



HPO21[©]

SUCCESS STORIES

**Created and Published by AfCI LLC
The Alliance for Continuous Improvement**

www.hpo21.com

**Chuck Mitchell, Director and Owner
Email: crm@hpo21.com**

PREFACE

The Alliance for Continuous Improvement (AfCI LLC) helps businesses, nonprofits and government organizations become "high performing organizations" focused on strategic outcome results, including product & service excellence, customer satisfaction/perceived value, financial/market excellence, workforce excellence, project/process excellence and leadership/strategy excellence.

Unlike competitor management consulting firms, AfCI trains our customers to become "internal consultants" equipped with a unique set of policies, practices and tools referred to as " **HPO21©**" which stands for "High Performing Organization for the 21st Century."

The **HPO21©** is a "Recipe for Success" in the form of systematic step-by-step implementation and training of difficult to understand and apply systems.

This document presents success stories that have resulted from the delivery of **HPO21©** training and implementation services to our wide variety of customers.

Customer List visible at: www.hpo21.com

We hope you enjoy our success stories.



AfCI Learning began aboard US Submarines

Chuck Mitchell completed a tour in the US Navy Submarine Service and followed up with ten years of program management experience. Then he began his management consulting and systems development career.

Chuck designed HPO21 and its predecessor **CI-Toolkit®** created the first Project Management Earned Value Performance Analyzer (PA-1) - a predecessor of today's WINSITE tools, along with the first 1600-screen Computer Based Training system for Cost/Schedule Control Systems Criteria (EVMS) - the new standard for project management.

Chuck expanded the **HPO21©** from EVMS to the High Performing Organization model by "reverse-engineering" the Malcolm Baldrige Criteria for Performance Excellence, the GPRA Strategic Planning Guidelines, and the SO9001-2000 Quality Standards and the "Balanced-Baldrige Scorecard" and Metrics system.

How has the **HPO21©** helped our customers?

This document presents our success stories and our current focus.



VANDENBERG AFB – ITT FEC

Vandenberg Air Force Base, CA serves as the Air Force Western Test Range. In 1987, ITT Federal Electric Corporation was faced with the challenge of implementing an earned value program management system that required a rigorous Air Force review and acceptance process. Failure could mean loss of a large multi-year contract for FEC.

FEC selected a good EVMS software system for the job, called M*PM. The problem was that neither FEC, nor the company that made M*PM had the process or training in place to successfully implement the system.

AfCI applied project management elements of our **HPO21©** procedures and training systems – along with onsite consulting services to help.

The Results – FEC baselined 55 individual projects on time and successfully passed the Air Force Review of all project baselines and cost data – with ZERO discrepancies!



AFSC NATIONAL TEST BED – Geodynamics Corp

The Air Force Systems Command operates the National Test Bed at what used to be Falcon, AFB Colorado. The National Test Bed is where key elements of Strategic Defense Initiatives (Star Wars) are developed.

Geodynamics Corporation, a key onsite contractor at the NTB, was faced with the challenge of implementing an earned value program management system that required a rigorous Air Force review and IBM (Prime Contractor) acceptance process. Failure could mean loss of a continued multi-year contract for Geodynamics.

Geodynamics had selected M*PM for the job but once again, neither Geodynamics, nor the company that made M*PM had the process or training in place to successfully implement the system – and it was only six weeks until the Air Force and IBM review. AfCI had to work fast.

The Results – The **HPO21© project management procedures and training resulted in an on-time and successful Review and Acceptance.**



ARMY CECOM - Electrospace Systems Inc.

The U.S. Army CECOM was purchasing major Electronic Warfare Systems from one of its prime contractors in Texas: Electrospace Systems Inc. (ESI – now part of Raytheon). To boost company value and continue to win major contracts, ESI wanted to achieve a Tri-Service C/SCSC validation – and they did not want to wait the usual 3-5 years that it normally takes to achieve this strategic goal.

ESI had selected M*PM for the job and had implemented over 100 projects using this system. The problem was that the major program they had to validate was incorrectly implemented and time was running out on their goal.

