

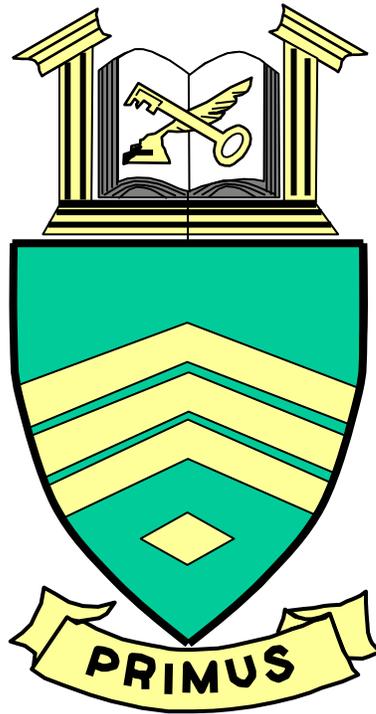
U.S. ARMY SERGEANTS MAJOR ACADEMY (FSC-TATS)

L657

JUN 04

TOTAL ARMY QUALITY

PRERESIDENT TRAINING SUPPORT PACKAGE



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PRERESIDENT TRAINING SUPPORT PACKAGE (TSP)

TSP Number / Title	L657 / TOTAL ARMY QUALITY
Effective Date	01 Jun 2004
Supersedes TSP(s) / Lesson(s)	L 657, Total Army Quality, DEC 99
TSP Users	521-SQIM (DL), First Sergeant Course
Proponent	The proponent for this document is the Sergeants Major Academy.
Improvement Comments	<p>Users are invited to send comments and suggested improvements on DA Form 2028, <i>Recommended Changes to Publications and Blank Forms</i>. Completed forms, or equivalent response, will be mailed or attached to electronic e-mail and transmitted to:</p> <p>COMDT USASMA ATTN ATSS DCF BLDG 11291 BIGGS FIELD FORT BLISS TX 79918-8002</p> <p>Telephone (Comm) (915) 568-8875 Telephone (DSN) 978-8875</p> <p>E-mail: atss-dcd@bliss.army.mil</p>
Security Clearance / Access	Unclassified
Foreign Disclosure Restrictions	FD5. This product/publication has been reviewed by the product developers in coordination with the USASMA foreign disclosure authority. This product is releasable to students from all requesting foreign countries without restrictions.

PREFACE

Purpose

This Training Support Package provides the student with a standardized lesson plan for presenting instruction for:

Task Number

Task Title

907-030-0001

Improve Organizational Effectiveness by Using the Total Army Quality Concepts

This TSP
Contains

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**TOTAL ARMY QUALITY
L657 / Version 1
01 Jun 2004**

SECTION I. ADMINISTRATIVE DATA

All Courses Including This Lesson

<u>Course Number</u>	<u>Version</u>	<u>Course Title</u>
521-SQIM (DL)	1	First Sergeant Course

Task(s) Taught(*) or Supported

<u>Task Number</u>	<u>Task Title</u>
907-030-0001	Improve Organizational Effectiveness by Using the Total Army Quality Concepts

Reinforced Task(s)

<u>Task Number</u>	<u>Task Title</u>
None	

Academic Hours

The academic hours required to teach this lesson are as follows:

	<u>Distance Learning Hours/Methods</u>
	1 hr 10 mins /Practical Exercise (Performance)
	1 hr 20 mins /Study Assignment
Test	0 hrs
Test Review	0 hrs
Total Hours:	2 hrs 30 mins

Test Lesson Number

	<u>Hours</u>	<u>Lesson No.</u>
Testing (to include test review)	3 hrs	E651 version 1

Prerequisite Lesson(s)

<u>Lesson Number</u>	<u>Lesson Title</u>
None	

Clearance Access

Security Level: Unclassified
Requirements: There are no clearance or access requirements for the lesson.

Foreign Disclosure Restrictions

FD5. This product/publication has been reviewed by the product developers in coordination with the USASMA foreign disclosure authority. This product is releasable to students from all requesting foreign countries without restrictions.

References

<u>Number</u>	<u>Title</u>	<u>Date</u>	<u>Additional Information</u>
AR 5-1	TOTAL ARMY QUALITY MANAGEMENT	15 Mar 2002	

Student Study Assignments

- Study Student Handout-1.

Instructor Requirements

None

Additional Support Personnel Requirements

<u>Name</u>	<u>Stu Ratio</u>	<u>Qty</u>	<u>Man Hours</u>	
MSG, FSC graduate, ITC, and SGITC graduate (Enlisted)	1:14	1	2 hrs	30 mins

Equipment Required for Instruction

<u>Id Name</u>	<u>Stu Ratio</u>	<u>Instr Ratio</u>	<u>Spt</u>	<u>Qty</u>	<u>Exp</u>
* Before Id indicates a TADSS					

Materials Required

Instructor Materials:
None

Student Materials:

- TSP.
- Pen or pencil and writing paper.

