

# TURN AROUND 2000



Updates to "Recipes from the Heartland"

FAA Logistics Center, ISO 9002 Certified  
Oklahoma City, Oklahoma



# Special Edition!

## Turn Around 2000

President's Quality Award Program—  
Merit Award Winner-2000



**ISO 9002 Certified  
President's Quality Award  
Program—Merit Award 2000**

**Revised—June 2000**

## **ACKNOWLEDGEMENTS**

Special thanks to all FAA Logistics Center employees who continue to sample these and other innovative recipes.



# PROLOGUE

In 1998 the Logistics Center published its reinvention cookbook, *A Taste of Reinvention, Sizzling Change Recipes from the Heartland*. At the time the cookbook was an interesting novelty. *Government Executive Magazine* wrote a short blurb about our creative venture. Thousands of copies were handed out, and hundreds more were requested by people interested in its content. Our Internet site took numerous hits as those interested in reinvention perused its recipes.

Although we touted it as a serious guide to reinvention, the primary interest in the recipe book was in the clever way we approached various reinvention issues. Little did most readers know that the recipe book indeed was a very specific set of instructions regarding how to achieve a serious, accelerated organizational and performance change. The cookbook was written two years into the Logistics Center's change journey. Two years later, the Logistics Center has achieved a private sector-like turn around.

This year the Logistics Center is a year 2000 President's Quality Award Program—Merit Award winner. We won the first time we applied. We are also ISO 9002 certified. Our performance has improved radically. We went from having virtually no measures, to having measures that show we may be the best in the government in our field in several performance categories.

Our message is not how well we did. Certainly, we are proud of our accomplishments. Our message is that our accomplishments are replicable in any federal or private sector organization. The recipe for success is spelled out in this cookbook. We do not pretend to have the patent on making effective changes. We do believe we are one of the few organizations that can lay claim to a four-year turn around. If you are interested in achieving the same thing, you will probably have an interest in our successful formula.

We have reprinted the old cookbook with its original recipes and have added updates that will give you a taste of what we've been up to since the original publication date. In addition, we have added a couple of new sections.

Once again, Bon appetit!!

July 2000

Norman Bowles  
FAA Logistics Center Program Director

# FOREWORD

Change. No single word seems to describe so well what we experience every day. There are so many daily forces for change—computers, cell phones, global economy, industry mergers, balanced budget, global warming, scientific breakthroughs, demographic changes, and political upheavals. All these conspire to make each succeeding day and year of our lives substantially different. We all are familiar with the dynamics of adapting to change.

But, when it comes to changing government operations, many managers and employees shy from change. Perhaps it is due to the political environment, or the preference for stability. Or perhaps, it is because most managers were trained at a time when consistency was the major government value. Or, perhaps some change-gurus' books might lead one to believe the change leaders described were precise and very experienced in the way they made the changes. Whatever the reason, many people think reinvention is hard to achieve.

It is hard work—but it is not difficult. We are doing it now and are learning more every day. As a National Performance Review reinvention lab, we made a commitment to pass on to others what we have learned. We think we found the way in something that is fun, yet serious—cooking!

This is a cookbook written by practicing reinvention chefs as we strive to make substantial changes to our organization and our culture. At the Logistics Center, we have a partnership restaurant. Just as every ingredient is important to the recipe, every employee plays a role in reinvention. We are creating a learning organization. The food will not cook if the temperatures are not right, and the organization will not change if the conditions are not right.

We are getting there. Is it getting easier? Not necessarily. But the organization's confidence that it can handle different challenges and deal with the unknown is growing daily. The more mountains we climb and put behind us, the less fear of the next one. Our own experiences provide the basis for the recipes in this book.

This reinvention cookbook just scratches the surface with its recipes for successful change. We hope others will add their recipes—or recommend changes to these—so that next year, “A Taste of Reinvention” appeals to a broader range of tastes.

Enjoy, and bon appetit!!

***PARTNERS***

April 13, 1998

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# INTRODUCTION

Napoleon coined the phrase, “an army travels on its stomach.” The Reinvention Army is still growing and traveling. So we have decided to put together a cookbook to make the trip a little more comfortable. Some of the recipes might be appropriate for a 4-star restaurant and some may be more appropriate for a Sunday afternoon watching football in front of the television.

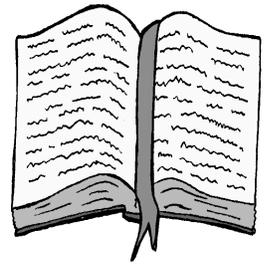
But, that is what makes a cookbook such a wonderful tool for change. Cookbooks contain the basic recipes. Then it is up to the “chef” to reinvent the recipe to fit the meal. Sometimes the chef follows the recipe to the letter. At other times, the chef will reinvent the recipe because some of the available ingredients are different than called for, or the group being served has different tastes. They may be more daring and want something REALLY different...spicy or exotic.

So it is up to the “head chef” to set the tone for the dish, whether an appetizer or a 7-course extravaganza. The best chefs have a passion for change and a vision of what the meal will look like and taste like. They take risks and try new seasonings. They are creative with the presentation and encourage other chefs to make changes and move ahead. Of course, to make the best menus succeed, all the chefs work together to meet their milestones and commitments.

This cookbook will give you ideas ranging from basic measurements, to presentation, to shortcuts in preparation. Unlike other cookbooks, this cookbook will give you hints about your kitchen and even serious tips for you to use in your restaurant. It will offer tips that the chefs have found work and tell you how to succeed with your menus. Some of the recipes will even offer you ways to relieve the stress and have fun. Punching bread dough is a GREAT way to vent your stress.

As with all cookbooks, you do not have to start with page one and read cover to cover. Pick and choose what works for you and start having fun. This cookbook is filled with ideas that you can reinvent to make the changes “comfort food.”

Oh, if you were wondering, we tried all these recipes and loved them!



Throughout the world, the 7-course meal remains the benchmark of the ultimate fulfilling dining experience. Our 7-course experience came to a peak when the FAALC received the 2000 President’s Quality Award Program—Merit Award. The 7 categories against which we are evaluated included:

- Leadership
- Strategic Planning
- Customer Focus
- Information and Analysis
- Human Resources Focus
- Process Management
- Business Results

In each category, we were measured against world-class standards of quality, consistency, and results. The comprehensive report we received will serve us well into the future as a menu for continued improvement and organizational growth.



***“Some books give you food for thought, except cookbooks, which give you thought for food”—Paul Harlan Collins***

# Cooking Terms For Reinvention Kitchens

## Table of Equivalencies

Head Chef – Senior Manager/Leader

Master Chef – Members of the Management Team typically with expertise in a particular functional area

Borrowing recipes from others that you find tasty – Benchmarking

Planning the Menu – Strategic Planning

The Kitchen or Restaurant – The Organization

The Recipes – Initiatives for change

### *Weights and Measures*

3 teaspoons = 1 tablespoon

4 tablespoons = 1/4 cup

5 1/3 tablespoons = 1/3 cup

8 tablespoons = 1/2 cup

16 tablespoons = 1 cup

1 cup = 8 fluid ounces

1 cup = 1/2 pint

2 cups = 1 pint

4 cups = 1 quart

4 quarts = 1 gallon

Pinch of creativity = pound of reinvention

Salt to taste = initiate change to meet your unique goals



## Glossary of Terms

GPRA - Government Performance and Results Act

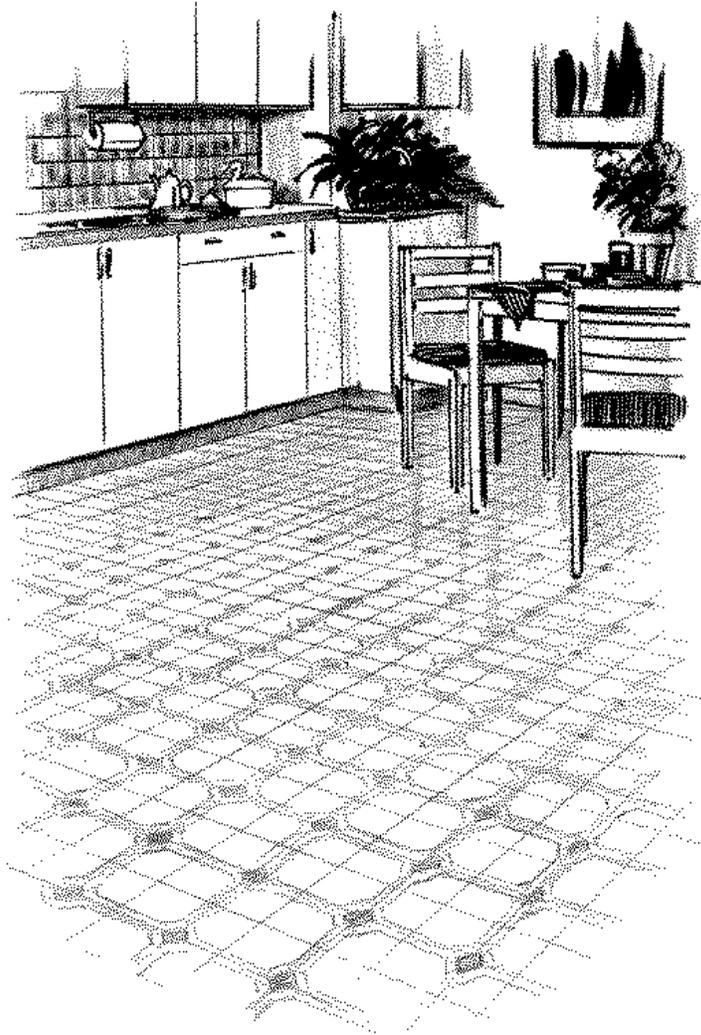
GMRA - Government Management Reform Act

CFO - Chief Financial Office



*“I was 32 when I started cooking; up until then I just ate.” –  
Julia Child*

# I. PREPARING THE KITCHEN



*“If you can organize your kitchen, you can organize your life.”—Louis Parish, “Cooking as Therapy”*





Restaurant Planning Tip

# Strategic Plan for a Reinvention Restaurant

(Is your's used to produce gourmet reinvention meals or to decorate your cookbook shelf?)



The FAA Logistics Center revised and updated its strategic plan in 1999. While we received a great deal of positive recognition for our previous strategic plan, published in 1997, the new version is even better. Why is it better? It's better because we listened to the people who had to actually use the plan as a roadmap for our turnaround. They said the first one was good, but our key strategies, to "work better" and/or "cost less" were so broad it was difficult to use them to prioritize and focus change initiatives. After all, no one would intentionally implement a new program or change a process that would make us less efficient and cost us more money; so that meant just about any initiative could be consistent with our strategy.

The new plan contains key strategies that narrow our focus and better define the intended results, but still allow each component of our organization to be innovative and creative as they execute each strategy.

Pick up a copy of the FAA Logistics Center Strategic Plan, 1999 – 2002 and see if you don't find it to be a "user friendly" strategic plan.

Strategic Plans are the reinventor's fad and rage these days. People point to the GPRA, GMRA, and CFO Act inspectors as proof that strategic plans are important and will be used as reinvention tools. Fact of the matter is, these are artificial devices to try forcing good behavior and useful decision tools on federal chefs. Many chefs find ways to play the inspection game and never use the tools the way they were intended. Still, GPRA, GMRA, and the CFO Act are good inducements to better government, and they will make a difference in the long run.

Many government operations have bureaucratized the strategic plan process to the point it takes a lot of time and effort, contains few or no stretch goals, and produces a plan that sits on the shelf.

But, if you want to create a genuine reinvention restaurant, it is important to know the strategic plan is really your business plan. It spells out the corporate goals and strategies that the entire restaurant will be following and it keeps the business on track. Some strategic plan approaches, such as the "balanced scorecard," allow a reinvention restaurant to push change in four directions simultaneously.

Genuine S-T-R-E-T-C-H goals with solid performance measurements actually create forward push and momentum for the organization. When the strategic plan is used correctly, its utility is extremely high and relatively short. Why? Because the plan starts to fulfill its objectives sooner than later, and the need for a newer, updated plan materializes.

The sign that a reinvention restaurant has found the right use for its strategic plan is the plans don't last long enough to sit on shelves. Like very good cookbooks they are used frequently and soon wear out. But they earn a lot of money for their head and master chefs while they last!

