



STRATEGIC MANAGEMENT & INNOVATIONS QUARTERLY NEWSLETTER



MESSAGE FROM THE BRANCH CHIEF BY COLLEEN CAREY

Happy Holidays to All From HQDA!

As 2004 comes to an end, I reflect upon what a year it has been. The biggest issue for 2004 has been the ongoing Global War on Terrorism and all the soldiers who are protecting people's freedoms, throughout the world.

During this holiday season...and every day take a moment to reflect on the sacrifices our soldiers are making, every day, to bring freedom to all corners of this world while simultaneously protecting our nation. We owe an extreme debt of gratitude to those that make such tremendous sacrifices.

Hopefully, through our continued efforts to look at every nook and cranny; analyze every process we perform everyday; evaluate effectiveness and efficiency; we'll uncover a useful technique, possibly a life-saving process step that will assist them.

2004 in review -- Lets see:

The birth of the Secretary of the Army's, Army Performance Excellence Award (APEA) Program. We developed the program; worked tireless hours with our Army Communities of Excellence (ACOE) partners in the creation and execution of the Joint Board of Examiners; and are now well on our way into the final stages of the program with site visits planned to a few high

performing organizations. Whew! And now we also begin the process to make program improvements and develop our guidance for 2005.

The webification and launching of the Army Suggestion Program (ASP) website was another huge event. We worked countless hours getting everything just right and provided some hands-on training to coordinators. By May of this year – we rolled it out! What a tremendous success. The Director of the Army Staff, LTG Campbell, sent a memo to all commanders conveying his support for this beneficial program!

Our office has also taken on some new missions and has also been called on to lend our expertise and experience to many day-to-day taskings emanating from our high OPTEMPO and substantial engagements. All this while we've had to bid a fond farewell to a genuine "Nugget" of quality – Ms. Diane Farhat retired at the end of October!!! What a tremendous loss – she is very sorely missed.

So – as we look into our crystal ball for 2005 – we see a bigger and better APEA program with some tweaking done to prepare for the newly created Not-For-Profit Category of the Malcolm Baldrige National Quality Award (MBNQA) of the National Institute of Standards and Technology (NIST) of the Department of Commerce. We also see continued improvements to the ASP website by the launch of both National Guard and Reserves processing modules. We're also working extra hard to assess the Productivity Enhancement Program (PEP) and determine the right course for that program.

We also hope, in our next issue, to be introducing everyone to some new folks...we still have quite a few empty chairs 'round this camp that are just yearning for a new occupant.

In closing, I continue to encourage active participation in these programs, because, at the end of the day – it is the soldier who ultimately benefits from all our efforts. Thank a soldier for all that they do, stay safe, and my very best wishes for a peaceful and prosperous 2005.

“the Army’s character in service to the nation is defined by Soldiers, who demonstrate daily their commitment...to live by the ideals contained in the Warrior Ethos and Army values. I could not be more proud of our soldiers and the professionalism, courage and competence that they demonstrate every day. General Peter J. Schoomaker, Chief of Staff of the Army

**ARMY PERFORMANCE
EXCELLENCE AWARD
APEA
BY GAIL TERRY**

The new Secretary of the Army’s Performance Excellence Award (APEA) Program recognizes organizations for their overall performance and improvement efforts, as well as, serves to share best ideas and techniques in the Army. The Army Performance Improvement Criteria (APIC) is the basis for the new award program. The Program’s Application and Information booklet describing the Program in detail is posted on the Strategic Mgmt and Innovations Branch website <http://www.hqda.army.mil/leadingchange>.

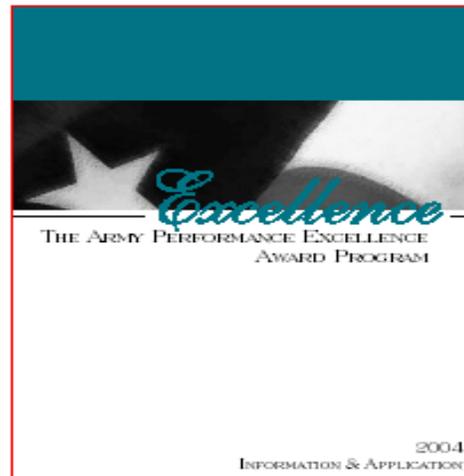
This year the APEA Program joined with the Army Communities of Excellence (ACOE) Program to examine all installation and non-installation applications to the two programs.