Classroom, Training Area, and Range Requirements

None

Ammunition Requirements

<u>Id</u>	<u>Name</u>	<u>Exp</u>	<u>Stu Ratio</u>	<u>Instr Ratio</u>	<u>Spt Qty</u>
None					

Instructional Guidance

None

Proponent Lesson Plan Approvals

<u>Name</u>	<u>Rank</u>	<u>Position</u>	<u>Date</u>
Colyer, Donald J.	GS09	Training Specialist	
Adams, Chris L.	SGM	Chief Instructor, FSC	
Graham, Kevin L.	MSG	Chief, FSC	
Gratton, Steven M.	SGM	Chief, Functional Courses	
Bucher, George V.	GS11	Chief, CMD	
Lemon, Marion	SGM	Chief, CDDD	

SECTION II. INTRODUCTION

Method of Instruction: <u>Study Assignment</u>
Technique of Delivery: <u>Individualized, self-paced Instruction</u>
Instructor to Student Ratio is: <u>1:14</u>
Time of Instruction: <u>5 mins</u>
Media: <u>None</u>

Motivator Total Army Quality (TAQ) is the systematic approach to leading a change effort within an organization. It is a means of applying effective management tools and principles used in business and industry to increase productivity, effectiveness, and readiness of Army organizations. Leaders may use TAQ processes to manage garrison operations, reduce cycle time of logistics delivery processes and to make significant improvements in the material acquisition process. It is equally effective in assessing organizational training levels and planning for long-range organizational improvement. A clear understanding of TAQ, as well as the processes of organizational improvement, will facilitate and encourage out-of-the-box thinking by officer and enlisted leaders at all levels within the chain of command.

Terminal Learning Objective At the completion of this lesson, you [the student] will:

Action:	Determine Total Army Quality concepts to unit operations.
Conditions:	As a first sergeant in a self-study environment given extracted material from AR 5-1 (SH-1).
Standards:	Determined Total Army Quality concepts to unit operations IAW AR 5-1 (SH-1).

Safety Requirements None

Risk Assessment Level Low

Environmental Considerations **NOTE:** It is the responsibility of all soldiers and DA civilians to protect the environment from damage.
None

Evaluation At the end of your phase I training and before entering phase II, you will take an on-line, multiple choice examination. It will test your comprehension of the learning objectives from this and other lessons in phase I. You must correctly answer 70 percent or more of the questions on the examination to receive a GO. Failure to achieve a GO on the examination will result in a retest. Failure on the retest could result in you dismissal from the course.

**Instructional
Lead-In**

The purpose of Total Army Quality (TAQ), as the Army's variation of TQM is called, is to get organizations to make proactive, fact-based decisions regarding change. First, the senior leadership of the organization must be forward looking and thinking, able to envision the organization operating effectively and efficiently 5 to 8 years in the future. They must then organize all resources within the organization to achieve what they have envisioned.

SECTION III. PRESENTATION

A. ENABLING LEARNING OBJECTIVE

ACTION:	Identify the four foundational principles of TAQ.
CONDITIONS:	As a first sergeant in a self-study environment given extracted material from AR 5-1 (SH-1).
STANDARDS:	Identified the four foundational principles of TAQ IAW AR 5-1 (SH-1).

1. Learning Step / Activity 1. Identify the four foundational principles of TAQ

Method of Instruction: Study Assignment
Technique of Delivery: Individualized, self-paced Instruction
Instructor to Student Ratio: 1:14
Time of Instruction: 20 mins
Media: None

To complete this learning step activity, you are to--

- Read the above ELO.
- Read SH-1, pp SH-1-2 and SH-1-3.

2. Learning Step / Activity 2. Identify the four foundational principles of TAQ

Method of Instruction: Practical Exercise (Performance)
Technique of Delivery: Individualized, self-paced Instruction
Instructor to Student Ratio: 1:14
Time of Instruction: 20 mins
Media: None

Try to complete the questions in the practical exercise without referring to the student handout. Write your answer in the space provided.

- This is a self-graded exercise.
- It should take you approximately 20 minutes to complete the questions.
- Complete questions 1 thru 4 of Practical Exercise 1, p C-2.
- Compare your responses with the solutions on p C-4 for Practical Exercise 1.
- If your response does not agree, review the appropriate reference/lesson material.

CHECK ON LEARNING: The practical exercise serves as a check on learning for this ELO.

B. ENABLING LEARNING OBJECTIVE

ACTION:	Identify the contents of a strategic plan.
CONDITIONS:	As a first sergeant in a self-study environment given extracted material from AR 5-1 (SH-1).
STANDARDS:	Identified the contents of a strategic plan IAW AR 5-1 (SH-1).

1. Learning Step / Activity 1. Identify the contents of a strategic plan

Method of Instruction: Study Assignment
Technique of Delivery: Individualized, self-paced Instruction
Instructor to Student Ratio: 1:14
Time of Instruction: 15 mins
Media: None

To complete this learning step activity, you are to--

- Read the above ELO.
- Read SH-1, p SH-1-3.

