standards, take note of who in your team, squad, or platoon shows the most promise for potential. But don't look for potential in the traditional ways we use (like who doesn't give smart answers when you post the duty roster).

Look for those who show the most potential to help the organization meet its performance goals. Then, look for training opportunities that benefit the group *and* the individual.

Understanding APIC principles takes a lot of work in itself. As a systematic approach to improving unit performance, APIC works well. And, APIC is complicated. But by using your METL performance to develop training needs for units and individuals alike, you can put APIC principles to work for you—and your soldiers.



Interactive Customer Evaluation

By Colleen Carey

Announcing DoD's Interactive Customer Evaluation (ICE). ICE is a web-based system that enables service activities, on installations, to obtain customer satisfaction feedback that can be tailored for each activity. In addition, ICE is another great tool, in your quality excellence toolkit, to disseminate information about your service activity to your customers!

DoD implemented this system and encourages use of it at no cost to your installation or organization. Want more information? Contact Colleen Carey at 703-607-1305 or e-mail her at colleen.carey@hqda.army.mil.

Helpful Tools for Combat Arms, CS, CSS, and Garrison Units

The following pages contain guides for different type units to perform initial self-assessments using an abbreviated version of the APIC. There is one each for Combat Arms, Combat Support, Combat Service Support, and Garrison Units.

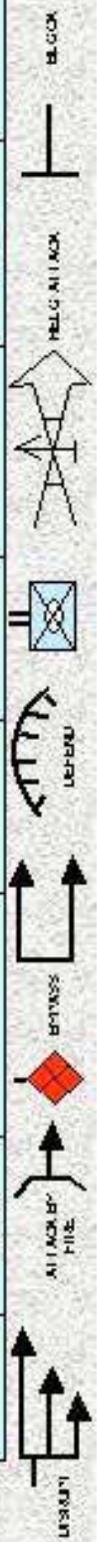
Season's Greetings



- ASK YOURSELF**
1. What do you do?
 2. Why do you do it?
 3. Does it support the mission (METL)?
 4. Who do you do it for?
 5. How well do you do it?
 6. Can the accomplished more efficiently by another course?
 7. Do you measure it?
 8. How can you do it better?
- Leaders determine metrics for quality and performance improvements (Goal 6)

EXAMPLE OF AN INITIAL SELF ASSESSMENT
COMBAT ARMS

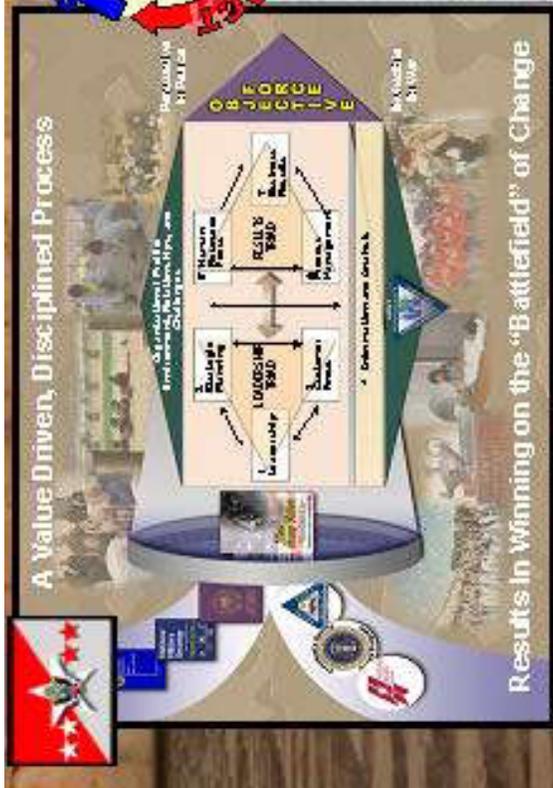
CUSTOMER	CUSTOMER REQUIREMENTS	PRODUCTS AND SERVICES	KEY PROCESSES	INFO BY PRODUCT	IN-PROCESS METRICS	REULT B METRICS	BENCHMARKS
Division, Brigade or JTF Commander	Trained and ready units capable of conducting the full spectrum of military operations	OFFENSIVE OPB - destroy or detain an enemy to allow U.S. to impose will on the enemy and achieve decisive victory	Leader Development; Trained and motivated soldiers; High equipment readiness standards	USR, Period Readiness Reviews; Quarterly Training Briefs (QTB); Training Meetings; AAR process	Weapons Qualifications; Equipment Readiness Rates; QTT Percentages; Soldier Readiness Program (SRP)	USR O-Ratings; BK/BVAL Results; QTD "breathome" Feedback; Command Inspection Results	Comparisons to other like units (Bde, Division, other services)
EN Builders	Quality of Life; Fitness; Families	DEFENSE OPB - Detect enemy attack; develop conditions favorable for offensive operations.	Combat Training Centers (CTC); Emergency Drills (EDR); CPX; CALPEX; FTXS				
		STABILITY OPB - Promote and protect U.S. National Interests by peace line development, cooperative and coordinate actions in response to crisis	Squad, Platoon, Company and Battalion collective training				
		SUPPORT OPB - assist civil authorities (foreign and domestic) to relieve suffering					
CAN DEVELOP FOR INTERNAL CUSTOMERS (SOLDIERS)							