***"Tomatoes and oregano make it Italian; wine and tarragon make it French. Sour cream makes it Russian; lemon and cinnamon make it Greek. Soy sauce makes it Chinese; garlic makes it good."*** –Alice May Brock  
*"Alice's Restaurant Cookbook"*





# Basic (Strategic Plan) Focaccia

*This recipe is so basic, but offers the potential for so many great variations, every chef should have it in their repertoire. Plus it is fun and a great way to relieve stress; just like a good strategic plan. And, you can change it to meet your new requirements as your reinvention moves forward.*

*The basic bread is great for sandwiches, snacks, or with salads, wine, and soups. Try adding herbs of your choice. Also, a great dough for pizza and can be used as a dessert bread by adding fruit and toppings.*

## Dough:

1 package dry yeast  
1¼ cup warm water  
3 1/2 to 4 cups unbleached white flour  
2 teaspoons salt  
1 tablespoon olive oil  
Fresh or dried herbs (optional)

## Topping:

1 tablespoon olive oil  
coarse salt

1. In a measuring cup or small bowl, dissolve the yeast in warm water. Cover and set in a warm place until foamy, about 10 minutes. **Every strategic plan needs an ingredient [measurable goals] to make it grow and expand as the reinvented organization changes.**
2. Put 3 1/2 cups flour into a large bowl and make a well in the center. To the well, add yeast mixture, salt, and oil. Add herbs if desired. **Don't be afraid to spice up your strategic plan.** Now let's get dirty. With your hands or a wooden spoon, mix ingredients until a soft dough is formed. Turn dough onto a lightly floured surface and start reducing your stress. Knead it 8 to 10 minutes, adding additional flour as needed to prevent sticking, until dough is smooth and elastic and springs back when lightly poked. **Is your strategic plan elastic and able to spring back when tested? Has it been kneaded too much and killed the growth ingredient?** Place the dough in a large, lightly oiled bowl, turning once to coat the surface. Cover with plastic wrap and set in a warm place to rise until doubled. Relax for an hour.
3. Punch dough down and let rest for 10 minutes. Press dough into a 10x15 inch cookie sheet or a 12 to 13 inch pizza pan. With your fingertips, dimple the entire surface. **As you can see, a strategic plan is a hands on, growing document. You have to be committed to it and interacting with it all the time. At times, you can sit back and let it rise to the occasion, but occasionally, you need to get in and get dirty working it.** Brush with olive oil and sprinkle with coarse salt. Cover with plastic wrap and let rise in a warm place for 30 minutes. Preheat oven to 400 degrees.
4. Bake Focaccia in the bottom third of the oven for 20 to 25 minutes, until golden brown. Serve immediately or let cool on a rack.

By adding sauce and toppings, you can use the dough to make pizza. Do some free form Focaccia and add different toppings such as olives, sun-dried tomatoes, or glazed onions. Want dessert? Delete the coarse salt topping and add 4 tablespoons of sugar to the basic dough recipe, a teaspoon of cinnamon, and some pecans. Bake and drizzle with a mixture of ¾ cup powdered sugar and 2 tablespoons of milk.

# The Well Balanced Reinvention Kitchen

No kitchen would be complete without a variety of measuring devices and utensils.

Some of the most vital are those that measure the ingredients that go in the recipe, such as measuring cups and spoons. We immediately think of these measuring devices. However, equally important, and sometimes taken for granted, are those related to temperature and time. What would happen if you had no way of regulating the temperature of your oven, or you had no clock to tell how long something had been baking? No matter how well you measured the ingredients that went into the recipe, you could end up with a disaster. A world class chef would never simply focus on the ingredients in a recipe and ignore other factors affecting the outcome of the recipe.

An organization in the process of change cannot limit its focus to one area of the transformation. If the reinvention focus is limited to financial change, workforce development needs or capital improvement needs will be short-changed. Focusing strictly on the customer expectations without regard to cost will result in financial disaster.

In the reinvention kitchen, we recommend you build a balanced scorecard to ensure you are considering and measuring all the key factors that must work together to achieve your organizational vision. A complete balanced scorecard contains goals, measures, and targets. The following chart contains the basic ingredients in a balanced scorecard:

Type of Measure	Purpose
Financial Stakeholder Perspective	Assess effectiveness of financial management initiatives and other factors of paramount importance to those who control or influence funding, i.e., higher HQ, your Agency, or Congress.
Customer Perspective	Assess how well you are meeting your customers' expectations.
Internal Business Perspective	Measure those key internal business processes that create value for the customer.
Learning and Innovation Perspective	Measure effectiveness of support or enabling systems necessary to accomplish key internal business processes. For example, is the work force properly equipped in terms of skills and equipment to effectively carry out the key internal business processes?

### *Uses of the Balanced Scorecard:*

1. Provides a framework for strategic planning. The strategic goals and targets should address each of the Balanced Scorecard perspectives.
2. Translates broad Strategic Vision into actionable goals and objectives for the workforce.
3. Provides focus for the organization...now everyone knows what is most important.
4. Ensures the reinvention efforts are integrated and connected, prevents sub-optimization.



This year the FAA Logistics Center became the first Federal Aviation Administration organization to win a Presidential Quality Award Program—Merit Award. This accomplishment was due in part to the implementation of an effective performance management system. In 1996, well before other government agencies began to develop performance measures using balanced scorecard concepts, the FAA Logistics Center developed its first balanced scorecard. The balanced scorecard played a vital role in the management of these turnaround efforts, and enabled the Logistics Center to radically improve its performance.

Performance measurements at all levels of the organization can be linked to the balanced scorecard as described in our strategic plan. The management team conducts quarterly reviews of each performance indicator. While our performance management system is still evolving and maturing, we have made significant strides toward integrating our performance measurements to provide an effective decision support system. The balanced scorecard was the catalyst for this evolution and enables us to make sound operational decisions that are consistent with our strategic objectives.



# Financial Management at Reinvention Restaurants

Ever hear a Federal head chef say, “We are going to operate like a business?” That sounds good until you look at that head chef’s bookkeeping. More than likely you will find the chef is saying one thing and doing another. Check to see how many of their master chefs are sent to financial management classes, and see whether they have a financial officer who came from the private sector. Bet it is a former budget officer with a different label. Private sector chefs deal with balance sheets, and buy kitchen equipment and tools commensurate with what they can earn back. A top notch financial chef quickly trades the notion of fixed budget for something based more on a bottom-line. Government chefs can do the same thing.

Of course, this is when you hear the government chef admonish, “We will be business-like, we are not a business. The government restaurant isn’t a business and we can’t operate on a profit.”

It’s true government chefs cannot make a profit, but it is an easy deception to say there is no bottom-line. University business schools are filled with executives from not-for-profit and nonprofit institutions that are businesses without profits, but which operate to bottom-lines. When many people peruse the Combined Federal Campaign catalog, they consider a charity’s administrative cost figure before deciding whether to make a donation!

Try operating your restaurant a different way. Hire a top notch financial person from the private sector. Or send all the master chefs and their budget experts to financial management school where they will learn about profit-loss statements, opportunity costs, and activity based costing, and see if your funding needs don’t begin to drop faster than a soufflé when you open the oven door too early!

In 1997 and 1998, the Logistics Center contracted with a local university to teach managers how to operate their organizations according to private sector financial principles. Our managers now use and understand terms like, gross margin, cost of goods sold, variable and fixed costs and return on investment. Understanding basic financial management principles and concepts is critical to our success as we move to a “fee for service” concept. However, congressional mandates like the Government Performance Results Act, the FAIR Act, and similar initiatives drive the need for all government managers and supervisors to expand their knowledge of basic financial management practices. As we take control of our own destiny and push accountability for results further down the organization, we learned all employees need at least a basic understanding of business concepts; therefore, all FAALC employees attended a one-week training program in business process reengineering and business concepts.



***“If Broadway shows charge preview prices while the cast is in dress rehearsal, why should restaurants charge full price when their dining room and kitchen staffs are still practicing?” —Marian Burros, “Practical Prices for Practice Food”***



# Financial Management System Casserole

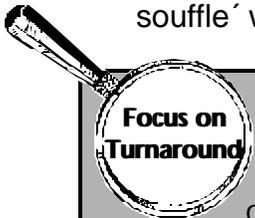


## Ingredients:

- 1-Top notch financial manager with private sector experience
- 1-Management Team
- All government budget analysts you have available
- 1-Information system

## Preparation:

1. If you do not have a top notch financial manager with recent private sector experience available, recruit one. Send all members of the management team and all government budget analysts to financial management school where they can learn about profit and loss statements, opportunity costs, activity based costing, and other financial management concepts and practices.
2. Evaluate your financial information system and re-design as necessary to provide the type of financial information needed to perform cost analyses.
3. Blend all the ingredients together to form an integrated financial system. Serve at every decision making "meal."
4. Soon your funding needs will fall faster than a soufflé when you open the door too early!



This classified advertisement enabled us to recruit and ultimately hire a recently retired Chief Financial Officer from one of the largest food distributors in the United States. Under his guidance and direction, the Logistics Center has been able to develop financial statements and financial management information comparable to a major private sector corporation. As a result of these improvements in our financial management practices, we are able to make management decisions based on a sound business case assessment, rather than intuition and rough "guess-timates."



## FINANCIAL OFFICER

A fast-changing Federal organization, the FAA Logistics Center, is seeking a highly motivated individual for a leadership position with responsibility of guiding the design and implementation of commercial financial management practices and measures into its operations. Must be a team player, results oriented, and demonstrate strong leadership skills. Applicants for this position must show successful experience, results, and accomplishments in a medium to large firm as a financial manager or similar role. This is a two-year contract with the possibility for renewal.

Refer to <http://jobs.faa.gov> for application procedures and additional information relative to this position.

FAA is an Equal Opportunity Employer

Restaurant  
Management Tip



## Partnering with the Workforce

In days past, many restaurants operated under the principle that the head chef and master chefs in their wisdom made all the decisions. The master chef was in charge and was expected to know all the answers. Of course, the restaurant workers knew whether or not those decisions were going to sell with the customers. Fewer successful operations are like that today. As restaurants try to operate with fewer master chefs, more decisions are often dropped to the worker level.

Good reinvention chefs don't wait for organizational changes to transform the decisionmaking. This is too slow! It is virtually impossible to transform quickly if the workers are not actively involved. And a reinventor takes a lot of risks trying to go it alone. Successfully making a major change means dozens, if not hundreds, of minor subsequent adjustments need to be made throughout the restaurant just so the change works, and things affected are modified to the new conditions. If this doesn't happen, some things will be worse than before.

These changes will never be made on time if the staff has to rely on the chefs to make decisions. This means the chef has to trust that the workers can make as good or better decisions. Few businesses facing stiff competition can afford to waste or lose ideas. The best restaurants are those that find ways to harness the ideas coming from their employees. Bringing in the chefs, staff, and experts from the beginning is an essential ingredient to success.

One of the most effective ways to achieve this is through a genuine partnership where everyone agrees that at the most basic level, they share many common interests. More can be accomplished if all partners trust each other. Even more can be achieved when the chefs are willing to proactively reach out and expand employee involvement beyond what is expected in a traditional partnership. The more that decisions and preparations can be made jointly up front, the less time, confusion, and cost to stay successful.

It is ironic, but you go slower to go faster!

***“Anybody can make you enjoy the first bite of a dish, but only a real chef can make you enjoy the last.”*** –Francois Minot, editor, “Guide Michelin”



Preparation Tip



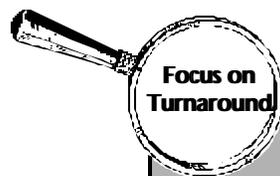
## Shopping for Decorating Ideas and Cooking Ingredients

We all want our reinvention restaurants to look good and the food to taste the best. However, too many of us think our job is to create our own restaurant decorations and to grow our own ingredients. It's good to be creative, but it sure takes a lot of time and effort that could be spent preparing the food.

Here is a helpful hint that will save you time, money, and effort. Steal other people's ideas, and find out where the popular restaurants buy their ingredients. They have spent a lot of time and money doing research and perfecting their restaurant business. Why should you go the same tough road they have?

Don't believe this works? Have you noticed how many successful Mexican chain restaurants use the same design and motif? What about how many higher end priced automobiles use a hood ornament along the style of Mercedes? Or how generic brand soups and store brand mouthwash mimic the design of the best selling brands? Why mess with success?

You also might not believe this, but it is legal! In the business world, we copy each other by benchmarking and adopting best practices. In the past 18 months, the Logistics Center has benchmarked more than 20 world-class operations, ranging from performance measures, to distribution, to customer service. We never found a great idea that we didn't steal! (Note: To be an ethical benchmarker, you have to follow special rules, so don't try this without a benchmarking master chef's supervision—contact your local NPR representative for further information.)



**Focus on  
Turnaround**

In the time frame of 1996 through 1998, the FAALC made 28 formal and informal benchmark studies including site visits to world-class organizations such as Federal Express, NCR Worldwide Service Logistics, and Lucent Technologies.

*"In department stores, so much kitchen equipment is bought indiscriminately by people who just come in for men's underwear." – Julia Child*



# The Clueless Cook



“Yum, yum! I just have to have the recipe for this dish, it is delicious!” How many times have you enjoyed a dish so much you found yourself uttering these words? With reckless abandon, confident in your culinary ability, you convince the cook to give you the recipe. You quickly jot down the ingredients and other directions on the back of a dinner napkin. Several days later, you pull out the somewhat crumpled recipe and prepare the dish. To your dismay, you find it only slightly more appetizing than shredded cardboard. Suddenly, you are wrought with anxiety and self-doubt with regard to your culinary skills.