2. Learning Step / Activity 2. Identify the contents of a strategic plan

Method of Instruction: Practical Exercise (Performance)
Technique of Delivery: Individualized, self-paced Instruction
Instructor to Student Ratio: 1:14
Time of Instruction: 20 mins
Media: None

Try to complete the questions in the practical exercise without referring to the student handout. Write your answer in the space provided.

- This is a self-graded exercise.
- It should take you approximately 20 minutes to complete the questions.
- Complete questions 5 thru 7 of Practical Exercise 1, p C-2.
- Compare your responses with the solutions on pp C-4 and C-5 for Practical Exercise 1.
- If your response does not agree, review the appropriate reference/lesson material.

CHECK ON LEARNING: The practical exercise serves as a check on learning for this ELO.

C. ENABLING LEARNING OBJECTIVE

ACTION:	Identify the seven areas assessed in a Baldrige based organizational assessment.
CONDITIONS:	As a first sergeant in a self-study environment given extracted material from AR 5-1 (SH-1).
STANDARDS:	Identified the seven areas assessed in a Baldrige based organizational assessment IAW AR 5-1 (SH-1).

1. Learning Step / Activity 1. Identify the seven areas assessed in a Baldrige based organizational assessment.

Method of Instruction: Study Assignment
Technique of Delivery: Individualized, self-paced Instruction
Instructor to Student Ratio: 1:14
Time of Instruction: 25 mins
Media: None

To complete this learning step activity, you are to--

- Read the above ELO.
- Read SH-1, pp SH-1-4 thru SH-1-7.

2. Learning Step / Activity 2. Identify the seven areas assessed in a Baldrige based organizational assessment.

Method of Instruction: Practical Exercise (Performance)
Technique of Delivery: Individualized, self-paced Instruction
Instructor to Student Ratio: 1:14
Time of Instruction: 20 mins
Media: None

Try to complete the questions in the practical exercise without referring to the student handout. Write your answer in the space provided.

- This is a self-graded exercise.
- It should take you approximately 20 minutes to complete the questions.
- Complete questions 8 thru 14 of Practical Exercise 1, pp C-2 and C-3.
- Compare your responses with the solutions on pp C-5 and C-6 for Practical Exercise 1.
- If your response does not agree, review the appropriate reference/lesson material.

CHECK ON LEARNING: The practical exercise serves as the check on learning for this ELO.

SECTION IV. SUMMARY

Method of Instruction: <u>Study Assignment</u>
Technique of Delivery: <u>Individualized, self-paced Instruction</u>
Instructor to Student Ratio is: <u>1:14</u>
Time of Instruction: <u>5 mins</u>
Media: <u>None</u>

Check on Learning

The practical exercise serves as the check on learning for this lesson.

Review / Summarize Lesson

The TAQ process as it occurs within an organization is a cyclical one. It begins with the assessment process, progresses through a series of planning and implementation steps and then begins again with a reassessment. We have discussed the key components of the process as well as the underlying tenets that support implementation within an organization. The process of leading change within an organization is never complete. There is always room for additional improvement.

SECTION V. STUDENT EVALUATION

**Testing
Requirements**

At the end of your phase I training and before entering phase II, you will take an on-line, multiple choice examination. It will test your comprehension of the learning objectives from this and other lessons in phase I. You must correctly answer 70 percent or more of the questions on the examination to receive a GO. Failure to achieve a GO on the examination will result in a retest. Failure on the retest could result in your dismissal from the course.

**Feedback
Requirements**

NOTE: Feedback is essential to effective learning. Please complete the student questionnaire and mail to USASMA.

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Complete the following actions:

- Enter your name, your rank, and the date you complete this questionnaire.

Name:

Rank:

Date:

- Answer items 1 through 6 below.
- Fold the questionnaire, so the address for USASMA is visible.
- Print your return address, add postage, and mail.

NOTE: Your response to this questionnaire will assist the Academy in refining and improving this course. When completing the questionnaire, answer each question frankly. Your assistance helps build and maintain the best curriculum possible.

Item 1:

Do you feel you have met the learning objectives of this lesson?

Item 2:

Was the material covered in this lesson new to you?

Item 3:

Which parts of this lesson were most helpful to you in learning the objectives?

Item 4:

How could we improve the format of this lesson?

Item 5:

How could we improve the content of this lesson?

Item 6:

Do you have additional questions or comments? If you do, please list them here. You may add additional pages if necessary

CMDT USASMA
ATTN ATSS DCF FSC TATS
BLDG 11291 BIGGS FLD
FT. BLISS, TX 79918-8002

Appendix A - Viewgraph Masters (N/A)

Appendix B - Test(s) and Test Solution(s) (N/A)

Appendix C
PRACTICAL EXERCISE 1

Title TOTAL ARMY QUALITY

Lesson Number / Title L657 version 1 / TOTAL ARMY QUALITY

Introduction None

Motivator None

Terminal Learning Objective At the completion of this lesson, you [the student] will:

Action:	Determine Total Army Quality concepts to unit operations.
Conditions:	As a first sergeant in a self-study environment given extracted material from AR 5-1 (SH-1).
Standards:	Determined Total Army Quality concepts to unit operations IAW AR 5-1 (SH-1).