EXAMPLE OF AN INITIAL SELF ASSESSMENT

GARRISON COMMAND



- ASK YOURSELF**
1. What do you do?
 2. Why do you do it?
 3. Does it support the mission (METL)?
 4. Who do you do it for?
 5. How well do you do it?
 6. Can it be accomplished more efficiently by another course?
 7. Do you measure it?
 8. How can you do it better?
- Leaders determine metrics for quality and performance improvements (Goal 6)

CUSTOMER	CUSTOMER REQUIREMENT	PRODUCT AND SERVICES	KEY PROCESSES	INFO SYSTEMS	INTERNAL METRICS	RESULTS METRICS	BENCHMARKS
BOLDERS FAMILY RETIREES VETERANS	Available Ranges and Training Aids in proper working condition	TRAINING BPT RANGESPT TMSO	Range Scheduling ; Range Maintenance Procedures ; TMSO Equipment Use rates	Range Conference ; Quarterly Training Briefs	Range Utilization ; Range Readiness ; Environmental Mitigation	High Tenant USRB rating ; Bultrimental Compliance ; Inhabitation Status Report (IBR) Rating	Other Inhabitants
BOLDERS FAMILY RETIREES VETERANS	On-line Service . Adequately Provided . Available to Units and Individuals	SERVICES ; INFORMATION TBSR SPT ; TRANSPORTATION SPT ; SUPPLY SPT ; MAINTENANCE SPT ; UTILITIES ; MWR	Repair Return ; Recycle Store and Issue ; Maintain Network Connectivity ; Shipping and Receiving	SA RES-ZAC ; SA RES-Z ; TOACCB ; JOPEB ; Customer surveys ; Soldier Retention Rates (Morale)	Shop Backlog ; Delinquent Services ; Deadline rates ; PLUA/Shop Stock zero balances ; HHO delivery rates ; Service Call Cycle Time	High Tenant USRB Rating ; TMR readiness rates ; Uninterrupted Utility Services ; Inhabitation Status Report (IBR) Rating	Community Service Companies (Power, Water, Telephone, Sewer) Other Inhabitants
BOLDERS FAMILY	Safe facilities, configured for intended use	FACILITIES ; MAINTENANCE ; ROADS AND GRUNDS ; INSTALLATION HOUSING	Contract Management ; Housing Utilization Forecasting ; Scheduling ; Post Upkeep	Inhabitation Status Report (IBR) Customer Surveys ; Reser Plans ; Housing Utilization database	Compliance ; Service Order Response Time	High Inhabitation Readiness ; Maximized Housing Utilization Rates	Corps of Engineers State DOT HUD
COMMUNITY BOLDERS FAMILY	Compliance with Applicable Laws	ENVIRONMENT COMPLIANCE CONSERVATION POLLUTION PREVENTION	Hazardous Waste Operations ; Environmental Bioremediation ; Recycling and Waste Restoration ; Air Program	Bultrimental Assessments ; Bultrimental Monitoring Systems	Mole monitoring & Compliance ; Spill Response Time ; HAZMAT Storage Compliance and Stockage Levels	Increased Mission Readiness ; Ensured HAZMAT Serviceability ; High Productive Inhabitation Requirements	Amy Bultrimental Center ; EPA ; OSHA ; Other Inhabitants

Benchmarking

By Colleen Carey

Have you ever wanted to contact people in and across the business world and ask them a question about how their processes work? Did you ever wonder if there were companies out there who would be willing to become benchmarking partners? The Benchmarking Exchange (TBE) provides the opportunities and connection information for all U.S. Army employees to respond to and solicit from companies interested in Benchmarking.

The U.S. Army subscribes to The Benchmark Exchange (TBE). The site license is available to anyone in The Army (that has an army.mil e-mail address) to use with just this one subscription. The site license is designed to provide U.S. Army employees with the most cost-effective means of accessing benchmarking and best practice resources and research. Please pass this information along to other Army employees.