You immediately call the source of the recipe to try to determine what they forgot to share with you. After a short discussion, you learn in order to properly prepare the dish, you cannot substitute a cup of salt for a teaspoon, you really should have had the thermostat on your oven replaced, and maybe you did cook it for two hours instead of 20 minutes.

Had the Clueless Cook followed the “benchmarking protocol,” the outcome would have been closer to the expectation.

There are a couple of benchmarking lessons we can learn from the clueless cook. First, if you are going to benchmark, be sure you carefully document the process, and fully understand how and where it applies.

Second, perhaps the person sharing the recipe would have been more willing to provide a complete and thorough explanation, if the clueless cook had been willing to reciprocate and share some of their recipes. Remember, benchmarking is a two way street. If you steal ideas from another organization, you should be willing to share your ideas.

***“Even if you are on the right track, you will get run over if you just sit there.”—Will Rogers***



Food Budgeting Tip



## Cost of Reinvention

The difference between a government head chef and a reinvention head chef is the genuine reinventor will tell you it doesn't require more money to become a high quality business. Yes, you read it right. MONEY DOESN'T MATTER! Still, some government head chefs lament that their organization's ability to change and improve has been hampered by budget reductions.

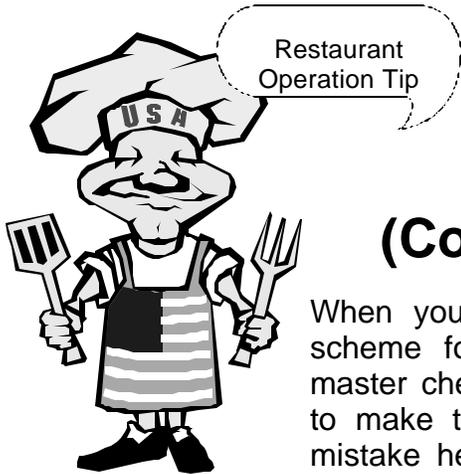
If you want to be a successful reinvention chef, you need to think differently. Start with the realization that *normal* business competition in the private sector forces a business to lower its costs every single year. The first year that it fails to reduce its operating costs and simultaneously offer better dishes and better services, one of its competitors is going to start taking over the market! So the fundamental rule is: each year, costs must go down and performance must go up! Sounds like NPR's "Works Better, Costs Less." Yet, how many government chefs ask for less money each year?

But, believe it or not, this is status quo thinking, not a die-hard reinventor's thinking. The real reinvention challenge is to do what Chrysler, Harley-Davidson, and every other money-losing business had to do to survive when their products or services were so out of touch their market share was declining. To succeed, they had to reduce costs; train and retrain employees; improve their products; retool; make capital investments; and do it all with declining revenues and fewer people. But this isn't enough. At the same time, their products had to beat the competition's to get their market share back!

How can a government reinvention restaurant achieve this? One daring approach is for the head chef to start taking self-imposed cuts each year. Big ones! These cuts are used to fund the capital improvements and expand employee skills and capabilities. If the budget is cut, the chef takes even deeper self-imposed cuts. The goal is to keep the improvements coming. Not surprisingly, the productivity improvements and cost savings often offset the impact of the self-imposed reductions. Sound crazy? Well, it happens in the private sector all the time.

***"People are getting tired of going out to expensive restaurants and spending lots of money for seven pea pods and a two-inch steak." –Lynne Bien, Pie in the Sky Restaurant, NYC***





# Corporate Chefs for a World-Class Menu (Comfortable or Revolutionary)



When you are cooking up a brand new scheme for reinvention dishes, are your master chefs going to be working together to make the new menu a success? One mistake head chefs make is to leave the master chefs in their former positions and

expect them to support the new menu, restaurant ambiance, and pricing. Sometimes the new menu is a success, but more often than not, the head chef finds the new menu just doesn't seem to work. The head chef spends a lot of time overseeing the master chefs, trying to keep them on track, and just getting tired in the process. The difficulty with this is the head chef is asking his/her master chefs to ignore the best recipes that made them a success. The master chefs may find it difficult to change. To their credit, the master chefs try to follow the new menu, but they have too much vested in what got them the success they had in the past.

One trick is to move the chefs around. Put the dessert chef in charge of appetizers; the appetizer chef in charge of salads; and the entree chef in charge of desserts. Voila! You'll be surprised by the result! No longer do the master chefs have reason to defend their old menus, or stray back to their past favorite dishes. Now their focus is on making the restaurant's menu a success. (Of course, providing the head chef holds them accountable for results!)

One big question that might be asked is whether a master entree chef will ever be a good master dessert chef. In fact, some head chefs are afraid to move their master chefs around for fear they will not be able to perform. If you have made a good selection of chefs based on their ability to cook gourmet dishes, then interchangeability is no problem. However, in many government restaurants, the master chefs made their way to those positions by knowing a lot about a specialized area of food, but not on their ability to cook. When you take away that dish, they don't know a lot. That is still not a good reason for not moving your chefs around. It will quickly show who got to their position based on technical knowledge, rather than on cooking ability. You stand to lose relatively little. If you find your chefs are not good at cooking, then that may be one of the reasons your current menu isn't working.

Try this approach, and see if the food critics don't soon start writing about the changes in your restaurant!

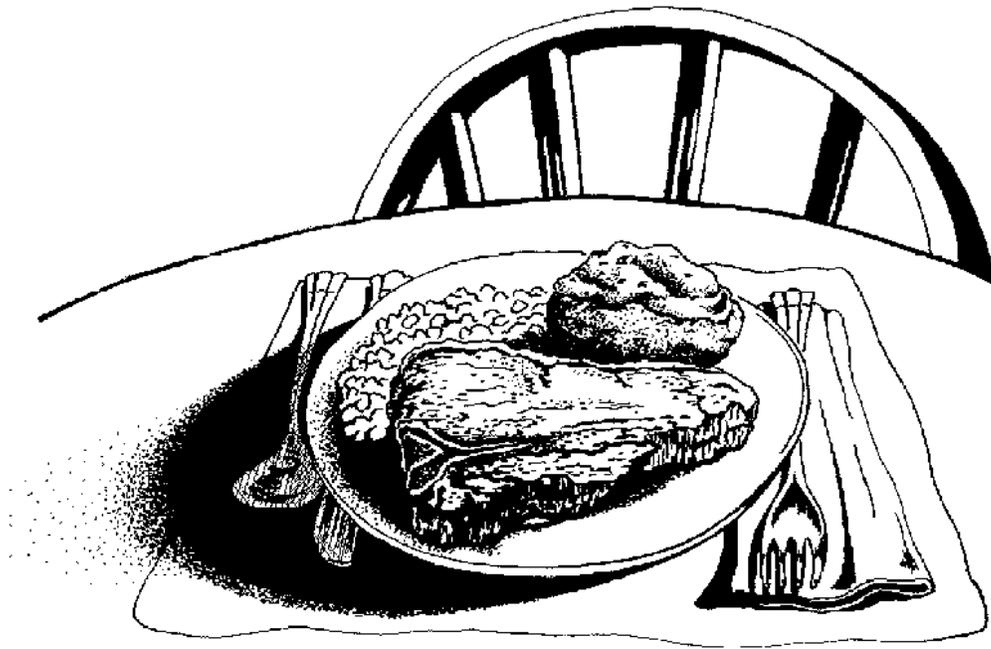
Due to urgent staffing requirements within the organization, the FAALC has had the opportunity to move several managers to different positions. Although some of these moves are not permanent, these changes have exposed these managers to a different "perspective" of the organization while allowing them to use skills and experiences from past positions. Perspective is also a factor in the 360-degree assessment strategy, which all managers utilized during the past year. Taking input from subordinates, peers, and bosses, the manager begins to get a clearer - if not comforting - idea of how (s) he "shows up" in different work environments. The final result included the identification of "gaps" in the manager's (perceived) effectiveness as a leader. It also offered prescriptive suggestions for personal action by the manager to close those gaps and become more consistent, more effective, and more responsive.

***"Today's restaurant is theater on a grand scale."***

*-Marian Burros*



## II. MAIN DISHES



***“If you want food that melts in your mouth, eat it right out of the freezer.”***  
*—Paul Harlan Collins*





## Communicate, Communicate, Communicate

*(For large scale reinventions, this is one of the most important cooking tips.)*

Most of us think a restaurant's success depends on its food. That is probably partially true. But, restaurants in general spend a lot of time and energy communicating. As you walk into many restaurants, you'll see the specials of the day posted. As you are seated, you will be handed a menu that tells you what they serve and the prices. You'll be approached by someone asking if you want drinks. Your waiter will repeat the specials. The goal is to make sure you know what they have to offer and that they are interested in your business. McDonald's and Burger King pay significantly more attention to communicating. Almost everything is designed to send some type of message. In a fast food restaurant, where profits depend on quick turnover, even restaurant color choices are often tailored to communicate a message—such as “eat and go!”

Communicating effectively and often is an essential ingredient to reinvention success. By definition, the reinventing organization is doing something—perhaps many things—differently. Major organizational, cultural, and system changes de-stabilize the work environment, and may create discomfort, apprehension, and unrest. How can the workforce move in unison, in the same direction, at the same time, if it doesn't know what it is supposed to do, or why it is supposed to do it, or what “reinventing” looks like? Government reinvention chefs are seldom taught how much, or how intense, the communication efforts must be to lead the organization through the change period.

This is a tough job! We have used every communication tool we could find. We have convened information sessions for all 600+ employees; e-mailed messages to the entire workforce; and cascaded information through supervisors. We created an intranet site with every key piece of information on it. We started an employee newspaper. We post information on every conceivable open space. We established a full-time communications officer. We find that we still are not communicating enough. When an organization is going through major change, no communication effort can be too much.

Another leader of a successful large organizational turnaround once told us, “We met and met and met. We did every conceivable thing we could do to increase organizational communications. After we completed our turnaround two years later, the only regret we had was that we hadn't communicated even more.” That says it all!

***“Don't open a shop unless you know how to smile.”—  
Jewish Proverb***



# Communication Omelet: (Learning to Cook Healthy)



*Most of us learned to cook from our mothers or grandmothers. We seasoned with fat. We fried everything. Beef was not purchased if it was not sufficiently marbled. The secret ingredient in your prize-winning cake was a tablespoon of butter. Then the cooking world was turned upside down. Fat was not good for you. Who did you turn to for help? How did you learn to cook healthy? You could not turn to your grandmother because she shared your plight. You had to learn to cook all over again.*

*An organization in change shares your plight. A traditional bureaucratic government organization cannot change without learning to cook all over again. A chef wanting to learn to cook healthy goes to a dietitian or cooking school specializing in fat free cooking. An organization wanting to change must first decide what it wants to be. They ask organizations with similar missions about available training. Successful change cannot be accomplished without training.*

## **Communication Omelet:**

2 eggs or 1 small carton of “Eggbeaters”

pinch of salt

black pepper to taste

milk

pat of butter or spray of “Pam”

ham, cheese, tomato, onions, sausage, bell pepper, etc.

Combine eggs, salt, fresh ground pepper in a mixing bowl. Add half an eggshell of milk (about 1 tablespoon if you don’t have an eggshell). ***The reinvention chef is innovative when communicating with employees.***

Melt the butter in a medium hot skillet or omelet pan. Whip the egg mixture vigorously and pour into the skillet. Watch the omelet.

The omelet will start to bubble and rise from the pan in several places. ***The organization will communicate to the chef how well it is handling the transition (into the frying pan).*** Immediately pop the bubbles with a fork and shake the pan to redistribute the omelet. ***Reinvention chefs must see, hear, and respond quickly to the communications that bubble up from the organization. Listen to the sizzle. Successful communication is a 360-degree process.***

After a minute or two, the omelet will stop bubbling. When the top begins to skim over, add your favorite ingredients along the center of the omelet. ***The reinvention chef customizes the communication menu for the particular organization or situation.***

Fold the omelet from each side to the middle. Cook for another one to two minutes. Turn out onto a warm plate and serve to your guests. ***Now your communication has moved to another level. You will get customer feedback, which in turn, may refine or modify your recipe. And, the communications process starts over again.***

Moneysaving Tip



## Cooking at home

Many reinvention restaurants spend lots of money on consultants and experts to help them change. The problem is the expert or consultant tries to apply their highly specialized knowledge to your unique business. Do you want a fast food expert telling you what wines to stock in your wine cellar? The price you pay is the cost of their contract and the chance the changes won't produce the success you wanted. In addition, there may be a lot of workforce resentment caused by the perception that outsiders, who don't care about the traditions of the restaurant, are forcing changes.