Safety Requirements None

Risk Assessment Low

Environmental Considerations None

Evaluation Check your responses to the situations with the solutions on pp C-4 thru C-6. If your responses do not match the responses in the solution, you should study the appropriate references as indicated.

Instructional Lead-In None

Resource Requirements **Instructor Materials:**
None

- Student Materials:**
- Pen or pencil and paper.

Special Instructions Answer the questions below. If you were not able to respond correctly to all questions, review the material at Appendix C, Student Handout 1.

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Procedures

QUESTION 1: What are the Four Basic principles of TAQ?

- a. _____
- b. _____
- c. _____
- d. _____

QUESTION 2: Under the TAQ principle leadership vision and commitment, define vision.

QUESTION 3: Define the TAQ principle of Employee Empowerment.

QUESTION 4: What two factors drive the TAQ principle of Continuous Improvement?

- a. _____
- b. _____

QUESTION 5: Define Strategic Planning.

QUESTION 6: What does a strategic plan contain?

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____
- f. _____
- g. _____

QUESTION 7: A strategic management approach to running an organization contains four elements. What are these elements?

- a. _____
- b. _____
- c. _____
- d. _____

QUESTION 8: What is the Army Performance Improvement Criteria based on?

**Procedures,
continued**

QUESTION 9: The application of APIC supports Total Army Quality in three ways. List all three.

- a. _____
- b. _____
- c. _____

QUESTION 10: What are the APIC criteria for core values and concepts?

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____
- f. _____
- g. _____
- h. _____
- i. _____
- j. _____
- k. _____

QUESTION 11: The APIC'S core values and concepts are embodied in seven categories. What are these categories?

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____
- f. _____
- g. _____

QUESTION 12: What are the three Leadership Triad categories?

- a. _____
- b. _____
- c. _____

QUESTION 13: The Results Triad represents what three categories?

- a. _____
- b. _____
- c. _____

QUESTION 14: The information and analysis base serves as a foundation for what system?

**Feedback
Requirements**

None

SOLUTION TO PRACTICAL EXERCISE 1

QUESTION 1: What are the Four Basic principles of TAQ?

ANSWER:

- a. Leadership vision and commitment.
- b. Mission and customer focus.
- c. Employee empowerment.
- d. Continuous improvement.

Ref: AR 5-1 (SH-1), p SH-1-2, para 3-1a(1) thru (4)

QUESTION 2: Under the TAQ principle leadership vision and commitment, define vision.

ANSWER: A statement of what the organization desires to be — an end state to be achieved through positive change.

Ref: AR 5-1 (SH-1), p SH-1-2, para 3-1c(1)

QUESTION 3: Define the TAQ principle of Employee Empowerment.

ANSWER: Empowered employees have the ability to make decisions and take actions that improve processes that provide value to the customer. Leaders empower employees and teams by giving them authority and resources while holding them accountable to produce results. Empowerment shares control, responsibility, and ownership of organizational processes. Empowerment is based on open dialogue, shared purpose and vision, and clearly understood goals and priorities. Empowered employees are focused on providing value to their customers not on simply completing assigned tasks.

Ref: AR 5-1 (SH-1), p SH-1-2, para 3-1e

QUESTION 4: What two factors drive the TAQ principle of Continuous Improvement?

ANSWER:

- a. No organization or process is perfect.
- b. Customer requirements change over time.

Ref: AR 5-1 (SH-1), p SH-1-2, para 3-1f

QUESTION 5: Define Strategic Planning.

ANSWER: Strategic planning is the process by which managers at higher levels envision their organization's future and develop the necessary procedures and operations to achieve that vision.

Ref: AR 5-1 (SH-1), p SH-1-3, para 3-2a

QUESTION 6: What does a strategic plan contain?

ANSWER:

- a. A comprehensive mission statement that encompasses the organization's key processes.
- b. A clear vision statement.
- c. Values to guide the organization.
- d. Measurable goals and objectives, including expected outcomes, for all of the organization's key processes.
- e. A description of how the goals and objectives are to be achieved, including a description of the operational processes, skills and technology, and the human, capital, information, and other resources required to meet those goals and objectives.
- f. An identification of those key factors external to the organization that could significantly affect the achievement of the goals and objectives.
- g. A description of the assessment process used to determine how well all the organization's key processes and functions are aligned to achieve its goals and objectives.

Ref: AR 5-1 (SH-1), p SH-1-3, para 3-2a(1) thru (7)

QUESTION 7: A strategic management approach to running an organization contains four elements. What are these elements?