TBE is not a “numbers database” or a “number exchange”. Rather, the TBE is a format and forum supporting companies and organizations interested in learning, improving, and sharing ideas about business processes and practices. When a U.S. Army person enrolls, they immediately begin to receive regular email messages from TBE listing requests from companies seeking benchmark partners and information exchange on a wide array of business practices.

Not only will an Army subscriber receive this contact information and listing of potential

benchmark partners, they can post their own queries and seek input and benchmark partners for their processes and benchmark priorities. In addition to the ongoing opportunity to identify potential benchmarking partners, TBE provides subscribers to other benchmarking opportunities including the chance to respond to a variety of process-based surveys.

It's easy to start exploring the possibilities and to “sign up” under the U.S. Army license. To begin accessing TBE on the Internet:

- Go on the Internet to <http://www.benchnet.com>
- Click on “Join an Existing Site License.”
- Select U.S. Army from the list of available companies
- Complete the enrollment form. You will need to input some information about yourself and then you can use the site

Best Practices

By Colleen Carey

One of the things we're working hard on is finding a way to enable everyone in the Army to find the fastest, cheapest, and best way to do tasks. That's always been a difficult nut to crack. On November 13, we presented a proposed initiative to the Army's Business Initiative Council, chaired by Secretary White, to develop a means to identify and share best practices. Secretary White approved the proposal.

We've joined forces with The Army's Chief Information Office (CIO) to develop a way to have a push, pull, and search capability on Army Knowledge Online. Concurrently we're working on developing the business vetting process to determine exactly what a best practice is and what method and process will be used to rank them. We're hopeful to have something tested and ready for use later next year. We'll keep you posted!



Six SIGMA, ISO and APIC Understanding the Difference

Reprinted from NIST Article

Although all three are quality measurement systems, Six Sigma, ISO and the APIC offer different emphasis in helping organizations improve performance and increase customer satisfaction. So what is the difference?

Six Sigma --

- Concentrates on measuring product quality and improving process engineering
- Drives process improvement and cost savings

ISO 9001:2000 Registration --

- Is a product/service conformity model for guaranteeing equity in the marketplace
- Concentrates on fixing quality system defects and product/service nonconformities

APIC –

- Focus on performance excellence for an entire organization in an overall management framework
- Identify and track all-important organizational results: customer, product/service, financial, human resource, and organizational effectiveness

Are We Making Progress?

Reprinted from NIST article

In today's environment, if you are standing still, you are falling behind. Making the right decisions at the right time is critical.

Following through on those decisions is critical. In a survey of a broad cross-section of CEO's, it was determined that CEO's believed deploying strategy is three times more difficult than developing strategy. If deployment is so challenging, the questions are:

- Are you making progress?
- How do you know?

The National Institute of Standards and Technology has developed an excellent tailorable, electronic assessment tool that can be used to assess how your organization is performing and learn how it can be improved. You can download an electronic version from the Baldrige National Quality Program Web Site at www.quality.nist.gov/progress.htm.

If you need help from your Army Quality POC, contact Ms. Colleen Carey at 703-607-1305 or e-mail at colleen.carey@us.army.mil and she can walk you through it.

Office of the Surgeon General of The Army 2002 Excalibur Award

by Jerry Harben

MEDDAC at Fort Hood, Texas; the AMEDD Center and School; the 82nd Airborne Division's Medical Training Center; and the Kentucky Army National Guard's 1163rd Area Support Medical Company are the winners of The Surgeon General's Excalibur Awards for 2002.



Results of the competition, now in its second year, were announced Nov. 14 at the MEDCOM Major Subordinate Command Commanders Conference. Trophies will be presented to the winners at the annual TRICARE Conference in January.

The Excalibur Award was created to recognize team and organizational performance excellence within the Army Medical Department; provide an incentive to stimulate, recognize and reward improvements; and share information on good ideas and best practices across units and organizations within the AMEDD. The objective is to improve efficiency and effectiveness of AMEDD organizations.

Darnall Army Community Hospital at Fort Hood was recognized for its Disease State Management (DSM) Clinic. The clinic addresses the treatment of patients with hypertension, hyperlipidemia, diabetes mellitus and asthma who will benefit from intensive, frequent management.

Treatment involves a physician, pharmacist, nurse, nurse educator and dietitian. After treatment in the DSM Clinic, more patients

have obtained national goals for controlling their diseases. As these resource-intensive patients follow their treatment programs within the DSM Clinic, more primary-care clinic appointments with physicians are available.