A very effective alternative (and we believe the best approach) is to send your staff out to benchmark companies that are the best in the area where you are trying to change. You will be amazed how quickly your staff learns everything your organization needs to know and when they apply the change, it fits your restaurant perfectly. Why? Because it is their business too. Best yet, the cost often is less than you would pay for a consultant and your staff buys into the change. Plus, everyone has a tremendous amount of fun and excitement in the process! Wow! (Editor's note—you don't even have to send a chef with the staff. In fact, it works better if you don't!)

## Fat free Yogurt (Requires a gas oven)



- 1 quart of fat free milk
- Dollop of cultured yogurt (Yogurt that still has an active culture)
- ½ pint frozen fruit of choice

1. Heat milk on stove to temperature short of boiling. **Creating change often requires a "burning platform." Simply, the burning platform is the reason everyone agrees the organization must change. In today's competitive environment, the burning platform is often the possible loss of jobs or organizational survival.**
2. Remove milk from stove and allow to cool to warm-to-the-touch temperature.
3. Add a spoonful of cultured yogurt. **Adding a change agent or creating an environment supportive of different views and ideas is essential to getting a different organization. You get results if you introduce innovative ideas, new perspectives, and different attitudes.**
4. Place warm milk into the gas oven, and leave in place eight hours. **Change is progressive and slow. In a large organization, it will not take place overnight.**
5. Remove yogurt from oven. **Wow! Transformation happens from within. No amount of directing people to be different is going to produce meaningful change. The change occurs because the conditions, processes, incentives, and system have taken away the positive reinforcements for being the "old" way, and reinforce the "new" way.**
6. Add thawed fruit to yogurt. **Diversity adds value and richness.**

Cooking Tip



## Cooking for your Reinvention Party (or one dish vs. the whole enchilada)

If you are planning a big Reinvention Party, then how you go about it makes a lot of difference! Many wanna-be reinvention cooks prepare their reinvention dishes one at a time. Their idea is to get each dish going and done right before moving on to the next dish.

Then they plan to do the next and, after that is completed, move on to the next. You wouldn't try to cook for a Thanksgiving meal this way. It would take too long and probably wouldn't turn out well. One dish would be cold by the time you were halfway through the next.

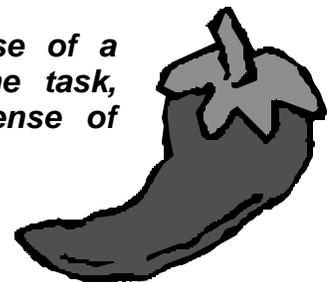
The case for starting the major reinvention dishes almost at the same time is that it is highly effective, it's quick, and it produces results.

Think of it this way. Companies in the private sector that find themselves in serious trouble often are dealing in an environment where they are losing markets, working with increasingly reduced revenues, losing employees, and must somehow improve their product to be better than the competition's if they want to survive. How logical do you think it seems to them to do each major change one at a time? Is the government different from business?

Think of how you would do the job if you were tasked to start up a major new federal program. Would you build your procurement office, then your budget office, then your program office, or would you start all the development processes at the same time? Probably the latter.

So why would you reinvent one thing at a time if you want to achieve big results? Starting everything close together may look like chaos, and it may put stress on the organization, but you'll get through the stressful part faster and the organization will discover it can handle much more than it thought.

***“The qualities of an exceptional cook are akin to those of a successful tightrope walker; an abiding passion for the task, courage to go out on a limb, and an impeccable sense of balance.”*** –Bryan Miller, *“What Makes a Great Cook Great?”*



# The Whole Enchilada



## Tortillas:

Fry 1 dozen corn tortillas in vegetable oil. Tortilla should be soft, not crispy. Make them crispy and soon you will have chicken tacos.

## Chicken:

Boil 4 chicken breasts until meat is tender

Cool and debone the chicken and cut into small pieces

Dice 1 medium onion

Shred one pound of cheddar cheese

## Stuffing Mix:

Mix chicken, onion, and half of the shredded cheese.

Add one 8-ounce container of sour cream to this mix.

Pour one can of red enchilada sauce into a bowl.

Dip prepared corn tortillas in enchilada sauce.

Stuff and roll each tortilla with the mixture.

Preheat oven to 350 degrees.

Place all stuffed and rolled tortillas in a casserole dish.

Pour remaining enchilada sauce over the stuffed tortillas.

Cover tortillas with the other half of the shredded cheddar cheese.

Cover dish with aluminum foil. Place covered dish in oven for 45 minutes.

Remove aluminum foil and bake uncovered another 5 minutes.

***“Dieting: waiting for you hips to come in.” –Paul Harlan Collins***





## “The Secret is in the Roux”

When asked, any good Cajun cook will tell you the secret to good gumbo, and other popular Cajun dishes, is in the roux (pronounced roo). What is a roux? Essentially, it is flour cooked in oil. Doesn't sound too special, but it is indeed critical. The roux affects the color, flavor, texture, and consistency of the gumbo. But once it is combined with the other ingredients, it becomes invisible. Few, if any, ingredients have more impact on Cajun dishes than the roux.

To make a good roux for gumbo, a variety of factors must come together at the right time, in the correct amounts, and at the proper temperature. Special care must be taken to continually stir the roux. Even the skillet used to cook the roux has an effect on the final outcome. Sometimes, those unfamiliar with the nuances associated with roux preparation will ask, “Why are you burning that flour?” That is one of the secrets to a good roux. It looks burned, but it isn't. If it were indeed burnt, the burnt flavor would permeate the entire dish.

So, what is the recipe for an organizational transformation roux?

Mix equal parts leaders and commitment, blend well, and add to the organization.

The number of leaders you use will depend on the number you have available, and the size and type of organization. Good leaders are sometimes hard to find, and sometimes are confused for managers. The most successful roux will consist of leaders from all levels of the organization and the union. The partnering of leaders from both management and the union will guarantee a successful transformation.

The type leader needed for this recipe has the following characteristics:

- A passion for change;
- Boundless energy;
- Recognition of the need to hire people to complement the leaders' strengths and supplement weaknesses;
- A vision (All leaders used in the roux must share the same vision, or the roux may separate and all consistency will be lost);
- Seldom if ever takes no for an answer, but knows when to pick the battles;
- A free thinker with a strategic view;
- Values risk taking, and chastises those who “opt for the status quo;”
- Encourages and rewards creativity, even if they don't personally like the concept;
- Abhors red-tape, always asks “why?” Can leap bureaucrats in a single bound;
- Tells people “what and why,” not “how;”
- Never stops initiating change;
- Always thinking of the “big picture;”
- Encourages teams – hates the word “I;”
- Keeps commitments, or has an assistant to ensure (s)he keeps commitments;
- Constantly communicates their vision;
- Dedicates resources necessary to achieve goals;
- Puts organizational success above personal agenda; and,
- Never, never, never, never gives up!

Note: Managers may be leaders, but care must be taken to ensure they have the preceding characteristics, or the entire transformation will be ruined.

Cooking Tip



## Quality dishes

Commitment to a quality dish is every chef's goal. For many of us, that means talking up quality and putting time into making our dish. For others, putting time into quality has meant giving only the time and commitment that produces the visual image of a gourmet meal, but really amounts to a TV dinner.

One way to a quality dish is to shoot for ISO 9000, a standard so tough it requires third party registration at the end. And audits every six months to maintain the registration. Speaking from experience, there is a world of difference between TQM—the talk—and ISO 9000 that requires genuine ongoing, unflinching commitment.

Did you know 25,000 U.S. companies, such as Texas Instruments, Motorola, and NCR, have ISO 9000 facilities? Did you know fewer than a dozen government operations have obtained this coveted quality sign?

Try this dish. Your customers will love it!

## Beer Battered Reinvention Fillets

- 1 cup sifted all-purpose flour
- 1 egg
- 1 can of beer
- 1 teaspoon salt
- 3 pounds catfish fillets
- 1 stiff egg white



Place flour and salt in a mixing bowl. Add the whole egg and enough beer to make a medium batter. Cover the bowl and set aside for 1 hour.

Preheat your oil to deep fry temperature.

Dry the catfish fillets with a paper towel.

Gently fold the beaten egg white into the batter mixture.

Dip fillets in the beer batter and place in the hot oil. Cook until golden brown.

This recipe turns the lowly catfish into a culinary delight. *The catfish started out as an object of derision. With a few changes, our catfish becomes something to brag about. The same is true for our government reinvention.*

**“Creativity: Take an object. Do something to it. Do something else to it.”—Jasper Jones**



Cooking Tip



## Chaos and Risk-taking in the Kitchen

By nature, most of us prefer our lives and workplaces to be orderly. Throughout our career, chaos, disorder, and confusion have been attributed to poor management or employee unrest. Sure signs that things are not going right.

If you have a successful restaurant that is filled each evening, you better expect some chaos, disorder, and confusion in your kitchen.

Reinvention is not a calm affair. Change is unsettling. It is disruptive to the normal processes. By definition, reinvention means doing something different or, stated another way, doing something you have not done before. Run enough change initiatives, and you are almost certain to see what appears to be chaos. Confusion? Absolutely guaranteed. Unrest? You betcha! But, whereas in the past, you might have considered this to be bad news, now just treat it as expected news.

At the signs of confusion, disorder or employee unrest, the first impulse is to step back and stop the change. Resist it! Instead, you might consider slowing down while still continuing to move forward. Be vigilant and increase the communications among the master chefs and the workforce. Encourage employee feedback as to how the change impacts might be lessened. Conduct listening sessions. Address the impacts of the changes. But, continue to push the reinventions forward. Going backwards will produce the result of reducing the confusion and chaos, and is a positive reward for those who resist the change. Stop your reinvention effort, and you provide the formula for slowing and stopping future reinvention efforts. There may be times when there are genuine reasons for pulling back from a change, but these are fewer than most people realize.

If you surround yourself with good master chefs and are working a partnership with your union and workforce, you'll find your team can manage its way through the rough spots. Every time you do so successfully, you and the workforce will have a better feel about how to handle the next round of changes. The process gets easier, even if the changes get progressively larger. Success breeds success!

Good luck in that chaotic kitchen!

***“You may be disappointed if you fail, but you are doomed if you don’t try.” –Beverly Sills***



# Change Passion Sauce

(A hand crafted meat sauce from the FAALC kitchen)  
(EXCELLENT FOR PORK)



Hotter than a reinvention lab!  
Sweeter than a reinvented government organization!  
As sour as an untapped workforce!

## *Ingredients:*

2 cups seeded red Serrano peppers  
1 cup seeded red Jalapeno peppers  
4 cups Vidalia onions  
2 cups brown sugar or molasses  
2 cloves of garlic  
1 tablespoon salt  
1 cup white vinegar

Liquify peppers, onions, and garlic in a food processor. ***Just like change, this can be an eye watering experience.***

Place all ingredients except vinegar in a large pot and cook over medium heat until reduced by  $\frac{1}{2}$ . ***To create change, the leader has to keep the heat on the whole organization.***

Stir frequently to avoid sticking. ***It is a normal tendency for organizations to cling to familiar surroundings. The leader has to keep things stirred up.***

When reduced by  $\frac{1}{2}$ , remove from heat and add the vinegar. Stir until well blended. ***You have to know when the job is completed and preserve the results.***

Immediately place the hot (heat) mixture in hot sterilized  $\frac{1}{2}$  pint self-sealing jelly jars.

***“Character consists of what you do on the third and fourth tries.”*** –  
*James A. Michener*



Cooking Tip



## Low Hanging Fruit

In the private sector, restaurant owners are under a lot of pressure to produce results early. Their investors want to know the restaurant will be a success, and the profits will soon begin rolling in. The restaurant owner's early goal is to fill that restaurant! Even if it means offering 1 for 2 coupons, or special inducements so prospective customers will give the new restaurant a try. This strategy produces two benefits: customers learn what the restaurant has to offer, and the owner can point to the filled restaurant as an early success.

As a reinventor, early success is important. The workforce will find the early phases of reinvention stressful because they are not accustomed to change. Also, there will be uncertainty as to whether the reinvention effort will be a continuing process, or just a brief fad. Early successes build the momentum to carry the organization through the slower phases of the change process.

Look for those changes that are easy to make. Or, look for improvements the workforce has wanted to make for some time. Hold listening sessions to obtain the ideas of your master chefs and of the workforce. In no time, you will have a list of changes that can be made quickly, and which everyone agreed were needed.

## Quick Success Pork Chop Casserole

4 to 6 pork chops  
onion slices  
salt & pepper  
lemon slices  
8 oz. tomato sauce or canned tomatoes

Salt and pepper pork chops, and brown both sides. Place the pork chops in your casserole dish, cover with an onion slice topped with a lemon slice. Cover with the tomato sauce or tomatoes. Bake covered at 350 degrees for 45 minutes.



# III. PRESENTATION



*“Serve the dinner backward, do anything—but for goodness sake, do something weird.” –Elsa Maxwell*



Service Tip



## World-Class Customer Service (Do we serve what they want, or what we want to give them?)

In the reinvention world, the only thing that matters is the customer.