ANSWER:

- a. Development of a strategic plan that will meet the current and future needs of the customer.
- b. Deployment of that plan throughout the organization in the form of shared vision and the implementation of action plans to achieve stated goals.
- c. Periodic, systematic assessment of the results achieved through the implementation of action plans to determine performance levels, progress, and opportunities for improvement.
- d. Refinement of the strategic plan and supporting action plans based on external changes (higher headquarters' goals, resources, political, etc.), an analysis of the organization's strengths, weaknesses, opportunities, and threats (SWOT), and results of previous organizational assessments.

Ref: AR 5-1 (SH-1), p SH-1-3, para 3-2d(1) thru (4)

QUESTION 8: What is the Army Performance Improvement Criteria based on?

ANSWER: The Army Performance Improvement Criteria (APIC) is based on the Malcolm Baldrige Criteria for Performance Excellence, a national quality award for private industry, and the President's Quality Award, a federal quality award.

Ref: AR 5-1 (SH-1), p SH-1-4, para 3-4a

QUESTION 9: The application of APIC supports Total Army Quality in three ways. List all three.

ANSWER:

- a. It provides a systematic, disciplined approach to deal with the dynamics of change by providing a working tool for strategic planning, conducting organizational assessments, analysis, and performance improvement planning.
- b. Effective use of the APIC criteria can raise the organization's performance expectations and standards by improving business practices and capabilities.
- c. It establishes common performance criteria to facilitate communication and sharing of the best management techniques, strategies, and management practices among Army organizations.

Ref: AR 5-1 (SH-1), p SH-1-4, para 3-4a(1) thru (3)

QUESTION 10: What are the APIC criteria for core values and concepts?

ANSWER:

- a. Visionary Leadership.
- b. Customer-Driven.
- c. Organizational and Personal Learning.
- d. Valuing Employees and Partners.
- e. Agility.
- f. Focus on the Future.
- g. Managing for Innovation.
- h. Management by Fact.
- i. *Public Responsibility and Citizenship.*
- j. *Focus on Results and Creating Value.*
- k. *Systems Perspective.*

Ref: AR 5-1 (SH-1), pp SH-1-4 and SH-1-5, para 3-4c(1) thru (11)

QUESTION 11: The APIC'S core values and concepts are embodied in seven categories. What are these categories?

ANSWER:

- a. Leadership.
- b. Strategic planning.
- c. Customer and market focus.
- d. Information and analysis.
- e. Human resource focus.
- f. Process management.
- g. Business results.

Ref: AR 5-1 (SH-1), p SH-1-5, para 3-4d(1) thru (7)

QUESTION 12: What are the three Leadership Triad categories?

ANSWER:

- a. Leadership.
- b. Strategic Planning.
- c. Customer Focus.

Ref: AR 5-1 (SH-1), p SH-1-6, para 3-4e(2)(a)

QUESTION 13: The Results Triad represents what three categories?

ANSWER:

- a. Human Resource Focus.
- b. Process Management.
- c. Business Results.

Ref: AR 5-1 (SH-1), p SH-1-6, para 3-4e(2)(b)

QUESTION 14: The information and analysis base serves as a foundation for what system?

ANSWER: The Performance Management System.

Ref: AR 5-1 (SH-1), p SH-1-6, para 3-4e(3)

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Appendix D

HANDOUTS FOR LESSON 1: L657 version 1

This appendix contains the items listed in this table--

Title/Synopsis	Pages
SH-1, Extracted Material from AR 5-1, Total Army Quality Management	SH-1-1 thru SH-1-7

Student Handout 1

This student handout contains 6 pages of material from the following publication:

AR 5-1, Total Army Quality Management, 15 March 2002

Chapter

Pages

Chapter 3, Management of Army Organizations

SH-1-2 thru SH-1-7

Disclaimer: The training developer downloaded the material from the U.S. Army Publishing Directorate Home Page. The text may contain passive voice, misspellings, grammatical errors, etc., and may not be in compliance with the Army Writing Style Program.

Chapter 3 Management of Army Organizations

3-1. Total Army Quality (Definition and Principles)

a. The TAQ is an integrated strategic management approach for achieving performance excellence. Performance excellence results when all organizational strategic goals, objectives, and processes are linked and aligned to optimize the delivery and quality of the products or services required by its customers with a minimal expenditure of resources. This approach has, at its core, four principles that are the foundation for providing value to the customer and is the catalyst for significant and sustained organizational improvement. These are:

- (1) Leadership vision and commitment,
- (2) Mission and customer focus,
- (3) Employee empowerment, and
- (4) Continuous improvement.

b. The TAQ provides a flexible umbrella whose core principles allow individual organizations the option to apply any of the various, and highly effective, process management disciplines, philosophies, and tools in the manner that best support the needs of their customers. Army leaders retain the flexibility to use and adapt the appropriate management tools and techniques such as the Baldrige-based Criteria for organizational self-assessment, Business Process Reengineering, Army Ideas for Excellence Program, Benchmarking, Activity Based Costing/Management, Knowledge Management and Acquisition Reform to meet mission requirements.

c. Leadership vision and commitment.