The APEA/ACOE Joint Board of Examiners (JBOE) was conducted 31 October - 12 November 2004 at Fort Gordon, Georgia.

More than 80 examiners were selected to the JBOE. Seven APEA non-installation organizations participated. There were approximately 12 six-person teams of examiners, plus five senior examiners.

After evaluation by the Board of Examiners, four organizations were selected to receive varification/validation site visits: SMDC Technical Center; Rock Island District Corps of Engineers; ARDEC; and SMDC Battle Labs. Timeframe for site visits is 10 January - 4 February 2005. Good luck to all you.

The APEA Program Manager is Gail Terry, gail.terry@hqda.army.mil; (703) 607-1325; DSN 327-1325.



**PRODUCTIVITY
ENHANCEMENT PROGRAM
(PEP)
BY BRENDA SCOTT**

The Productivity Enhancement Program (PEP) is a Secretary of the Army Initiative designed to:

- Provide an additional incentive to

- organizations for enhancing productivity
- Invest in the future and quickly (3-5 yrs) recoup investment costs
 - Build on demonstrated successful programs
 - Identify and promote best practices

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

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

Milestones for FY05 have been developed and guidance for FY05 will be forwarded to Army organizations soon.

**THE BENCHMARK EXCHANGE
(TBE)
BY COLLEEN CAREY**

Billed as the only online benchmark and best practices network, TBE offers subscription-based information on how to measure quality and process improvements in any organization. It is an online resource dedicated to supporting the information and communication flow of the worldwide benchmarking community. In addition, it is a conduit for all industries to share experiences, learn superior business practices, educate and raise new levels of industry quality standards.

TBE was born in 1991 by a group of benchmark experts from Amdahl, Ameritech, AT&T, Dupont, EDS, GM and Pacific Bell for networking purposes. They set out to develop a large online scale, open to the

public service that would be inexpensive and would have to operate as its own entity, funded exclusively by subscriptions.

Members using TBE include those already benchmarking, as well as people just getting started, corporate managers to individual contributors, large, medium, and small organizations, participants from 50 countries, all industries, private and public sectors, quality/benchmarking associations and industry groups, and anyone agreeing to the *Benchmarking Code of Conduct*.

The Management Division, Office of the Vice Director or the Army Staff, annually obtains a TBE Site License. The Site License is available to Army personnel worldwide that are formal employees (not contractors) and hold an email address containing the Army mail server domain name (i.e., JohnDoe@xxxxx.army.mil). The TBE Site License is designed to provide subscribers with the most cost-effective means of accessing benchmarking and best practice resources and research. The more employees that sign up on the Army Site License the more cost effective the license becomes. And, best of all, the more people using the Army Site License the more opportunity for improvement within the Army.

Using the TBE site members can:

- Enter into a database of best practices from hundreds of leading authorities. General focus is on qualitative performance, not metrics.
- Complete surveys on your company's best practices. Supply an e-mail address and the surveying party will share their results. You can also compile your own survey of other TBE users.
- Take a Self Assessment/Diagnostic survey to see where your organization sizes up to current industry standards. TBE's

SelfAssessor application is designed to help you understand where you are so you can better decide on how to get to where you want to be. TBE's SelfAssessor is a very easy to use scorecard assessment based on the *Malcolm Baldrige National Quality Award Criteria For Business Excellence*. Upon taking the Assessment you will be asked to supply ratings for each section and subsection of the Baldrige framework. Once you have entered in your ratings you will be presented with a comprehensive report detailing how you scored and where you fit within your Industry. The report will highlight your organization's strengths and weaknesses. You will see how much you need to improve in order to get to where you want to be by showing you the Industry Standard score and your own score for each of the Baldrige sections and sub-sections.