Reinventors and world-class companies live, breathe, and exist solely for the customer. If one focuses on nothing else but the customer, things within your reinvention restaurant will change significantly. Product design--meaning food, beverages, ambiance and service--will improve, costs will drop, delivery times will shorten, and staff satisfaction will go up. This isn't hype. Just ask highly competitive, world class companies.

The problem is for many chefs in government, "customer service" are buzzwords for surveys, customer service standards, and customer hotlines. Not that they are not good, they are absolutely important! It is simply many government chefs don't believe doing these things makes any difference. So, if you are convinced it won't make a difference, it won't.

On the other hand, those reinvention chefs who have figured it out understand good customer service means putting the customer's interests before their own every single time. Day in and day out. Sounds strange, but it pays off. Think about those restaurants where you found the food and service to be outstanding. Service was fast, or it was deliberately paced to allow you to enjoy your meal. When they asked whether everything was all right, they really wanted to know. When you said, "No, it wasn't OK," was when you found your bill being adjusted or you received a free dessert. World-class customer service is not about going through the motions.

Oh, by the way. It helps to know who your diner is. In many government operations you will hear talk about how their customers are internal to the organization, e.g., the program offices are the customers of the procurement offices. Make sense? Try it in a private sector setting. If the comparison holds true, the chef's customers are the waiters, and the meat buyers' customers are the chefs. The poor diner waiting for the meal must be the waiter's customer. Your "diner" is the person ultimately paying the bill, i.e., the taxpayer, the park visitor, the flying public, or the social security recipient.

World class customer service means finding every single way to give your diners what they want, the way they want it, and when they want it. How is your reinvention restaurant serving its diners today?

***"A restaurant is a fantasy—a kind of living fantasy in which the diners are the most important members of the cast."***—Warner LeRoy, founder, Maxwell's Plum restaurant, New York City





## Diversity Chili (low fat)

2 pounds ground London Broil (ask butcher to grind into chili meat)  
1 large onion chopped  
2 cans Cajun style tomatoes  
1 can Mexican or ranch style beans  
1 can red kidney beans  
1 can black beans  
1 can white beans  
2 cans onion soup  
2 packages “2 Alarm Chili Mix” or your favorite mix  
“V8 Vegetable Juice”

Carmelize the chopped onion in big stew pot.  
Add the meat to the pot and brown until golden.  
Add the onion soup, tomatoes, and beans to the browned meat and stir.  
Add chili mix and stir. You now have a mixture much like a newly formed team. ***The individual ingredients are great in their own right, but at this point the flavors are fighting for individual recognition and self-determination (storming).***  
Add “V8” to achieve your desired consistency. ***The reinvention leader has to have a vision of the desired outcome and make changes (interventions) when required.***  
Simmer over low heat until flavors begin to meld into one. The longer this chili cooks, the better it gets. ***Diversity improves team efforts, but the leader has to have the patience to allow the team to evolve (norming).***  
Top with Cojac cheese and chopped onions and serve to a group of good friends.  
Share the recipe. ***Once your team is performing, share the results with everyone. Be sure to acknowledge the diverse skills and attributes which made the effort a success.***

***“Man does not live by bread alone, even presliced bread.”*** –  
D.W. Brogan, *On decline of US baking industry*





## Cooking At Home: Elegant Egg Frittata

By taking simple ingredients like eggs and mixing them with vegetables, a chef can make a dish for an elegant evening meal or a romantic breakfast or brunch. We bet you have all the ingredients for the recipe in your home refrigerator or pantry. If not, all of them are available at your local grocery. So you don't have to go to some exotic, expensive, outside source to make this dish. Plus it's easy! It will take less than 20-30 minutes to whip up in your own kitchen. The pay-off is fantastic. Whether served to friends or your spouse, you will get rave reviews.

1 teaspoon olive oil  
1 small chopped red bell pepper;  $\frac{3}{4}$  to 1 cup  
1 small chopped green bell pepper;  $\frac{3}{4}$  to 1 cup  
1 garlic clove minced  
 $\frac{1}{2}$  teaspoon dried thyme  
salt to taste  
 $\frac{1}{4}$  teaspoon ground red pepper  
1 (14.5 ounce) can diced tomatoes, undrained  
4 large eggs, lightly beaten  
chopped fresh parsley (optional)

In a large nonstick skillet, heat oil over medium-high heat. Add bell peppers and garlic; sauté 5 minutes. Add spices and tomatoes. Cover and cook until bell peppers are tender, about 5 minutes. Uncover and cook until liquid almost evaporates, about 1 minute.

Gently stir in eggs; cover and cook until set, about 4 to 5 minutes.

Cut into wedges, garnish with parsley and serve immediately.

Try a side dish of good French bread or warm sourdough rolls and some fresh fruit. For special occasions, add fresh strawberries and champagne.

***“Vegetarian: someone who has a beef with beef.”***  
*—Paul Harlan Collins*





# Organizational Values Biscuits

## *Ingredients:*

2 cups sifted all-purpose flour  
3 teaspoons baking powder  
1/2 teaspoon salt  
1/3 cup shortening  
3/4 cup buttermilk  
1/4 teaspoon baking soda

Measure carefully combining flour, soda, powder, and salt in a small bowl. ***We know how well we're doing in satisfying customers when we measure our progress for improvements.***

Cut in the shortening til like coarse crumbs. ***Change, when added effectively to an organization sets that organization on the move, works through it toward reaching and maintaining its values, and creates substantial growth within the organization.***

Make a well; add buttermilk. ***As buttermilk produces a finer textured biscuit, so do quality and teamwork produce a "finer" organization.***

Stir quickly with fork just til dough follows fork around bowl. ***After we become ISO 9002 certified, we then follow up with plans to receive the coveted Malcolm Baldrige Award.***

Turn onto lightly floured surface (Dough should be soft.) ***Valuing and using diverse views and experiences people bring with them to an organization makes that organization more resourceful, resilient, efficient, and just makes better business sense.***

Knead gently 10 to 12 strokes. ***When an organization is changing, at times it becomes painful. But where there are employees who are loyal and committed to an organization, and trust the outcome from effective change will produce a more outstanding and efficient organization, that organization will be dedicated to producing only quality goods and services, resulting in satisfied customers.***

Roll or pat dough 1/2 inch thick. Dip 2 1/2 inch star-shaped biscuit cutter in flour. Roll dough and make star-shaped cutout biscuits. ***To an organization that views status quo as an "enemy" to growth and success, that organization will seek innovation and risk-taking in its quest to be a stellar, world-class organization. It will "roll itself out" with new ideas, test them, and when successful, implement them.***

Bake on ungreased baking sheet at 450° about 12 minutes. Enjoy! ***Leadership and communication, along with all the other above values, are orchestrated into a synergized, energized, finely tuned organization that works so well, customers who use that organization's products and services wouldn't think of taking their business elsewhere. The customers say, "These are world-class rated biscuits! Try some!"***

Cooking Tip



# Training Restaurant Chefs

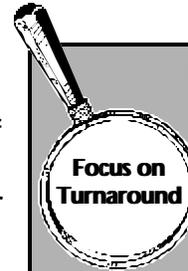
You tell your restaurant chefs, “Tomorrow we are changing the menu from American cuisine to Russian dishes.” Good luck if you didn’t give them any training. Not only does it help to have a recipe and the proper instruction, but it helps to know what the dish is supposed to taste like. Versatility in cooking comes with training.

Reinventing an organization is no different than changing your restaurant menu. By definition, your organization will be doing something tomorrow that is very different than what it did in the past. The workforce needs to have the knowledge, expertise, and skills necessary to work effectively in the new reinvented mode. The only way it will get those is through education or training.

The problem is reinvention takes time and resources. With the changes underway, the tendency is to believe the organization cannot afford the time or money to invest in training. Or the employees themselves may believe they don’t have time for training. Don’t make this mistake! Failure to give the employees the tools they need to make the transition is a sure fire way to get the same old result. Think of our earlier example of the restaurant’s switch to a Russian menu. No matter how busy that restaurant might be, nor how costly redecorating to a Russian motif, it will not succeed if the chefs are not trained.

Whenever you are making major changes, plan to increase training. Look for every conceivable area where employee skills need to be enhanced as a result of the changes. Consider the second and third order impacts of your changes. You will find there are critical training requirements you would not have recognized or considered otherwise. Ultimately, the goal is to create a learning organization where employees become less apprehensive about changes because they are confident they can acquire the tools they need through training and education. Invest in the workforce and you will find they start leading the changes themselves.

***“Give a person a fish and you feed them for a day. Teach them to fish and you feed them for a lifetime.”***



If it weren’t for our workforce, there would be no quality, no customer service, no production, and no improvement in any of these areas. Employees truly are our most valuable assets. As with any other valuable asset, a good manager wants to protect their investment from environmental changes, and whenever possible, increase the value of the asset by making improvements and enhancements to expand its capabilities.

The Logistics Center is stepping up its commitment to workforce investment by going beyond training and development. A special project, referred to as “Workforce 21,” is underway to describe a comprehensive workforce management strategy to address the workforce related challenges of the next millennium. The Workforce 21 study team has already identified the need to integrate all the workforce management programs and possibly establish a strategic workforce management organization to ensure this very critical management function is given the same level of attention as financial management and operational management.

Restaurant  
Operation Tip



## Collecting Green Stamps (Incentives and Rewards)

In the 50's and 60's, grocery stores would offer incentives to attract shoppers to their food store. In the 90's, manufacturers do that with store coupons, doubled coupons, and customer rebates. Retailers know if you want a prospective customer to do something, you can't just tell them to do it. You have to incentivize them.

Reinvention chefs would do well to look at where they want their restaurant to go, and where the organization's incentives and recognition system takes them. More likely than not, the incentive and recognition system is still the same one designed to perpetuate the values of the old culture.

How important is it for the reinventor to take a serious, hard look at the incentives and recognition system? Really important!! Think of McDonald's latest contest that uses a Monopoly game. Customers are given Monopoly property cards whenever they purchase a 32 ounce large soft drink, super-size french fries, or hash browns. No other purchase gets a property card. If you get the right card or combination of property cards, you win a prize. What do you think McDonald's is selling a lot more of these days? Probably there are more people playing the game who stop at the drive-thru just to purchase a large drink, fries, or hash browns, and nothing else because all they want are those property cards and a chance to win. People follow incentives.

If your reinvented organization values learning, but your existing incentive system rewards high volume production, guess what? Your employees will not want to take time from their desks to attend learning/training activities. What if your organization is moving toward teams, but your current recognition system rewards individual performance? Your employees will each try to be stars to the detriment of the team environment. Perhaps your reinvention restaurant wants to try new recipes, but your performance system punishes mistakes. Your workforce will always make sure it stays on safe ground. So much for the risk-taking.

Change the incentive, reward and recognition systems, and you will make the same discovery food retailers learned a while back. You don't have to tell people what you want them to do. They will do it because they want to.

***“An oldtimer remembers when a pie was set on the window sill to cool, not thaw.”—Corrales Historical Society Docents***