(1) *Vision*. A statement of what the organization desires to be — an end state to be achieved through positive change. It reflects the larger goals that people need to keep in mind while concentrating on concrete daily activities. A clear vision provides a guide to those within the organization and supports the achievement of the goals of leaders at higher levels of command. A shared vision provides focus to the organization.

(2) *Commitment*. Achieving an organization's stated objectives and realizing the vision requires a commitment by everyone in the organization. This commitment is gained by ensuring the vision is deployed throughout the organization. Sharing the vision ensures that the reason for making certain specific changes or decisions is understood. As all people within an organization adopt a shared vision, leadership at all levels must continually reinforce its importance in day to day decision making.

d. *Customer focus*: The Army's mission is to provide national defense and security for American citizens—our ultimate customers. All organizations have customers. The sole reason for an organization to exist is to meet or exceed customer requirements. All processes and activities are focused on meeting the current and future requirements of customers. The customer determines the value of your organization based on the quality of the products or services you provide. Performance excellence is achieved when all activities and people within an organization are focused on efficiently providing value to the customer. The Army's mission is to provide national defense and security for American citizens—our ultimate customers.

e. *Employee empowerment*: Empowered employees have the ability to make decisions and take actions that improve processes that provide value to the customer. Leaders empower employees and teams by giving them authority and resources while holding them accountable to produce results. Empowerment shares control, responsibility, and ownership of organizational processes. Empowerment is based on open dialogue, shared purpose and vision, and clearly understood goals and priorities. Empowered employees are focused on providing value to their customers not on simply completing assigned tasks.

f. *Continuous improvement*: No organization or process is perfect and customer requirements change over time. These two factors drive the need for continuous improvement within all organizations. Change takes place at both the process level and the organizational level.

(1) Managers and process owners are responsible and accountable for achieving process improvements and results. Empowered employees who are focused on customer requirements will naturally strive to improve the processes in which they have ownership. This must be encouraged and supported by managers at all levels.

(2) Change management at the organizational level is the responsibility of senior leadership. They provide long-range vision, goals and plans for the future, and define areas and expectations for improvement. By setting strategic goals and systematically measuring results, leaders focus change efforts to meet current and future customer needs.

3–2. Strategic planning

a. Strategic planning is the process by which managers at higher levels envision their organization's future and develop the necessary procedures and operations to achieve that vision. It is a continuous and systematic effort to determine and meet the future needs of customers. It focuses and aligns all efforts within an organization on core competencies, key strategies, and actions that must be taken to achieve success. This ability to focus and align all organizational processes toward a common end is the most powerful element of the strategic plan. A strategic plan contains:

- (1) A comprehensive mission statement that encompasses the organization's key processes;
- (2) A clear vision statement;
- (3) Values to guide the organization;
- (4) Measurable goals and objectives, including expected outcomes, for all of the organization's key processes;
- (5) A description of how the goals and objectives are to be achieved, including a description of the operational processes, skills and technology, and the human, capital, information, and other resources required to meet those goals and objectives;
- (6) An identification of those key factors external to the organization that could significantly affect the achievement of the goals and objectives; and
- (7) A description of the assessment process used to determine how well all the organization's key processes and functions are aligned to achieve its goals and objectives.

b. The strategic plan:

- (1) A living document that provides a roadmap for current decisions while maintaining the overall focus on long-term, continuous improvement;
- (2) Links and aligns the organization's vision, mission, goals, and objectives with the strategic plan of the next higher echelon; and
- (3) The basis for development and implementation of action plans aimed at measurable performance results.

c. Action plans:

- (1) Used at all management levels to translate the vision, goals, and objectives of the strategic plan into action.
- (2) Contain measurable performance goals or targets and milestones for results.
- (3) Focus the efforts of employees and the results of all processes to the strategic plan.
- (4) Impact all employees down to the individual level.
- (5) When implemented, complete the deployment of the strategic plan throughout the organization.

d. Strategic management approach: A strategic management approach to running an organization contains four elements:

- (1) Development of a strategic plan that will meet the current and future needs of the customer.
- (2) Deployment of that plan throughout the organization in the form of shared vision and the implementation of action plans to achieve stated goals.
- (3) Periodic, systematic assessment of the results achieved through the implementation of action plans to determine performance levels, progress, and opportunities for improvement.
- (4) Refinement of the strategic plan and supporting action plans based on external changes (higher headquarters' goals, resources, political, etc.), an analysis of the organization's strengths, weaknesses, opportunities, and threats (SWOT), and results of previous organizational assessments.