- Look for a specific set of metrics by posting a message in TBE's Posting Board or host a survey with TBE's Surveyor to ask all members to complete. In most cases, members receive immediate responses.
- Receive a quarterly newsletter to keep members informed on what is going on in the world of benchmarking, to include upcoming events and special features on the site.

Army employees can obtain their own username and password for accessing TBE at <http://www.benchnet.com>. At that website, click on "Join an existing Site License" and follow the instructions given. In addition, the Army TBE License information is posted on the Leading Change Internet website <http://www.hqda.army.mil/leadingchange>

If someone within Army accidentally subscribes to TBE with any other form of subscription that requires payment, TBE will not charge the individual. Instead, TBE will

activate the account and send an acknowledgment email informing them that the subscription is already paid for through the existing Site License.

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

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

WHAT DOES IT TAKE TO BE AN EXAMINER

BY JUNE O'STEEN

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

1. Become familiar with the process of conducting an assessment and putting together an application. This is not a fun job - it will hurt your head. Going through an assessment takes buy-in by senior leaders from the highest level of the organization to the lowest grade person in the organization.

That is the key to success. Preparing an application takes commitment, patience, endurance and a determination to do the best and most thorough job possible. My point is, as an examiner, never take an application lightly. Hundreds of hours are required for this effort and every application should be reviewed as a possible winner.

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

Now, on the lighter side, you will get to travel to places where you may have never been. This could include overseas locations, such as Korea or Germany. Your host organization will be ready for you. They will set up your itinerary and that will sometimes include time to tour the area or time to go to a special local restaurant. You may even find time during the weekends to go

sightseeing. Your host organization will take very good care of you so you can do the best possible job or evaluating their assessment packages.

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

“Cultural change begins with behavior; leaders shape behavior. Our leadership challenge is to address the impediments to institutional innovation through a wide range of behaviors that, over time, will become second-nature, automatic, implicit - our culture. Changing the culture will take time, and it will only happen if we start changing our behaviors now. Our soldiers, and the Nation deserve nothing less.” *from Adapt or Die, U.S. Army Training and Doctrine Command White Paper, September 2004.*

ARMY MANAGEMENT AND STAFF COLLEGE CONTINUING TO EXCEL

BY MARYANN HODGES, MARKETING
SPECIALIST, AMSC



The Fort Belvoir “Hearts Apart” is a support group offered to family members left behind when a sponsor is required to serve away from home. The group offers participants an opportunity to learn about the military and community resources available to them and it is a great chance for spouses to network with each other in the absence of their sponsor. The group is open to family members of any branch of the military, DoD

civilians, or contractors. Childcare and dinner are provided for the participants each month thanks to the generosity of those in the community helping to support the group. The AMSC Sustaining Base Leadership and Management 04-3 class presented checks totaling \$540 to this program. These students saw this as a perfect fit for their Community Committee project and gave unselfishly in support of this critically important program.

Highly-motivated individuals, GS-12 through 14, who are interested in career progression and a higher level of responsibility, may want to consider applying for the Sustaining Base Leadership Management course. The deadline to apply for the May 16 through August 5, 2005 and May 2, 2005 - April 26, 2006 programs is February 9, 2005.

The SBLM program, which is centrally funded for most Army civilians, is designed to prepare future leaders to manage the Army's sustaining base - that is, anything that gets soldiers and their supplies and equipment to the battlefield; sustains them while they are there; gets them home again after the conflict has ended; and ensures the self-sufficiency of their families while they are away. Emphasis is on strengthening the bond and cooperation between civilian and military leaders through shared knowledge of core values, missions and resources.

AMSC also offers the Personnel Management for Executives (PME) course for leaders and supervisors. Department of Army civilians, grades GS-13 and 14, military officers, majors and above, are eligible to apply. GS-12 and GS-15 personnel will be considered by exception. Preference is given to those individuals who supervise or direct the work of other employees.

Personnel Management for Executives (PME) is an exciting developmental experi-

ence that explores leadership concepts and their practical application through challenging curriculum and networking opportunities. It connects the latest techniques and philosophies in the field of executive management and leadership with the real-time needs of the workplace and mission. Students study adaptive change, the role of the leader, ethical decision-making, communication, stress and wellness programs, personal leadership styles, and diversity. PME teaches that relationships based on trust and respect are a key ingredient to success.