# V. JUST DESSERTS

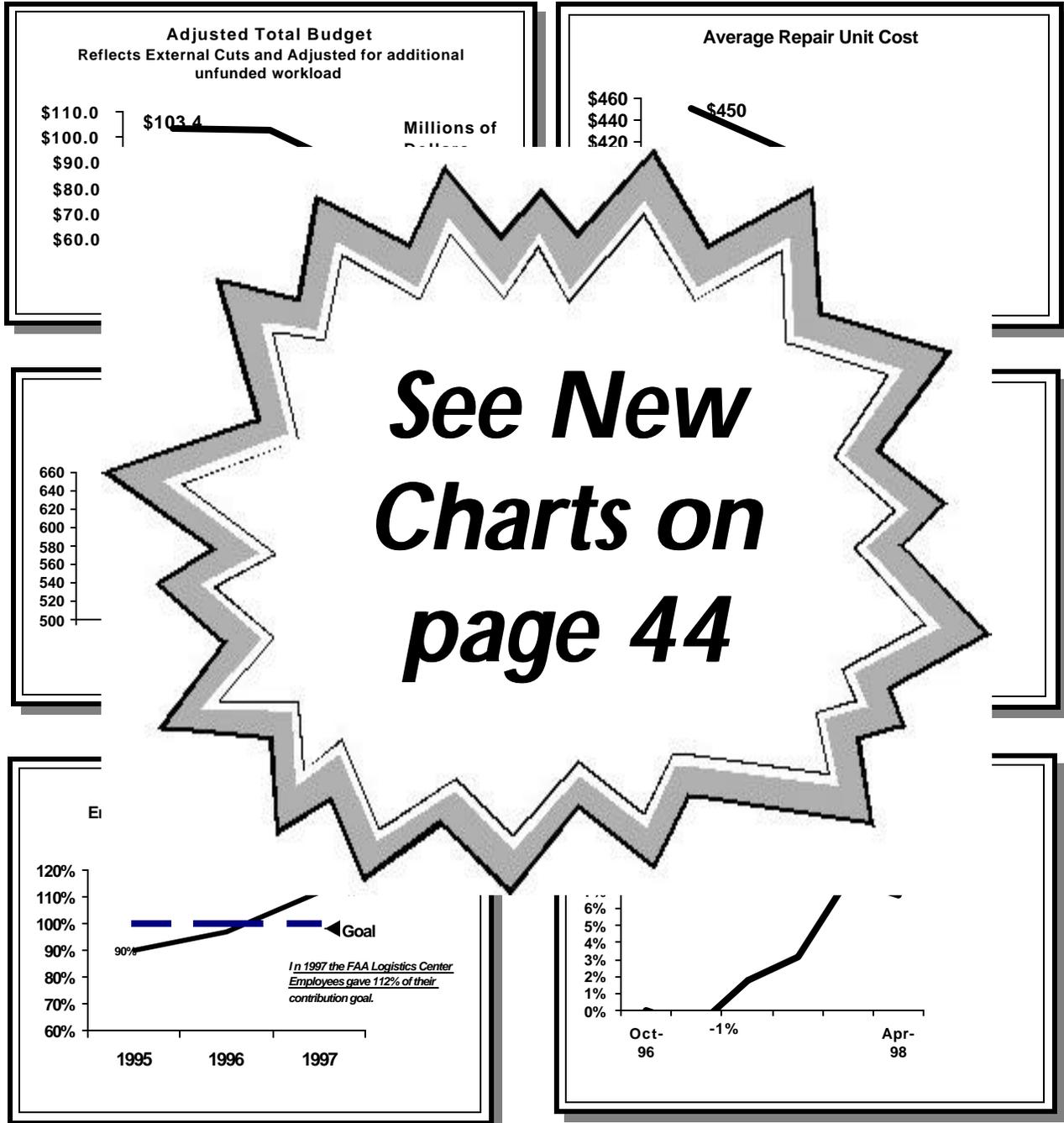


*“Overweight: when everything you eat goes to waist.” –Paul Harlan Collins*



# The Proof is in The Pudding!

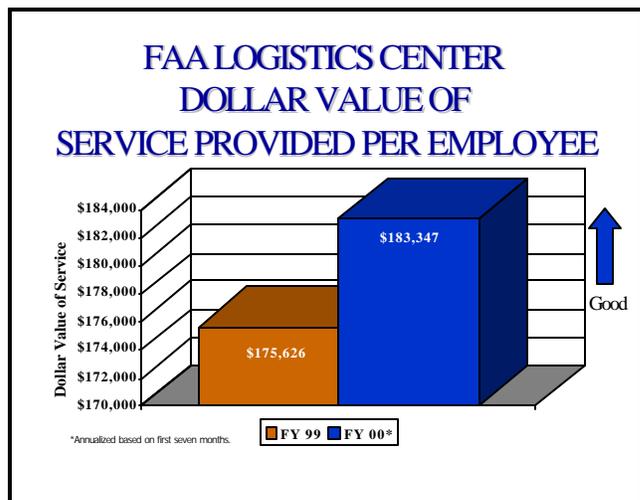
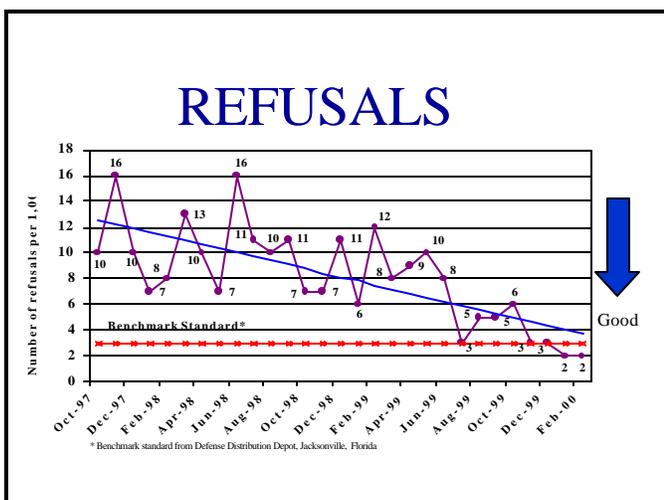
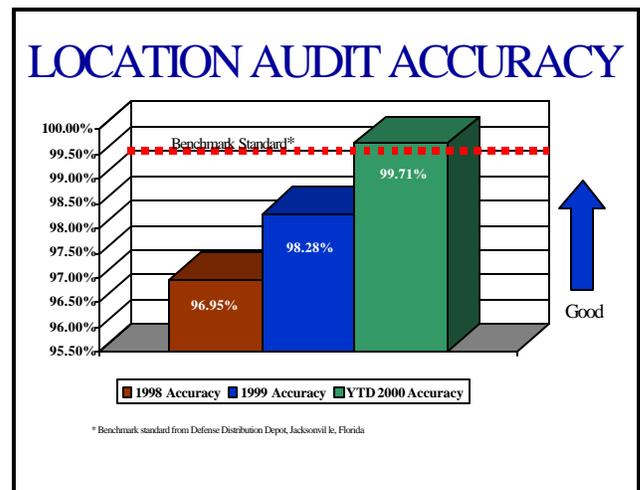
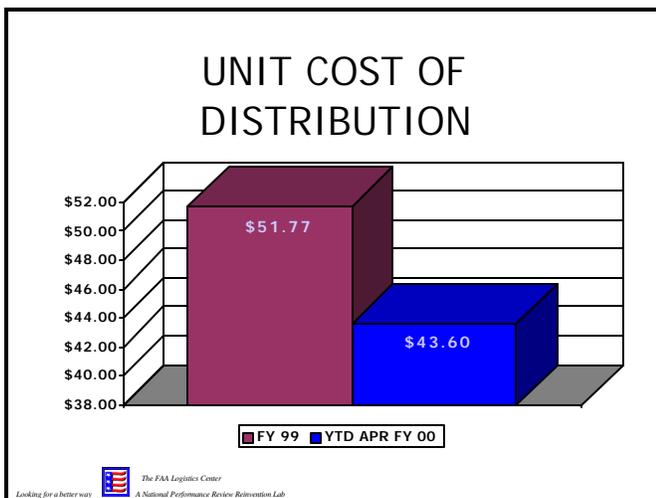
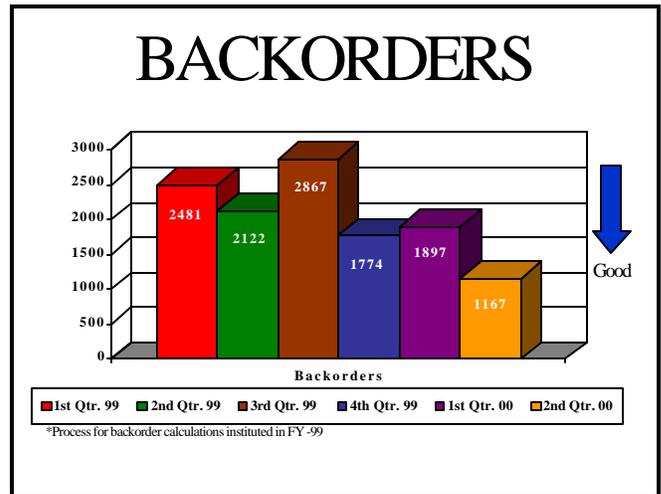
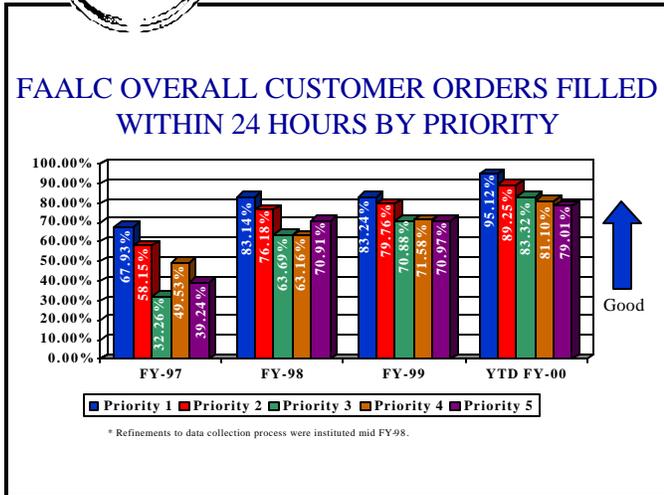
## Products of the FAALC Reinvention Restaurant





# More—Proof is in The Pudding!

## Products of the FAALC Reinvention Restaurant



*"The proof of the pudding is in the eating. By a small sample we may judge of the whole piece."—Miguel de Cervantes*

# Cheesecake By Stages



4 eggs  
4 8-ounce packages of cream cheese (softened)  
1 cup sugar  
1 tablespoon of vanilla  
2 tablespoons of flour  
Mix until creamy

## Topping:

1 4-ounce package of sour cream  
1 teaspoon of almond extract  
1 teaspoon of lemon extract  
1/2 cup of sugar  
1 tablespoon vanilla

## Crust:

1/3 cup of melted butter  
1 3/4 cup of graham cracker crumbs  
dash of cinnamon  
1 1/4 cup sugar

Prepare the graham cracker mix and press into a sponge cake pan. Pour the cream cheese mix into the cracker mix. Bake for 55 minutes at 350 degrees or until the top of the cake cracks. Top with sour cream mix and bake for an additional 10 minutes.

Allow to cool for at least two hours before topping with your favorite fruit.

***Reinvention organizations are like cheesecake recipes. You must take the organizations through various stages of development. When the stages are complete, you must still do a lot of blending, mixing, and fine tuning. What you have at the end is something wonderful.***

***“Dessert store on the endangered list: Custard’s Last Stand.”—Paul Harlan Collins***



# Flavor of the Month

A well known, nationally franchised ice cream company created the term “flavor of the month” when it featured a different ice cream flavor for each month of the year. Flavors such as Tutti-frutti, Rocky Road, Mississippi Mud, Very Very Strawberry, and others have become household names as a result of this marketing strategy.



Employees also have picked up the term. It refers to the tendency of federal restaurant chefs to start a new initiative, realign priorities to promote the initiative, and then allow the initiative to drift into obscurity. At the national level, we can all remember many of these. They included: Planning, Programming, Budgeting System (PPBS); Management By Objectives (MBO); Zero Based Budgeting (ZBB); and Total Quality Management (TQM). In organizations, the “short-lived” types of improvements are often aimed at cost cutting, quality, or work environment improvements.

If you aim to seriously reinvent the organization, culture, or program, make sure you have planned how you will follow the changes through to the end. The workforce is watching to see whether this is the same old approach to change, which means a new flavor every month, or whether—like vanilla—the change will be around a long, long time.

## Just Plain Flan

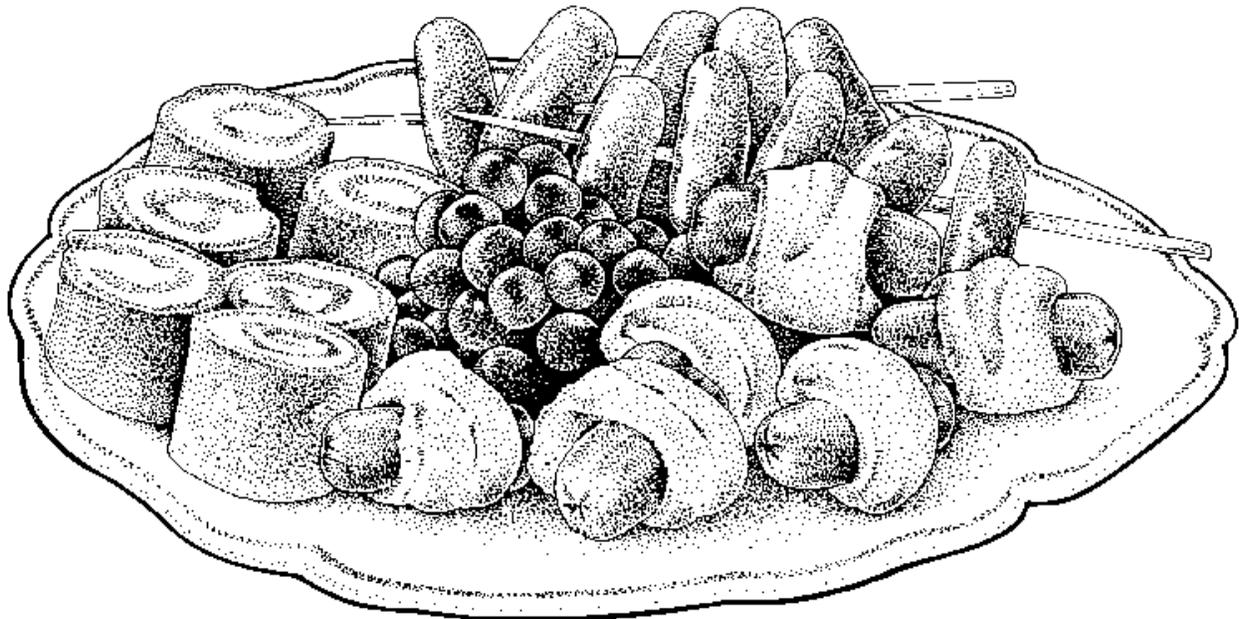
1 ½ cup sugar  
2 teaspoon vanilla  
4 eggs  
1 (12-ounce) can evaporated milk  
1 teaspoon salt



Melt and caramelize one cup of sugar until light brown in a casserole over low heat. Then, holding the casserole dish with hot pads, slowly rotate and tilt the dish until the caramel coats the bottom and sides. In another bowl, mix ½ cup of sugar, salt, milk and vanilla. Beat eggs and add to the mixture. Pour mixture into the casserole. Place the casserole into a larger pan of water, and place pan and uncovered casserole into a 300 degree oven. Cook in oven for one hour, or until toothpick inserted in the center comes out clean.