"Darnall Army Community Hospital's Disease State Management Clinic is a collaborative practice model that exploits the power of the interdisciplinary team. Utilizing existing resources, the staff safely and expediently treated patients diagnosed with targeted chronic conditions to individualized goals of therapy," stated CPT Craig T. Kopecky in the nomination paper.

The 2002 Physician Assistant Recertification Symposium that included a Distance Learning option earned an Excalibur Award for the AMEDD Center and School. The satellite broadcast delivered 11 hours of Category 1 Continuing Medical Education and 16 hours of Continued Health Education at 112 sites worldwide to 650 medical practitioners including active and reserve members of all military services, the Department of Veterans Affairs and the Canadian Forces Medical School. Each presentation was followed by a live question and answer session. A course critique revealed 99 percent student satisfaction. Similar education through routine means would have cost about \$400,000.

The 82nd Airborne Division's Medical Training Center was recognized for establishing a fully-staffed, fully-equipped training institution teaching the Trauma AIMS and Basic Trauma Life Support curriculums. The assignment of four full-time instructors solidified standards of instruction, added a base of continuity, and provided a foundation for improvement. Under the 91W umbrella, all necessary training aids, equipment and supplies were procured.

While training more than 400 airborne troopers of the 82nd, the center also trained 200 soldiers from other medical units. The nomination paper credited the training with

saving the life, limb or eyesight of at least 15 soldiers during the year.

The 1163rd ASMC worked with Active Component units at Fort Campbell, KY, and the video teletraining team at Fort Sam Houston, Texas, to provide 91W transition training while limiting travel expenses and loss of Annual Training periods.

Soldiers from the 1163rd completed training needed to pass the National Registry for Emergency Medical Technicians through video teletraining at Fort Campbell during normal training weekends. Those who needed the Trauma-AIMS course were able to take that at Fort Campbell during Annual Training.

Phase II of the 91W Transition Project will include two more video teletraining sites at Wendell H. Ford Regional Training Center and Boone National Guard Center. "The Kentucky 91W Transition Project demonstrates how cooperation between active and reserve elements can achieve a high degree of success in training today's soldiers," commented COL Brian T. Nolan, Kentucky ARNG State Surgeon in the application. "An end result for this project, beyond the medical transition, is to establish and maintain vital links between the regular Army and our nation's citizen soldiers."

Nominations submitted by the units were evaluated by a multidisciplinary panel of experts against criteria for replication potential, sustainability, increased productivity, multidisciplinary nature, process orientation, increased efficiency, improved quality or standard, and improved resource management.

There were 16 entries in the category for active TDA hospitals, 19 entries from active non-hospital TDA units, one entry from an active TOE unit, three entries from Reserve Component TOE units and no entries from RC TDA units. The total of 39 entries is a 70 percent increase from last year.

The Army Reinvention Program

By Brenda Scott

The purpose of the Army Reinvention Waiver Program is to encourage the establishment of reinvention labs to experiment with innovative concepts and adopt best business practices designed to make operations work better, cost less, and get results that benefit The Army's programs and policies.

Reinvention activity commanders and directors are granted the authority to approve waivers of Army policy and request expedited approval of OSD policy waivers. The exception to the waiver authority is that the waived policy cannot be based on law. The HQDA objective is to:

- a. Make a permanent change to DA Policy.
- b. Grant additional reinvention labs the authority to test the waiver on a broader scale.
- c. Grant permanent exception to policy to a specific organization or command, if limited applicability is determined.

To date, 622 requests for waiver to government regulations have been submitted. Of these, 401 have been approved for immediate adoption or two-year test period, and 74 have resulted in permanent changes to the appropriate regulation.



Fort Riley Implements ICE

Submitted by Fort Riley

Based on our last Centurion assessment, Fort Riley, KS was looking for a customer feedback system that could be deployed installation wide, was cost effective, and could be managed within current resource levels. Our search converged with QMO's expansion of ICE.

In November 2001, Fort Riley deployed ICE to a wide range of services on the installation and included both traditional customer service operations such as leisure and recreation providers but also some that are less frequently thought of as customer service areas. Some of the later include Ammunition Supply Point; Military Dining Facilities, Central Issue Facility and military personnel and pay services.

The ability to comment on some of these services was a very empowering experience for our personnel who might previously have had an opportunity to comment on these services only in an Army wide survey. A more subtle change was an increased awareness and improved focus on providing quality customer service throughout the installation.