AMSC conducted its first Garrison Workshop at the U.S. Military Academy in August 2004. Based on client objectives, the workshop focused on improvement of fundamental leadership skills, including leadership theory, team development, problem-solving, communication skills, and Army knowledge awareness. The session was conducted for 26 government employees from West Point, Army Material Command, the US Army War College, and Forces Command.

AMSC educates students on the thinking and linking skills that build a culture of continuous change and innovation critical to today's Army. To learn more about AMSC's programs and services, visit their website at <http://amscportal/belvoir.army.mil>.

2004 PRESIDENT'S QUALITY AWARDS

NEWS RELEASE FROM GAIL TERRY

On 16 December 2004, six agencies received President George W. Bush's Top Prize for Results Based on the President's Management Agenda (PMA). Kay Coles James, Director of the U.S. Office of Personnel Management (OPM) hosted the President's Quality Awards (PQA) ceremony, the top award for managerial excellence in the Federal Government.

“The President’s Quality Award is the highest recognition given by the Federal Government for managerial excellence. The U.S. Office of Personnel Management is proud to manage this prestigious program, but the award is the President’s own,” stated Director James. “It is reserved for a select few who have fully embraced his bold management agenda and have shown the results the President has come to expect. Leadership is key to improving the management and performance of our government.”

The 2004 PQA recipients were:

- The Department of Labor, a double winner for agencywide performance in the areas of Strategic Management of Human Capital and Budget and Performance Integration.
- The Department of Education agencywide performance in the area of Improved Financial Performance.
- The Department of Agriculture, National Finance Center, for innovation in Expanded Electronic Government.
- The Department of State for Innovation in Budget and Performance Integration.
- The Department of Treasury, Internal Revenue Service, and NASA for innovation in Competitive Sourcing.

The three categories are designed:

1. To recognize specific innovation and exemplary practices.
2. To recognize overall agency achievement in each of the five governmentwide initiatives outlined in the President’s Management Agenda (PMA).
3. To recognize overall agency management and how effectively the different management systems are integrated.

Congratulations to these outstanding agencies.

THE ARMY SUGGESTION PROGRAM (ASP)

BY BRENDA SCOTT



We have developed a global website, linked to the Army Knowledge Online (AKO), where soldiers and civilians may submit their good ideas online from anywhere in the world. In addition to submitting an idea, submitters also have the capability to track their submission and find out where it’s at in the review process. The website has been “live” since mid-May. We are pleased to have already received nearly half as many suggestions in the first three months of implementation, as for all of 2003. To submit your good idea, log onto <https://armysuggestions.army.mil>. You will need an AKO ID and password. For additional information on how you can save the Army money and become eligible for cash awards, go to the Leading Change Website at the ASP Logo.



SECRETARY OF THE ARMY CALL FOR ARMY SUGGESTERS OF THE YEAR NOMINATIONS

BY VIVIAN COLLINS

Strategic Management and Innovations will soon be sending out a call for nominations for Suggester of the Year. Get prepared and ready to submit your nominee soon!

You may submit nominations for two categories: military and civilian suggesters.

All nominations are carefully scrutinized and boarded. The selected honorees get invited, along with their commander, to attend the Secretary of the Army awards ceremony, usually held in March, each year.

Last years winners were:

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

Mr. Dudley M. McMillin, U.S. Army Aviation and Missile Command, Redstone Arsenal, Alabama, was recognized as Civilian Suggester of the Year. His idea outlined the development of a Repair Program for Utility Helicopter Aircraft T-53 Engines identified as Condition Code F (Unserviceable) by the supply system. His submission contributed significantly to the efficiency and effectiveness of the Department of the Army and resulted in savings of \$2.1 million.