***“Let not the mind be like concrete—all mixed up and permanently set.”—  
Corrales Historical Society Docents***

# VI. APPETIZERS



**All New  
Section for  
2000!!**

*"Our minds are like our stomachs; they are whetted by the change of their food, and variety supplies both with fresh appetites." —Marcus Fabius Quintilian*



Food Budgeting Tip



## Whetting your appetite: A new way of kneading our dough

### Benefits of Store Credits Leading to Franchise Fund Implementation:

- Under Franchise Fund, money will be in the hands of the customers. The customers will have direct access to their checkbooks and can more easily plan their budgets accordingly. This will allow the cooks to do their own shopping to get the best deals in planning their meals. Our goal is to establish a solid reputation for providing quality products at reasonable and competitive prices. We want our customers to feel like they get 4-Star service and a fast food bill. Wouldn't you go back again and again?
- Field customers will become more cost-conscious and will buy only what they need. As the result of this:
  - Demands will be reduced
  - Returns will be expedited
  - Field inventory will be reduced
- For non-cataloged orders, customers will enter a not-to-exceed dollar amount. If price exceeds this amount, customers will be contacted for authorization to proceed with their order at the price quoted.
- Customers will be billed for services rendered. This will be accomplished by the development of Universal Service Agreements (USAs) to cover the cost of the services. USAs will usually be a contract between the Logistics Center and Headquarters, Regional Offices, or other customers requiring the services, and administered through the issuance of Service Orders (SOs).
- Customers may receive credit for excess assets being offered to the Logistics Center.
- The FAALC will implement a Failure Under Warranty policy, which guarantees all products shipped from the FAALC's Logistics Support Facility (including items repaired by the FAALC).

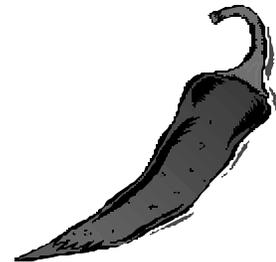
## Tomato Bread

1 loaf Italian or French bread, cut into slices  
Butter or margarine  
Garlic salt  
Tomatoes, thinly sliced  
Grated Parmesan cheese

Spread bread lightly with margarine or butter, sprinkle on garlic salt. Cover bread with thinly sliced tomatoes. Sprinkle on cheese and broil or bake at 350° until edges of bread are brown and tomato is soft.

Serves 4 to 6

Takes 20 minutes



# The Iron Chef



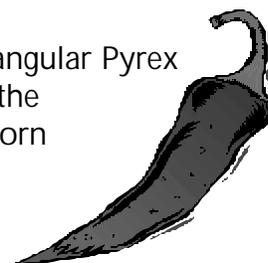
On the popular Food TV series “Iron Chef” world class chefs challenge one of three Iron Chefs to test their mettle against the recognized standard for great cooks. At some point in the organizational change process, the turnaround chef should test the organizational mettle against the recognized standard for a world class organization. The Malcolm Baldrige and Presidential Quality Award (PQA) are the recognized standard for world class businesses. On the “Iron Chef”, the challengers and the Iron Chef do not know what ingredients they will use in their dishes until they are revealed by the host. Whereas, with the PQA the ingredients for a world class organization are revealed to the world in the application guide published every year by the Office of Personnel Management. The turnaround chef mixes the right amounts of **leadership, strategic planning, customer focus, information and analysis, human resource focus, and process management** to achieve the desired business results much the same as the Iron Chef and challenger mix ingredients to get a dish that is tasty and visually appealing. On the “Iron Chef”, a panel of people from all walks of life dine on the dishes prepared by the Iron Chef and the challenger, and they score each dish. After a long pause, the host reveals the winner. In the PQA, a panel of judges score the organization against quantified criteria and after a long pause, the Office of Personnel Management announces the government organizations that excelled in all areas of the criteria.

The FAA Logistics Center wanted to measure its new organization against the PQA criteria through the eyes of a panel of experts, and was rewarded with the Presidents Quality Award Program—Merit Award. We are not yet ready to dethrone the Iron Chef, but we will continue to improve our dishes until we win the PQA.

## Seven Layer Dip

Refried beans  
Guacamole  
Sour cream  
Picante sauce  
Grated colby or longhorn cheese  
Diced tomatoes  
Sliced black olives

Layer the refried beans, guacamole, sour cream and picante sauce in a rectangular Pyrex dish. Sprinkle mixture with the grated cheese, covering it thoroughly. Add the tomatoes and black olives (as many as you prefer). Serve dip chilled with corn tortilla chips.  
Serves 8 to 10



MoneySaving Tip



# Broccoli: Good for the HIP

If you think being healthy means eliminating your favorite foods from your lifestyle — think again. Similarly, the FAALC's Health Investment Program helps maximize employees careers, physical fitness, and personal lives in the same way that preparing your favorite meal in a certain way increases the nutritional value of your favorite foods, and it still tastes delicious.

Good health is like a delicious meal. It is the result of good ingredients that are carefully selected and properly prepared. The fact is, some ways of cooking dramatically increase the nutritional value of foods, while others greatly reduce it. Just like the effects of too much stress can start showing up in the workplace in big and small ways: lessened productivity, interpersonal conflict, tardiness and absenteeism, lengthy personal calls, and, in extreme cases, workplace violence. HIP offers a training program, seminars, briefings, and information related to lifestyle choices, diet, organizational stresses, and good health. By offering incentives to attract employee participation and progression, employees can balance change. By selecting foods that provide a greater nutritional yield when paired with other foods, you can make the most of your favorite foods.

## Scientific Facts:

- Freezing broccoli nearly doubles its calcium content, because the processing reduces broccoli's mass and concentrates its minerals.
- Exercising for 30 minutes a day is more beneficial than 30 minutes @ 5 minute intervals during the day.

***"I don't like to eat snail. I prefer fast food."*** —Strange de Jim





# Workforce 21

Repeat after me... "Workforce 21." Workforce 21 is short for "FAALC Workforce Strategy for the next Millennium." The next millennium begins with the 21<sup>st</sup> Century, hence the name "Workforce 21."

So, now you know how it got its name, but you still don't know what "it" is. Workforce 21 is an initiative to develop a comprehensive strategy for the FAALC that will address workforce issues, such as, employee training and development, rewards and recognition, career progression, and employee satisfaction, to name a few.

The FAALC Corporate Board wants to have a world-class workforce management program, worthy of our "world-class employees," that will ensure our success into the next millennium. To work toward this goal, the Corporate Board has chartered the Workforce 21 Planning Team. This team will conduct research to see what world-class companies and other government organizations are doing in the area of workforce management. The team will then compare these practices to FAALC practices, and identify the differences, or gaps.

When this planning team completes its identification of the gaps between the FAALC workforce management practices and world-class practices, the next step will be to develop a comprehensive plan to implement changes to close these gaps. This task will probably be assigned to another group to complete the plan by July 2000.

Workforce 21 will not stop any other teams or groups currently working to address workforce issues. They will identify all the current initiatives and incorporate them in the comprehensive plan, so we will have a complete picture of all the efforts to address workforce issues.

***"We all have hometown appetites. Every other person is a bundle of longing for the simplicities of good taste once enjoyed on the farm or in the hometown they left behind."***—Clementine Paddleford





# The Learning Organization and Knowledge Management

In 1990 Peter M. Senge, author of *The Fifth Discipline: The Art and Practice of the Learning Organization*, says a learning organization is “An organization with an ingrained philosophy for anticipating, reacting and responding to change, complexity and uncertainty.” Simply put, it is more than just “knowing what you know, and sharing it” it is about continuous experimentation with new processes, structures, approaches, etc., and feedback that provides insight and understanding which is used to generate more experimentation and “learning.”

Recently the term Knowledge Management is being used to describe the mechanism that helps to “ingrain” learning. The Logistics Center has accepted knowledge management as our next challenge. We have established a Knowledge Management Team to begin designing a knowledge management strategy that will facilitate our ability to mature as a Learning Organization. Stay tuned as we “learn more...”

## Shrimp Cocktail Surprise

- one dozen small shrimp (cooked and cut to bite size)
- 1/2 Cup tomato (diced)
- 1/4 Cup onion (diced)
- 2 tsp. cilantro (chopped)
- 1 avocado (diced)
- 1/4 cup jalapeno peppers (diced)—optional, “if you can stand the heat...”  
(*You may substitute 1/4 tsp. horseradish for peppers.*)
- 5 Tablespoons ketchup
- 1/2 cup orange juice (or orange soda)

Mix 5 tablespoons of ketchup with 1/2 cup orange juice and shake into liquid content. Mix all remaining ingredients.

Chill, serve in bowl, and wait for a surprise taste.

***“Let the stoics say what they please, we do not eat for the good of living, but because the meat is savory and the appetite is keen.”—Ralph Waldo Emerson***



Preparation Tip



# Planning for the Future

## Leadership Development

A Leadership for the Future Team has been created to maximize our competitiveness in the business world. Comprised of members from all levels in the Logistics Center, the team also includes a union representative, a human resource representative, and a benchmarking resource. The team's mission is to create a roadmap which will help us identify, recruit, hire, develop, and retain leaders who can ensure our growth and success in the future as defined by our changing strategic plan. This roadmap will also help guide employees in achieving personal goals relating to preparing for management positions.

## Corporate Knowledge

We have some very specialized and unique knowledge at the Logistics Center. Whether it's a briefing on store credit, a policy memorandum, the procurement process, a contract, or technical information on a circuit card assembly, it's all a part of our corporate knowledge. This corporate knowledge is being recognized today as a critical intangible asset for organizations. Corporate America and many Government organizations have discovered that a corporate knowledge base, which captures, organizes, and provides easy accessibility to knowledge, also offers tangible, monetary benefits. Preventing rework, finding new value, and encouraging innovation and learning are just a few of the benefits of a corporate knowledge base.

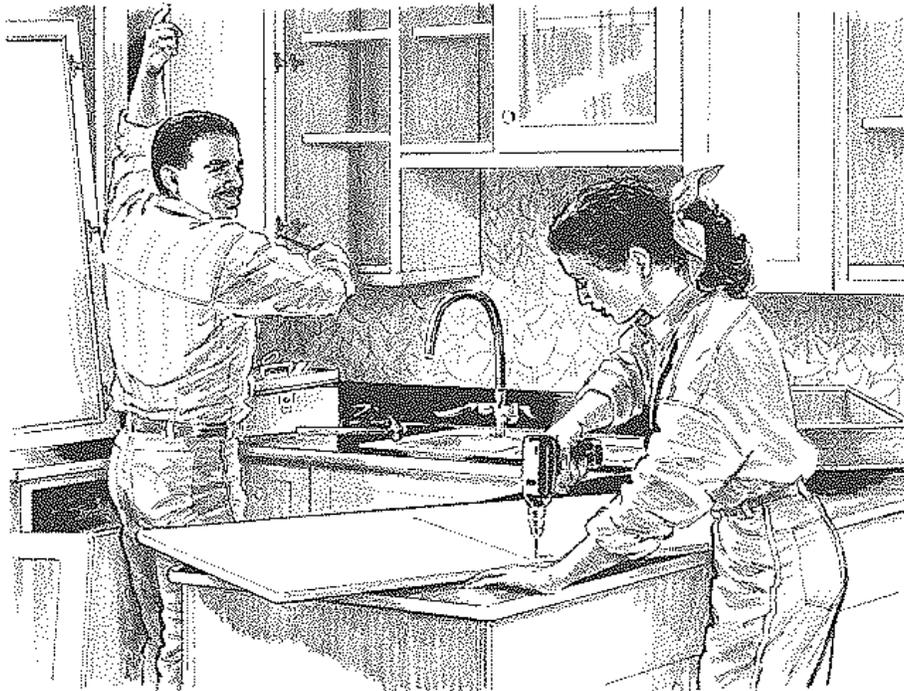
A team has been formed and tasked with creating a corporate knowledge repository for the Logistics Center. Part of the team's job will involve gathering lists of databases—both electronic and paper files, but much of our corporate knowledge is walking around in the heads of Logistics Center employees. How to capture this knowledge and share it in a meaningful way is indeed a challenge.

