



HPO21 Model of Excellence©

SUCCESS STORIES

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PREFACE

The **HPO21 Model of Excellence©** is a set of best practices, software models, training courses and implementation procedures aimed at helping suppliers and end-users of management systems.

The **HPO21 Model of Excellence©** is used to create successful implementation processes and training for end-users of systems; including:

- **Project Management** (including EVMS & Risk)
- **Quality Management** (including TQM & Baldrige)
- **Process Management** (including ABC & metrics)
- **Strategic Management** (including GPRA & BSC)

The **HPO21 Model of Excellence©** is a “Recipe for Success” in the form of systematic step-by-step implementation and training of difficult to understand and apply systems. Chuck Mitchell is the author of the model.

This document presents success stories that we attribute to hard work and appropriate application of our **HPO21 Model of Excellence©**.

HPO21 Model of Excellence © Success Stories



AfCI Success Stories began on Submarines

The **HPO21 Model of Excellence**© has evolved from the founder's background, career experiences, and education in systems and organization performance, including:

- US Navy (Nuclear/Ballistic Missile Submarines (7 years)
- M.S. Systems Management, University of Southern California
- Defense Contractor Project/Program Management (16 years)
- Project/Program Software, Training and Consulting (10 years)
- Management Consulting and Systems/software development (20 years)

The first version of the **HPO21 Model of Excellence**© was created when the founder recognized the need for a better way to benefit from the Malcolm Baldrige Criteria for Performance Excellence (i.e. the Baldrige).

The Baldrige (published by Dept. of Commerce) was and still is considered the best organization management system in the world. The problem is that organizations use the Baldrige primarily as a “self-assessment” tool. This is beneficial but falls short of the real benefits of the Baldrige.

Based upon his systems background and education, Mr. Chuck Mitchell “reverse-engineered” the Baldrige and created the **HPO21 Model of Excellence**© This model has been applied, updated and improved for many years.

The question is does the model really work? Here is the evidence that it does:

- ✓ Browse our customer list at www.hpo21institute.com/customers
- ✓ We have never had a contract cancelled or terminated
- ✓ We have a long list of positive customer referrals
- ✓ We have captured and successfully performed organization improvement training and engagements in all sizes and types of businesses, government and nonprofit organizations



VANDENBERG AFB – ITT FEC

Vandenberg Air Force Base, CA serves as the Air Force Western Test Range. The ITT Federal Electric Corporation (FEC) 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 and hundreds of jobs 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 solved the problem by applying elements of our **HPO21 Model of Excellence**© project management procedures and training methods – along with onsite consulting services over a two-year period.

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) were 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 review and acceptance process managed by the US Air Force and IBM (Prime Contractor) Failure could mean loss of a continued multi-year contract for Geodynamics and hundreds of jobs.

With only six weeks until this major review, Geodynamics selected our founder, Chuck Mitchell, to successfully implement the system within this very tight schedule.

The Results – Chuck applied elements of the AfCI **HPO21 Model of Excellence**© procedures and training, resulting in an on-time and successful review and acceptance by tough Air Force and IBM contract and program managers.



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 (Army, Navy, Air Force) C/SCSC validation – and they could not wait the usual 3-5 years that it normally takes to achieve this strategic goal.

The problem was that to meet the requirement, ESI had to develop a complete system description, software implementation procedures and train several hundred personnel in record time. They contracted with AfCI.

AfCI used its **HPO21 Model of Excellence©** standards to help create system description, software implementation procedures, and computer-based training capabilities to get the job done successfully, on-time, and within budget.

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) Validation in less than one year!



US NAVY CASS PROGRAM

The U.S. Navy CASS (Consolidated Automated Support System) is the Navy's standard for automated test equipment (ATE) and over 700 CASS stations were to be deployed worldwide at fleet, shore and foreign sites.

To ensure program success, the Navy had to rapidly and efficiently train key Project Team Leaders to understand EVMS project management and to correctly implement their CASS projects budgets, schedules and other criteria. After learning about AfCI, they selected us for the contract.

AfCI applied our **HPO21 Model of Excellence©** approach and standards to help create a complete System Description and Operating Procedures – plus classroom and CBT training for the CASS teams.

The Results – The U.S. Navy CASS Program Manager and his team met all their requirements and were extremely satisfied that AfCI had done our job well and on-schedule.

The CASS programs and the Navy benefited from this critical need in the Fleet for specialized equipment.

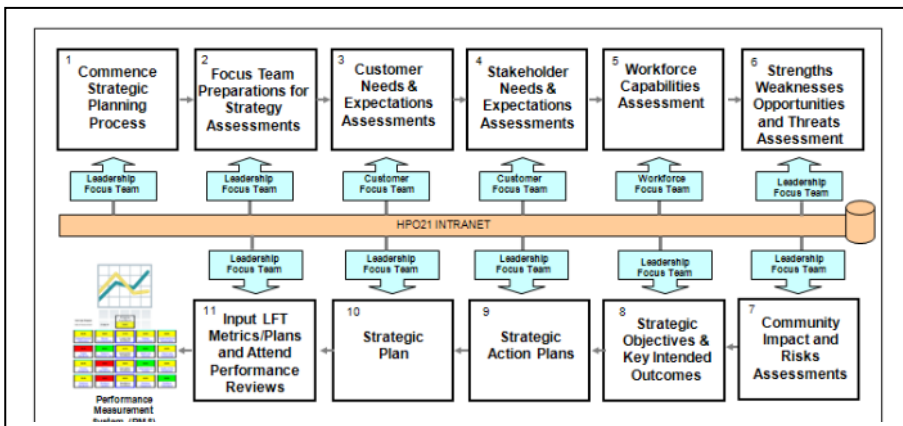
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ARKANSAS ARMY NATIONAL GUARD Strategic Planning

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 Model of Excellence**© was used to apply strategic planning (image).