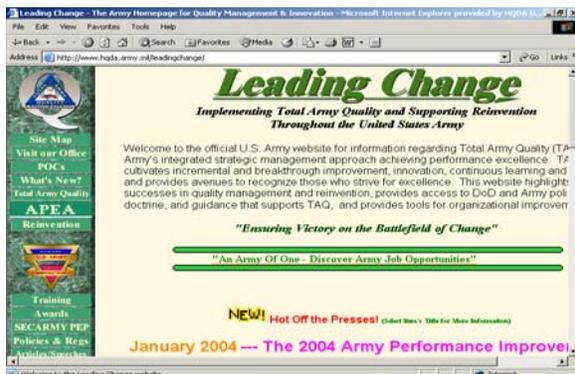
Work is currently underway to revamp the Leading Change website located at www.hqda.army.mil/leadingchange. Completion of this project is expeted sometime in early 2005.

COMING EVENTS
BY JUNE O'STEEN

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

"Our military culture must reward new thinking, innovation, and experimentation." President George W. Bush, Citadel Speech, 11 Dec 2001

LEADING CHANGE WEBSITE TO UNDERGO REVAMPING
BY COLLEEN CAREY



MARKETING APEA, APIC AND THE ARMY SUGGESTION PROGRAM
BY JUNE O'STEEN

To promote the new Army Performance Excellence Award (APEA) in Salt Lake City, Utah, 31 May -3 June, we will have a booth set up at the Professional Development Institute (PDI) conference for the American Society of Military Comptrollers (ASMC) organization. This three-day conference on comptroller and resource management related topics historically attracts more than

3,500 attendees. This will be a great opportunity for us to market our quality products and programs.

Do you have an event? We'd love to come!! Let us know the details.

**SOMETIMES YOU JUST NEED
SOME HELP GETTING STARTED
BY COLLEEN CAREY**

So there you are – faced with the daunting task of assessing your organization or — perhaps conducting a strategic planning session — suddenly your hair is on fire and all you can do is think – where the heck do I start???. Equally challenging is the less than warm reception you get from the leagues of managers and supervisors as you approach them to lend a hand in this effortor at the least, their two-cents worth.

So where to begin? Well – you may not know it – but your friendly HQDA Quality proponents are here to jump in and lend a hand! What can we do for you? Well, we will work with you and your commander to develop a session(s) that will get the process going, whatever the desired end result. A couple of us recently responded to a call from an organization in just such a dilemma.

The organization visited was the 82d Forward Support Battalion (FSB) at Fort Bragg, NC. This organization had gone through some pretty significant events/impacts recently and the commander identified that he needed to take some time with his senior leaders and chart the course for their future. But, where to begin? He sent us a note and we jumped into action. For some pre-work, we identified some of their big issues, looked at some of their assessment tools, and talked with him about his desired result. From there--we got cracking. They

coordinated a date that all the right folks could gather together and we flew in and got started. We spent a day with that unit. Those in attendance were transformed as the day progressed. As we departed their Area of Operation, they were well-involved with all aspects of the task and we received very favorable comments from all.

So--not sure where to begin?? We just might have some helpful tip for you--or we just might be able to come to your organization and provide the same help that we gave to the 82d FSB. Airborne!

**BEST PRACTICES UPDATE
BY COLLEEN CAREY**

Since Secretary of the Army approval on a proposed initiative to the Army's Business Initiative Council (ABIC), to develop a means to identify and share best practices, we have been working hard to make this a reality.

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

“We need to create a culture of thinkers and innovators who look at a challenge and input a set of ways of doing it, not just apply band-aids and bailing wire to fix old ways of doing business. If something needs to be changed let's figure out the best way to do it” -- Gen. Kevin P. Bynes, TRADOC CG,

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“Leaders must shape behavior to achieve innovation. They must continually challenge stratified ways of thinking and remove impediments to institutional innovation. This is central to shaping a culture that embraces change, rewards innovation, and underwrites the risk associated with experimentation.” “Such a culture seeks engagement, not only to foster and improve strategic communications, but also to test new ideas, concepts, and ways of doing business. In seeking to innovate -- to move beyond incremental improvements -- Army military and civilian leaders must also continue to search for best practices (in relevant industrial and commercial enterprises and with other Services and foreign military establishments). *“Our Army at War - Relevant and Ready..Today and Tomorrow”, The Army Game Plan, November 2004*