3–3. Organizational assessment

- a. To adequately measure continuous improvement, organizations must use a set of assessment criteria such as the APIC, which is the Army's recommended strategic framework for leading change and assessing performance, that:
- (1) Highlight the leader's role in setting organizational direction, goals, and reviewing results.
 - (2) Reveal the level to which all processes are linked and aligned toward achieving the results required for success.
 - (3) Ensure strategic plans and action plans are focused on customer and mission performance requirements that must be met for the organization's strategy to succeed.
 - (4) Consider customer satisfaction and expectations to anticipate requirements and link them as key input to strategic plans.
 - (5) Examine the collection, analyses, and use of performance metrics information to sustain a fact-based system for improving organizational performance excellence.
 - (6) Align human resource development efforts with the organization's strategy to maintain a work environment conducive to performance excellence.
 - (7) Challenge key operational and work process management efforts to achieve flexibility, cost reduction, and cycle time reduction.
 - (8) Focus on measured results that are linked to the strategic goals of the organization.
 - (9) Facilitate communication and sharing of best practices information.
 - (10) Serve as a working tool for understanding and managing performance, planning, and training.
- b. Once completed, the assessment becomes the basis for refinements of the strategic plan and the supporting action plans.

3–4. The Army Performance Improvement Criteria

- a. The Army Performance Improvement Criteria (APIC) is based on the Malcolm Baldrige Criteria for Performance Excellence, a national quality award for private industry, and the President's Quality Award, a federal quality award. It provides a common framework for all Army organizations to measure how well they are meeting their stated goals and customer needs. It provides a systematic review that indicates the degree to which these processes are linked and aligned toward mission accomplishment and leads to informed management decisions. The APIC helps the manager at higher levels view the linkages between the various functional areas and multiple processes that comprise the organization. It fulfills all the requirements for assessment outlined in paragraph 3–3 above. This assessment framework can be applied equally no matter which specific management discipline or philosophy is adopted by an organization. The application of APIC supports Total Army Quality in three ways:
- (1) It provides a systematic, disciplined approach to deal with the dynamics of change by providing a working tool for strategic planning, conducting organizational assessments, analysis, and performance improvement planning.
 - (2) Effective use of the APIC criteria can raise the organization's performance expectations and standards by improving business practices and capabilities.
 - (3) It establishes common performance criteria to facilitate communication and sharing of the best management techniques, strategies, and management practices among Army organizations.
- b. The APIC assists in generating continuous improvement over time. When properly conducted, the self-assessment reveals the health of your organization, identifies strengths, and pinpoints opportunities to improve management practices and programs. Through continuous self-assessment, the organization can review, prioritize, and select the best approach for getting results.
- c. The criteria are built upon core values and concepts, which are embedded beliefs and behaviors found in high performing organizations. They are the foundation for integrating key performance requirements within a results oriented framework that creates a basis for action and feedback. The core values and concepts are:
- (1) *Visionary Leadership* – The senior leaders should set key directions; create a customer focus, clear and visible values and high expectation for the organization by action and example for both war fighting and business.

(2) *Customer-Driven* – The organization’s focus is on its customers – ensuring its operations meet customer needs in the most efficient manner possible. Customers judge the quality and performance of an organization. Customer-driven excellence is thus a strategic concept, which is directed toward customer retention, market share gain and growth.

(3) *Organizational and Personal Learning* – the ability of the organization to acquire, share and use knowledge for continuous improvement.

(4) *Valuing Employees and Partners* – investing in people, helping soldiers, employees, and partners optimize opportunities for success in their work environment.

(5) *Agility* – the ability to transition rapidly within or between operations, war-fighting or business.

(6) *Focus on the Future* – remaining the world’s finest land force for the next crisis, next war, and an uncertain future requires operating strategically with a long-range orientation.

(7) *Managing for Innovation* – capacity to develop creative and effective products and solutions to increase strategic and tactical responsiveness and decision-making.

(8) *Management by Fact* – reliance on data and analysis for decision making and analysis of organizational performance.

(9) *Public Responsibility and Citizenship* – involves a proactive and responsive commitment to the needs and concerns of the community and the larger public.

(10) *Focus on Results and Creating Value* – the orientation to managing toward key outcomes for mission accomplishment and meeting customer needs.

(11) *Systems Perspective* – the ability of the organization to view its operations holistically and understand how its parts interact; the ability to align activities effectively.

d. The APIC’S core values and concepts are embodied in seven categories, as follows:

(1) Leadership.

(2) Strategic planning.

(3) Customer and market focus.

(4) Information and analysis.

(5) Human resource focus.

(6) Process management.

(7) Business results.

The framework that connects and integrates the categories is shown in figure 3–1.