The Results – At the end of our strategic planning process the AANG measured a 100% satisfaction score with their measurable and realistic Strategic Plan. The AANG Major General awarded to AfCI the AANG Bronze Coin of Leadership. (HPO21 strategic planning process works!)



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 did not have a good Unit Self-Assessment process in place and needed help in a big way.

Some AfCI clients told the Air Force about our unique **HPO21 Model of Excellence©** - and how we “reverse-engineered” Baldrige Criteria from an assessment-only tool, to a complete Baldrige Management System.

For five years the Air Force and other Government, business and nonprofit leaders came to our HPO21 training at our 16-station computer training center in Colorado Springs, Colorado.

The Results - Almost **80%** of all US Air Force sites received **HPO21 Model of Excellence©** software, procedures and training. 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.*” After that, we captured hundreds of additional clients.



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 Model of Excellence**© was used as a basis for metrics selection, input and use in performance reviews.

This AfCI engagement was completed in less than ten days. At the end 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.

We cherish these kinds of awards...it is what we live for.



GSA Tools & Commodities

The GSA Tools and Commodities organization in Kansas City, MO 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. They called AfCI to help.

AfCI used its [HPO21 Model of Excellence](#)© Process Charting tools to tackle the cycle time problem. After implementing Process Charts and metrics, and working in a tough organizational environment, (e.g. “not invented here, hoarding of info, etc.) AfCI was able to pinpoint the optimal cycle time reduction opportunities.

The Results - GSA Kansas City achieved a significant reduction of 12 months in cycle time – with only a minor organization impact. AfCI also implemented a measurable Strategic Plan (GPRA complaint with supporting metrics and evaluations). The GSA leaders were amazed that it all happened so fast and so effective.

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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 the USPS invited PS&S to participate in the USPS 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 Model of Excellence©** cut the implementation time to less than six months because we already had the key elements of a complete “Baldrige Management System” – It made it far easier to integrate existing PS&S systems and organization roles.



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

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



Norfolk Naval Shipyard And the PQA

The Norfolk Naval Shipyard, Portsmouth, VA is one of the largest US Naval shipyards responsible for overhauling and repairing the fleet of Navy ships. At the time of our engagement there, they had 6,500 employees and 9 unions, which became a significant challenge for us.

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 Model of Excellence©**

In less than one year, AfCI implemented the NNSY leadership system and submitted their Application for the Presidents Quality Award (PQA). We made sure they “walked-the-walk”- not “talked –the-talk.”

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

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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” with metrics to create a Balanced Scorecard. They also wanted a “strategic realignment” of their Action Plans. They heard about AfCI and sent a leader to one of our **HPO21 Model of Excellence©** Seminars. After attending, they asked for our help.

Our consultants applied our **HPO21 Model of Excellence©** and rapidly put in place an excellent set of strategic objectives, strategic goals and the Balanced Scorecard metrics.

The Results – The U.S. Army MWR Brigadier General, gave special written recognition to AfCI as their partner in success – and published a statement in their MWR FY2001 Annual Report and Strategic Plan. Note: The military rarely mention their contractors by name in their key documents.

We at AfCI recognize our consulting team when they do excellent work – and this one goes to Ms. Joan DeWitt, one of our top management consultants.

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Small Business Development Centers

The Small Business Development Center network of about 1000 centers in all US States, each with a team of consultants and support personnel, provides small/medium business counseling, education and information, resulting in a positive long-term economic impact for the USA.

In early 2002, several representatives from the Kentucky SBDC attended our 5-day HPO21 Seminar in St. Petersburg, Florida. After that the Kentucky SBDC State Director hired AfCI to help them solve several problems:

- ✓ We used our **HPO21 Model of Excellence©** to create a new, highly tailored set of procedures and tools that became the SBDC Accreditation Standards for Kentucky and 15 other states;
- ✓ We created a complete training course for SBDC Centers and management consultants; and
- ✓ We trained over 500 SBDC management consultants in 16 States in implementation of the new HPO21 based ASBDC Accreditation Standards.

For our excellent work we were contracted to teach an 8-hour version of HPO21 at two of the ASBDC Annual Conferences (Houston, TX and Denver, CO).

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In 2020, after seven years of development we are introducing OE21 for Internal Consulting Markets

The OE21™ system is designed specifically for the 200 million-plus managers of organizations around the world. (8M in USA).

The goal of the OE21™ system is to combat the problem that only about one-third (33%) of the employees and managers are engaged. Many are disengaged at some level (and unproductive).

The OE21™ system is designed specifically to help managers become Internal Consultant Champions and to get the organizations managers and leaders into high performance focus teams who use OE21 standards and decision support tools to focus on measuring and boosting organization RESULTS.

To learn more about OE21 see:

www.internalconsultingworks.com

Stay tuned... We are heading for another success story...