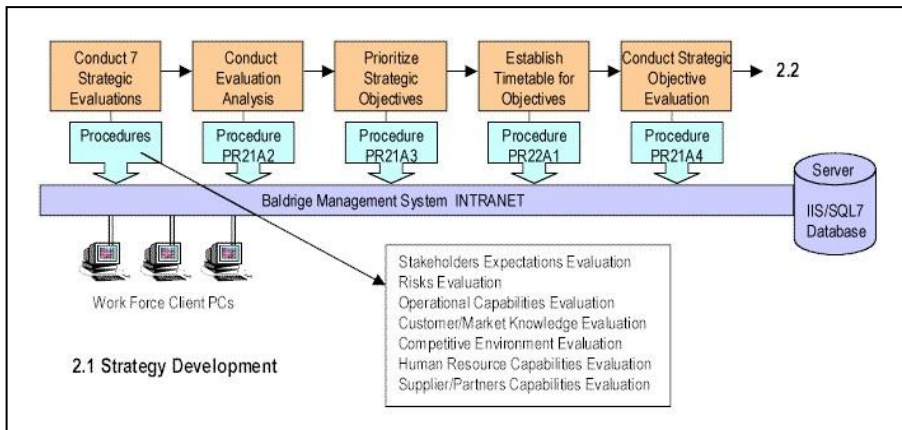
The **HPO21©** earned value project management tools were used to create a complete System Description and Operating Procedures – plus training to the rigorous full C/SCSC (EVMS) criteria.

The Results - ESI and the US Army CECOM team were satisfied to the maximum and pleased to report that ESI was the first company ever to achieve a Tri-Service (Army-Navy-Air Force) EVMS Validation in less than one year!



ARKANSAS ARMY NATIONAL GUARD

The Major General and Staff of one of the largest National Guard organizations in the US wanted a Strategic Plan that was measurable – and one that did not “sit on the shelf.” AfCI learned early on that the AANG did not have a good strategic planning process in place. The HPO21© strategic management process was implemented.



The Results – At the end of our strategic planning process the AANG were 100% satisfied with their measurable and realistic Strategic Plan. The AANG Major General awarded to AfCI the AANG Bronze Coin of Leadership.



US AIR FORCE UNIT SELF ASSESSMENTS

In the mid-1990s, the US Air Force adopted elements of the Malcolm Baldrige Performance Excellence Criteria as the basis for Unit Self Assessments and Improvement Plans.

The Air Force struggled with the tough job of trying to respond to the 7 Categories of questions in the Baldrige Criteria. In short, they did not have a good Unit Self-Assessment process in place and needed training.

Fortunately the **HP021©** includes “reverse-engineered” Baldrige Criteria, expressed as a set of best practices – along with procedures and computer based training. AfCI operated a 16-station Training Center in Colorado Springs and aimed training at the Air Force.

The Results - Almost **80%** of all US Air Force sites received and adopted AfCI Baldrige Self Assessment software, procedures and training. Our extensive customer list grew to over 20,000 licensed users. Air Force sites that fully implemented our Baldrige processes did very well with their Inspector General Unit Self Assessment Teams. The Scott AFB IG team deemed AfCI processes as “...*best practices*” for Air Force Baldrige-based Assessments.



US ARMY 10th ASG Okinawa

The US Army 10th Area Support Group in Okinawa provides the Army's forward presence, command and control and contingency operations in this critical region of the world.

The 10th ASG Commanding Officer wanted to rapidly put in place a strategic metrics system with measures that proved that 10th ASG was doing a great job. The problem was that they had no metrics system or training.

AfCI worked onsite in Okinawa to assist a team of 40 key process personnel in a process for selecting and implementing appropriate and meaningful metrics. The **HPO21©** performance scorecard tools were used as a basic for metrics selection, input and use in performance reviews.

This AfCI engagement was completed in less than ten days. At the conclusion of this short engagement a metrics-based performance review was conducted in the presence of the Commanding Officer and his staff.

The Results - The 10th ASG Commanding Officer awarded to AfCI the Army Bronze Coin of Leadership.



GSA Tools & Commodities

The GSA Tools and Commodities (Kansas City) faced demands by its key military customers to significantly reduce the cycle time of getting certain military products into the GSA Schedule. The cycle time was 18 months and the military customers wanted it reduced significantly. In addition, the GSA leaders at Kansas City wanted a measurable Strategic Plan.

The GSA did not have a process for reducing cycle time or for producing a measurable Strategic Plan.

AfCI used the **HPO21©** Process Charting tools to tackle the cycle time problem. After implementing Process Charts and metrics, AfCI was able to pinpoint the optimal cycle time reduction areas.

