



REINVENTION LABORATORIES



- **Set the Pace**
- **Less Restrictive/
More Efficient**
- **Quality Services
to Customers**

What Are Reinvention Laboratories?

In reinventing the government system, Vice President Gore and the National Performance Review (NPR) recognize that organizations must be freed from overregulation and central control. Therefore, the NPR's recommendation to shrink the federal government workforce is targeted at control structures. By drastically reducing these positions, the Federal workforce will have more flexibility. With these cost savings, the goal will be to reinvest these monies back into the workforce in the form of training, quality management, and performance measurement.

Reinvention Laboratories are the testing areas for reorganizing government by following the NPR principles of:

- **Cut Back to Basics** - focus on mission and strengths.
- **Put Customers First** - satisfy the customer.
- **Cut Red Tape** - eliminate unnecessary bureaucracy.
- **Empower Employees** - allow workers to make decisions.

These principles will allow an organization to experiment with new ideas and business practices. The Reinvention Laboratories will set the pace for their organizations; they will do the same work only faster. Each organization will set its own criteria for becoming a Reinvention Laboratory. However, while departmental control loosens, these laboratories cannot automatically waive all government-wide or internal regulations. A problem has been how to loosen these controls and regulations because many department heads are still unwilling to give up their control. The Reinvention Laboratory status depends not only on an organization's desire to change but also on the complexity of the changes. These changes must affect the entire organization.

USACHPPM Reinvention Laboratory.

As of October 14, 1995, USACHPPM has received Reinvention Laboratory status. We have designated the entire Center as a Reinvention Laboratory with the theme "Customer Driven Technical Excellence." In following the NPR Principles, the Center will:

- **Cut Back to Basics:** The senior managers will guide changes through a descending structure beginning with the Quality Management Steering Committee, Quality Management Boards, (QMBs), and lastly the Process Action Teams (PATs). The PATs will address internal processes, activities, and issues. By using PATs, the Center has seen a faster return of reports; the ability to reorganize a directorate by accelerating procedures without the loss in quality; and the creation of a centralized and standardized timekeeping system. To help in the improvement process, the Center also has a trained facilitation group for data presentation and group dynamics.
- **Put Customers First:** As a result of customer meetings and surveys, the Center found that our customers wanted improved support. Our customers saw us as "inspectors" rather than as an information resource. Information carriers provided solutions and helped implement these solutions.

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Customers also expressed a concern between sampling and presenting reports. We now negotiate report deadlines with our customers resulting in more repeat customers and more customers outside the Department of the Army.

- **Cut Red Tape:** The Center established the Quick Response Process to reduce bureaucracy in customer service. This ensures delivering emergency services in a smooth, standardized fashion. The Procurement QMB streamlined the in-house supply procedures. They also created "Fact Sheets" to explain and speed up the ordering process.

- **Empower Employees:** The Center's Quality Awards Program recognizes outstanding individuals and groups in the areas of quality and customer service. We also recognize technical and administrative achievements in the weekly "Success Stories" on email. A PAT of scientists and engineers produced a Career Development Guide to help employees achieve their fullest potential. We made several changes in the timeliness of technical reporting: Program Managers now have signature authority; a new policy for original draft reports; and in-house printing of critical reports.

USACHPPM Reinvention Laboratory Plan.

The Center will focus its reinvention efforts in the following areas:

- Improve methods for monitoring and reporting productivity based on mission accomplishment, customer satisfaction, employee satisfaction, and bench marking.
- Strive to more completely fulfill our customers' needs and increase our service capabilities.
- Search for ways to operate more efficiently by delegating authority and responsibility and by cutting down on documentation and unnecessary procedures.
- Be competitive with other service providers, and focus on delivery and quality of work.
- Review obsolete regulations, and move from a bureaucratic orientation to a mission orientation.

Regulation Waiver Process.

Reinvention Laboratory status allows individuals/programs to receive waivers to existing regulations. Reinvention Laboratory commanders will have the authority to waive existing regulations and policies contained in Department of Defense Directives, Instructions, or Publications. Any individual/programs requesting waivers should submit the documentation to the Quality Systems and Training Management Office and should contain the following information:

- Title of Waiver Request.
- Regulation, Policy, Instruction Number, and appropriate chapter/verse.
- Functional Category: Resource Management, Procurement, Information Management, Capital Assets, Laboratory Operations, and Other.
- Current Situation: Narrative explanation of how work is currently being performed and results of constraints.
- Relief Sought: Narrative explanation of how individuals/programs desire to perform work.
- Impact of Waiver: Describe benefits associated with this waiver (cost savings, manpower savings, etc.).
- Internal Management Control Considerations.
- Related Waiver Activity.

Signature _____
Individual/Office submitting waiver request

Review (Concur/Non Concur): _____
USACHPPM Legal Officer

Approval: _____
Program Manager

Approval: _____
USACHPPM Commander

Approval: _____
Director

Waivers will automatically go into affect thirty days after approval and will be in affect for two years unless otherwise noted.

BENEFITS.

By becoming a Reinvention Laboratory, USACHPPM will be less restrictive and will operate more efficiently. Our boundaries will be expanded, and our ability to improve will only be limited by our own creativity and imagination. The goal is a Center that works faster and costs less.

REFERENCES.

1. Memorandum, Civilian Personnel Office, STEAP-CP-M, 29 April 1994, subject: *National Performance Review*.
2. Thompson, James, *Government Executive*, "Reinventing Government," June 1995.
3. Fisher, Timothy, *Sentinel*, "Quality Planning at CHPPM," September 1995.
4. Memorandum, Quality Systems and Training Management Office, 25 October 1995, subject: Reinvention Laboratory Status.