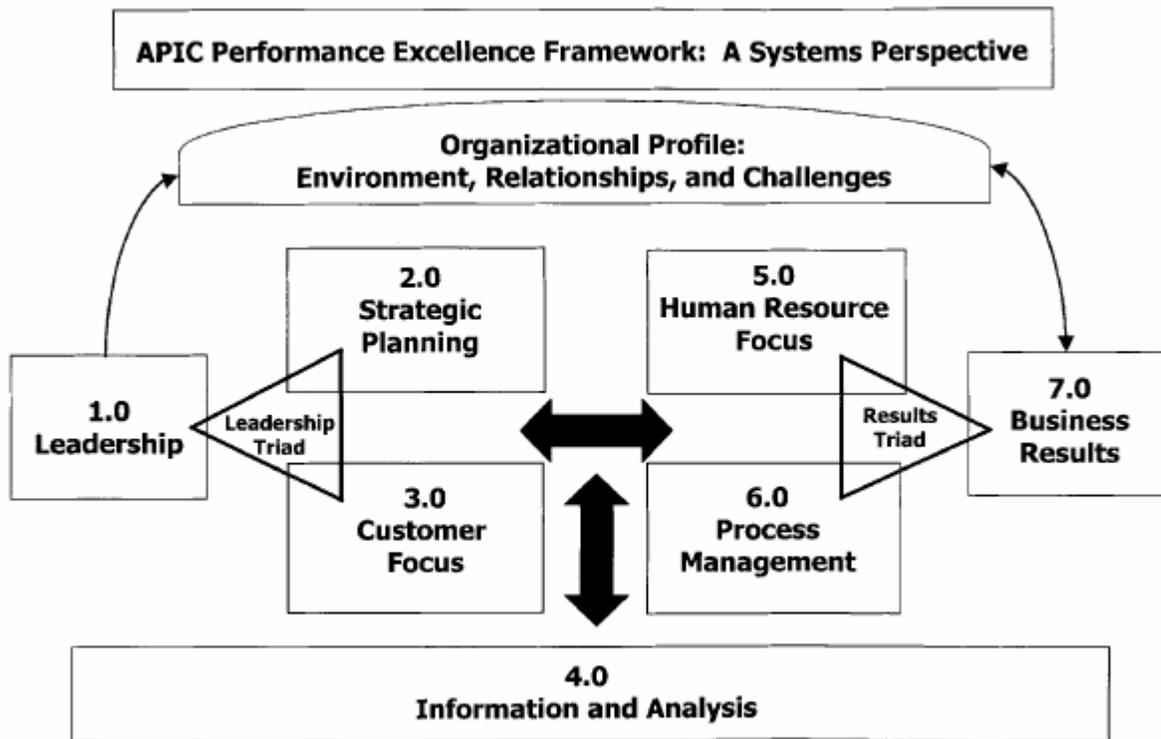


Figure 3–1. Foundation of a Performance Management System

- e. The framework has three basic elements, from top to bottom:
- (1) The Organizational Profile (top of figure) sets the context for the way the organization operates. The environment, key working relationships, and strategic challenges serve as an overarching guide for the organizational performance management system.
 - (2) The system is comprised of the six APIC Categories in the center of the figure that define the organization, its operations and its results. It consists of two triads (Leadership and Results) and an Information and Analysis base.
 - (a) The Leadership Triad represents Leadership (Category 1), Strategic Planning (Category 2), and Customer Focus (Category 3). These categories are placed together to emphasize the importance of a leadership focus on strategy and customers. Senior leaders must set organizational direction and seek future opportunities for the organization. If the leadership is not focused on customers, the organization as a whole will lack that focus.
 - (b) The Results Triad represents the Human Resource Focus (Category 5), Process Management (Category 6), and Business Results (Category 7). An organization's employees and its key processes accomplish the work of the organization that yields its business results. All actions point toward business results—a composite of customer, financial, and operational performance results, including human resource results and public responsibility.
 - (c) The horizontal arrow in the center of the framework links the leadership triad to the results triad, a linkage critical to organizational success. The arrow indicates the central relationship between Leadership (Category 1) and Business Results (Category 7). Leadership must keep its eyes on Business results and must learn from them to drive improvement. The two-headed arrow in the center of the framework indicates the importance of feedback in an effective performance management system.
 - (3) Information and Analysis (Category 4) is critical to the effective management of the organization and to a fact based system for improving organizational performance and competitiveness. The Information and analysis base serves as a foundation for the performance management system.

- f. The key characteristics of the criteria are that they:
- (1) Focus on the key areas of business performance results, specifically:
 - (a) Customer-focused results.
 - (b) Financial and market data results.
 - (c) Human resource results.
 - (d) Organizational effectiveness results.
 - (2) Are nonprescriptive and adaptable because they do not prescribe “how” an organizational assessment should be conducted. For example, the criteria do not prescribe:
 - (a) What specific tools, techniques, technologies, systems, measures, or starting points should be used;
 - (b) How the organization should be structured; or
 - (c) How different units in the organization should be managed.
 - (3) They support a goal-based diagnosis.
 - (4) Can be used for award programs for performance excellence such as the President’s Quality Award (PQA) and the Army Communities of Excellence (ACOE).
- g. As a guide, the APIC provides real-world Army examples in each of the seven categories from various Army award winners in the PQA and ACOE. The APIC is refined annually and is available from the Strategic Management and Innovations Division.