The Results - GSA Kansas City achieved a significant cycle time reduction (over 50%) – with only a minor implementation impact. AfCI also stood up a measurable Strategic Plan that is GPRA compliant with supporting metrics and evaluations.



Pat Salmon & Sons

The United States Postal Service (USPS) relies upon its major contractors to transport and deliver the mail. One of the largest mail carriers is Pat Salmon & Sons, Inc. of Little Rock, Arkansas. PS&S has over 1100 trucks and over 1000 drivers hauling US Mail 24hrs/7days week in 26 states.

One day in late 1996, the USPS invited PS&S to participate in its Quality Supplier Award (based upon Baldrige, TQM and ISO9000). PS&S had no experience in these standards, but wanted to show the Postal Service that Pat Salmon and Sons have never and will never let them down.

AfCI was engaged. Our **HPO21©** cut the implementation time to less than four months.



USPS Postmaster General hands 1997 Quality Award to Don Salmon, President

The Results – Pat Salmon & Sons WON 1st Place in the 1997 USPS Quality Supplier Award – against over 85 major competitors including prior winner Marriott Corporation!



Norfolk Naval Shipyard And the Presidents Quality Award

The Norfolk Naval Shipyard, Portsmouth, VA is one of the largest US Naval shipyards responsible for overhauling and repairing the fleet of Navy ships.

After operating for an unbelievable 200 historic years they rightfully wanted more recognition for the good job they have been doing. At our suggestion, they decided to implement a **High Performance Leadership System, complete with a Baldrige Scorecard, Metrics and Baldrige-based procedures and practices. We applied our **HPO21©** system and training in 35 departments in NNSY.**

In less than one year, AfCI implemented the NNSY leadership system and helped them write their Application for the Presidents Quality Award (PQA). We made sure they “walked-the-walk” not just ran after quality awards.

The Results – In its first attempt, NNSY was among the top finalists for the Government-wide Presidents Quality Award. The Vice President of the USA personally presented congratulations to the Commander, NNSY.



US Army MWR -Morale Welfare & Recreation

The U.S. Army MWR is a complex, international conglomerate with a workforce of 35,000 and more than five million patrons in over 100 global installations.

The MWR HQ wanted a measurable Strategic Plan and metrics that support their Balanced Scorecard. They also wanted a “strategic realignment” of their Action Plans.

Although MWR had a strategic planning process in place, they were not pleased with its implementation and results. After MWR strategic key personnel attended our strategic management system training, they asked for our help.

Our consultants applied the [HPO21©](#) strategic planning process and rapidly put in place an excellent set of strategic objectives, strategic goals and the Scorecard metrics.

The Results – The Brigadier General, Commander US Army Community and Family Support Center (MWR) gave special written recognition to AfCI as their partner in success – published in the MWR FY2001 Annual Report!



America 1000+ Small Business Dev. Centers

America's 1000+ Network of Small Business Development Centers (SBDC) is the most comprehensive small business assistance network in the United States and its territories. The mission of the network is to help new entrepreneurs realize their dream of business ownership, and assist existing businesses to remain competitive in the complex marketplace of an ever-changing global economy.

AfCI entered the market in early 2005 and tailored our Baldrige-based performance excellence policies, practices and tools to align with the SBDC Network's needs. After a successful pilot program in the Kentucky SBDC, AfCI rapidly captured over 200 of the SBDCs in 13 states. AfCI trained them to use our ACI-Xray (Baldrige-based company assessment and improvement system) and our **HPO21© (SBDC version) to improve their outcome results (clients add more jobs, revenues, etc.)**

In 2008, AfCI rolled out the online version of **HPO21© to penetrate additional business, non-profit and government organization markets of all sizes, and continues to network with other firms and value added resellers.**

AfCI believes that "Success occurs when preparation meets opportunity."



**Best Seniors Club
Sarasota & Manatee
County, Florida**

Chuck is currently focused on creating a unique alliance of local companies to provide best value products and services to the 55 plus senior markets in Manatee and Sarasota Counties of Florida.

This alliance is aimed at creating value and jobs which are sorely needed in Florida as well as other states in the USA.

To learn more about this exciting project you may want to take a look at: [Best Seniors Club](#)

Contact Information:

Chuck Mitchell

Phone: 941-400-5365

Email: crm@hpo21.com

FAX: 941-866-2601