ICE provides the service provider with immediate feedback from the customer. We have requested our providers to respond to comments within three business days and most respond more quickly. The system automatically calculates the customer service rating upon the submission of a comment. Customers can also now see how others have rated the service during the last 90 days as well.

The combination of these factors provides a very quick feedback loop between the customer and the service provider and real time information on customer satisfaction for the provider. We have used ICE for only six months; some organizations have rates of

response that permit them to identify trends and others are working on improving the response rate prior to using the data for decision making.

We believe that ICE is a powerful tool to enhance communication between our customers and the service providers across the installation which will result in improved understanding of customer wants and needs which will result in better customer service.

We can also expect that our resources will be better utilized by the delivery of services that are targeted to customer expectations. The availability of the rolling 90 day customer satisfaction ratings invite easy comparison on a short term basis for providers of like services.

The utilization of standard questions across DOD will also begin to provide baseline data for comparative purposes. This information will provide a factual basis for benchmarking and process improvement. Fort Riley recently had a Centurion review. The FORSCOM team rated us highly in customer focus. We believe that the implementation of ICE was a significant factor in our improvement.



NGB Announces 2002 Army Communities of Excellence (ACOE) Winners

The ARNG jointly with the United States Army Reserve (USAR), conducted the FY03 ACOE Downselection process in Lake

Buena Vista, Florida from 5-15 September 2002. It is a great pleasure to announce that the ARNG ACOE Overall Winner is the Ohio Army National Guard. The Ohio Army National Guard application packet will go forward to represent the entire ARNG in the Headquarters, Department of the Army (HQOA) ACOE Competition.

To all of the other States and Territories that worked hard with the Army Performance Criteria Program to obtain positive results from their respective self-assessments, we offer sincere congratulations.

Although all of the States and Territories that participate in the ARNG ACOE Downselect are not eligible to participate in the HQDA ACOE Competition, the ones that submitted an application package achieve higher standards by utilizing the Army Performance Improvement Criteria (APIC) to assess their organizations. The most important aspect of the ACOE program is the improvement that the APIC process brings to your organization.



KOREA - ASSIGNMENT OF CHOICE FOR CIVILIANS

By Blanche Robinson, Korea CPOC

In Feb 02, the former 19th Theater Support Command (TSC) Commanding General (CG), Major General Bates, directed the Civilian Personnel Operations Center (CPOC) to examine and determine the reasons behind civilian recruitment difficulties.

After extensive research and data collection, on 26 Apr 02, the preliminary findings were briefed to the CG. Subsequently, a campaign plan, the objective of which was to make Korea an assignment of choice for civilians, was developed. A portion of the plan called for civilians to participate as part of a Process Action Team (PAT) to further define recruitment impediments and identify solutions pertaining to medical issues, quality of life/services concerns, financial disincentives, housing, and recruitment initiatives.

Over the course of several weeks, the 15-member PAT convened for two two-day sessions. The culmination of their efforts was 37 recommendations designed to improve the quality of life in Korea and ultimately result in a lower declination rate. All recommendations are currently being finalized in order to be introduced into formal channels for resolution/further study. Some of the channels in which these recommendations will be introduced are the Reinvention Lab, the Secretary of Defense Business Initiatives Council (BIC) Program, the Army Family Action Plan public forum, and the proponent agencies under whom the various issues fall.

In order to validate initial findings and identify additional barriers, a survey was designed and sent out to 25% (542 employees) of the US workforce. Ten percent of those polled responded. By far the most frequently reported item of dissatisfaction was financial disincentives. Concerns in this category covered a litany of items from lack of family member opportunities to employee indebtedness precipitated by landlord default to lack of foreign post differential.

Also noteworthy is the fact that general schedule employees working overseas do not receive locality pay. Locality pay is considered basic pay for the purposes of retirement, life insurance, premium pay, advances in pay, severance pay and workers' compensation. Eligibility for locality

pay is based on where an employee works and applies only in the contiguous 48 states. It does not apply overseas, nor in Alaska or Hawaii; however, federal employees in Alaska and Hawaii receive geographic pay adjustments based on cost-of-living measurements.

Employees who opt to accept an assignment in Korea end up losing their locality pay. This loss is not offset even when a promotion is involved. For instance, if a GS-11, step 8 employee in CONUS accepts a promotion to a GS-12 in Korea, his pay will be set a GS-12, step 4. Based on the applicable locality pay rate in the United States that the employee left, he would lose anywhere from 8.64% to 18.61% of this salary per year; this gap will widen as pay adjustments transpire.



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New Army Suggestion Posters



Poster 1

New Army Suggestion Posters



Poster 2