## Universal Service Agreements

Universal Service Agreements (USA's) serve as an instrument to provide an agreement to provide an agreement process for services between the FAALC and its customers. This represents a significant portion of the FAALC environment including 70 to 100 people and \$15 million in revenue.



# VII. REMODELING THE KITCHEN



**All New  
Section for  
2000!!**

***"If it weren't for Philo T. Farnsworth, inventor of the television, we'd still be eating frozen radio dinners."—Johnny Carson***



Service Tip



# Benefits Of Reorganization

Is it really worth it? That's a good question. Below are some answers from some who have seen it and lived it.

Some examples:

- ◆ As a direct result of collocation, teamwork and process improvements made by the team members; customer response is now provided on average the same day as the requirement occurs.
- ◆ Prior to the physical collocation, traditional paperwork flow was delayed due to multiple hand-offs, movement from box to box, building to building, and function to function. Today, it flows directly to the source of action for resolution or disposition. Valuable time is no longer wasted on unnecessary steps on hand-offs. Resources are utilized more effectively and customer responsiveness continues to improve.
- ◆ Questions from contract specialists are being resolved in one day instead of the previous average of five days.
- ◆ Engineering drawings are being requested and received in one day instead of the previous average of three days.
- ◆ Team members are working directly with contract specialists to decide which types of contracts would be most beneficial to the customer; which type would be most cost effective; procurement request errors have decreased; and team members are working together to demonstrate how creative solutions can be identified and processes changed or improved through cross organizational efforts.

Increased value to our customer? Yes, we believe so.

Increase in efficiency? Yes, we've shown that.

Loss in production time? Yes, but nothing that we can not recover from.

Effect on morale? Yes, change does that, but we can bounce back from that.

Some things you can't put a cost on, but you believe them to be worth the price you pay.

## Radars Burrito Supreme

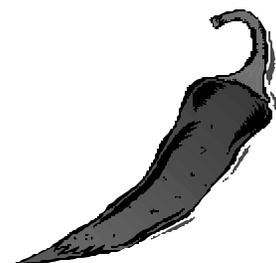
Start with 12 burritos, cut in quarters.

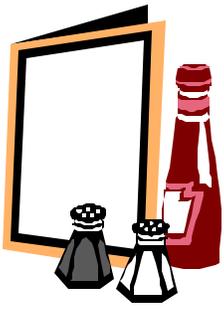
Place on a cooking pan and cover with picante sauce.

Bake in oven of 350° for 20 minutes and until it looks done.

Then add 8oz. of cheddar cheese, bake until cheese is melted.

Serve with sour cream.





# What's New on the Menu?

One consequence of putting a government organization on a solid business footing is that market changes directly impact the bottom line and can no longer be ignored. Once the customer has choice, they will buy only what they want and not necessarily from you. What this says is that if you are in the restaurant business, once a customer has a menu, they have choice. They may select the full course meal, a la carte, a simple salad, or even to eat elsewhere.

The result could be an initial loss of business. However, it may be a mistake to simply reduce costs in response to this loss. You could initiate a downward spiral of reduced costs, reduced product availability, and loss of additional business. That is, if you let your “grill man” go, you lose all the customers who want their food grilled. You may also lose all the customers who accompanied the “grilled food” customers. What is needed is a new approach, not radical surgery.

By definition, a customer is someone who wants to do business with you. So why do they go elsewhere? The obvious reason is that you are not providing them with what they want. The even more obvious solution is to offer them what they want. What's needed are new menu items, “specials,” and other product changes that are aligned with your customers changing tastes. The problem is how do you know what they want? How do you find out that our customer's tastes have changed without waiting until the customers are lost?

Part of the answer is market research, collecting information on your customers needs. The restaurant owner going from table to table asking the customers “how everything was?” is one way to collect information directly from the customers. Comment cards placed at each table in the restaurant is another. Another way is looking at industry trends. What are the latest directions in food preparation? What new flavors are in vogue? What new style of presentation is attracting customers? Yet another area of research is quality. How is your foods' quality in the eyes of the customer? How often is food sent back to the kitchen and for what reason? Is it poor quality ingredients, bad preparation, or is the food simply too cold or hot?

Once you know what the customers need, you must now plan to change your menu. That's right “plan” to change the menu. You must plan to make these changes not simply change the menu. Without planning, your new menu could be a disaster. You must decide how well new or “special” items will sell and stock up appropriately. You could lose more business if you quickly run out of a new “hot” item on your menu. In addition, new items may require new preparation techniques. New techniques mean your cooks must be trained and gain experience on how to make these new dishes. All of these things take time and planning before you “roll out” your new menu.

Another aspect of retaining customers is price. The price you charge customers must represent value in their eyes. It is not always a simple matter of adding labor, ingredients, and a fixed profit. Sometimes, you have to reduce prices to make up for mistakes in estimating how well an item will sell. Large quantities of ingredients sitting on the shelf are not making you any money. In fact, you have money tied up in those ingredients. Money tied up in inventory means lost profits. Sometimes it is better to lower the price to “move” the items than to let the food rot on the shelf. You may even decide to “give away” your food! Suppose a customer has waited an extraordinary amount of time for their order. Rather than lose any future business with that customer, the restaurant owner may decide to simply pick up the check for the customer as a way of apologizing for the delay.

The bottom line is—maintaining a menu is a continuous process of keeping up with customers changing needs, adapting processes to meet those changes, and updating your menu.

Service Tip



# 24 Hours a Day and Live

*"The one-stop shop for great customer care."*

The FAA Logistics Center's Customer Care Center moved to a twenty-four hour, seven day per week service schedule. With the official ribbon cutting ceremony on Monday, September 28, 1998, we can now interface live with our customers at any time, day or night.

The Customer Care Center provides the customer with many types of assistance including part number research, requisition status updates, off-net requisition capabilities, as well as general information and a direct interface to every function at the Logistics Center. The Customer Care Center also provides the customer with a way to voice their concerns related to products ordered through our organization. Customer concerns are captured in an extensive relational database to allow the Customer Care Agents to access resolutions for on-line customers.

The functions and capabilities of the Customer Care Center are being enhanced and expanded continuously. Inputs from customers and co-workers are helping develop the world-class function outlined in the FAA Logistics Center's vision.

The Customer Care Center can be reached at 1-888-322-9824.

## Radars Famous Friday Chili

- 1 pkg. Old El Paso Chili seasoning mix
- 1 can Old El Paso Mexe Beans
- 1 can Ranch Style pinto beans with jalapeno peppers
- 1 can Allens Mexican Chili Beans "Frijoles Enchilados"
- 2-24oz. jars Old El Paso Thick 'n chunky Salsa "medium" (or you can opt for mild or hot)
- 1 8oz. can Snappy Tom (Tomato w/green chilies cocktail)
- 1 lb. ground round
- 1 lb. Jimmy Dean's Hot Sausage
- 1 lb. mock tenderloin or stew meat, cubed or cut into 1" pieces

While browning meat, mix all ingredients in 5-qt. crock-pot. Add meat after draining fat and cook on low for as long as possible. I cook mine overnight. Serve with Fritos "dip chips" and shredded cheddar cheese.



Restaurant  
Operations Tip



# Centers Of Excellence

One of the byproducts of the 1999 reorganization of the FAA Logistics Center has been the creation of Centers of Excellence (COEs). What the Logistics Center has experienced has been more than your typical government rearrangement of bodies and positions. We have undergone a restructuring of our organization. We have moved a group of people (example, Inventory Managers) from one big organization -- where they all were accountable to and under the direction of one division manager -- out to several organizations (product divisions), based on the type of product which is serviced.

How can we be confident that we will have consistency from one group of Inventory Managers in one product division to the group in another product division? Thus the birth of the COE concept. In addition to Inventory Managers, COEs have also been chartered for other functions within the FAALC, such as Equipment Specialists, Provisioners, Production Controllers, and Engineers.

Think of a wagon wheel. The center of the wheel is where all the information is gathered, and also where all the information is distributed to those in the same job series with a need to know. The spokes are the members of each COE who work with the lead of each Center when new work instructions are being written, or when current work instructions are being revised and improved upon. The spokes receive input from the people in their area who feed it to the COE for consolidation and consensus. The wheel (the circle) is the actual group of people conducting day-to-day business for the Logistics Center, using the work instructions developed by their representative COE.

If something new comes up, the COE also works with its members in providing the training (usually hands-on, on-the-job) to all the employees in that job series who are impacted by the change.

Maintaining consistency from one product division to another helps guarantee that the Logistics Center retains its ISO certification. COEs also help ensure that we don't have a dozen different groups of people wasting time and energy working on the same project and not realizing others are already involved.

But beyond that, the COEs, by being centralized points of process improvement and information distribution, help keep our employees abreast of the latest procedures that make our jobs easier and our employees more efficient.

***"Nobody ever says, 'Can I have your beets?'"—Bill Cosby***



# LIS (Logistics and Inventory System) Modernization



The current LIS contains 13 on-line systems that are housed on mainframe technology. LIS supports automated procurement, computerized dispatch, cycle inventory and reconciliation, cataloging, internal logistics support exchange and repair (planning, scheduling, production control, costing), equipment repair historical data, FEDSTRIP/MILSTRIP requisitioning, field spares inventory, material management, material requirements planning, project material tracking (management, shipping, receiving), and excess/surplus control. The current LIS architecture is an on-line front-end collection of older applications, each designed to handle a functional specialty without efficient integration with other applications. LIS modernization will perform the functions listed above, but will capture additional useful and critical data that will be integrated with acquisition (ACQUIRE) and finance (DELPHI) functionality. LIS modernization will also incorporate industry's best practices and will be capable of conducting e-business with the DOD, other government agencies, and the private sector.

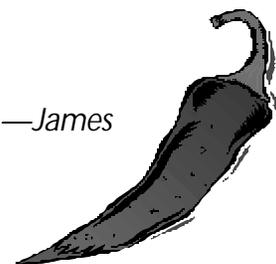
## Baked Beans Plus

Serves: 10 to 12

- 1 pound ground beef or ground turkey
- 1 large onion, chopped
- 1 large green bell pepper, chopped
- 3 cans (16 ounces each) pork and beans or vegetarian beans
- 1 1/2 cups salsa
- 1/4 cup firmly packed light or dark brown sugar
- 1 tablespoon yellow mustard
- 1 tablespoon Worcestershire sauce

Preheat the oven to 350 degrees F. Coat a 9" x 13" baking dish with nonstick cooking spray. In a large skillet, brown the ground beef, onion, and bell pepper over medium-high heat until no pink remains in the meat, drain off the excess liquid. Add the remaining ingredients and stir until well combined. Bring to a boil. Pour the mixture into the baking dish and bake for 1 hour, or until heated through and bubbly.

***"Food is our common ground, a universal experience."*** —James Beard





# Technical Support Facility

The FAA Logistics Center Product Divisions will be occupying the new 100,000 square foot Technical Support Facility (TSF) by the end of 2000. This state of the art facility will give the FAALC the ability to repair modern electronics well into the future, and is designed to be versatile to accommodate the constantly changing requirements of the NAS. This facility is very energy efficient and has been designed with environmental concerns in mind, and will give employees a clean working environment necessary for technical repair. Technical features

such as single point and multipoint grounding throughout the facility will provide the grounding that modern electronic systems require.

In addition to the technical aspects, the relocation to the TSF will bring an additional benefit to our customers by co-locating the employees as complete Product Divisions. This has shown to be very effective in improving customer service, support and response, which is our main objective.

## Chocolate Drops

- Melt ¼ lb. butter
- Pour over 1 Lg pkg coconut and stir to coat
- Add 3 cups chopped pecans, 2lbs sifted powdered sugar, 1 can Eagle Brand milk, 1 jar maraschino cherries (chopped small)
- Mix well and chill
- Shape into balls and place on Saran Wrap lined cookie sheet
- Chill again
- Melt 1 slab Gulfwax household paraffin and 24 oz chocolate chips (add enough paraffin to make thin)
- Using a toothpick, dip drops in chocolate (the toothpick hole can be covered easily if desired)
- Place chocolate coated drops on lined cookie sheet and chill.





# It's Not Easy Being Green!

## *The Frog Was Right*

The FAALC is an organization within a larger FAA structure located in central Oklahoma. Our very location is one that gives us unique environmental benefits compared to mega-cities such as Los Angeles, Chicago, or Atlanta. For these cities, strategies to improve their environmental position can be readily identified since they have a veritable *smorgasbord* of complex issues from which to choose. So, it's easy for them to quickly pick one and work to improve it. In Oklahoma City, we really have to work hard to find comparable issues to address. Improvement is more incremental, and "greenness" is harder to achieve for "*it's not easy being green.*"

Our new Technical Support Facility (TSF) is a unique opportunity to be smart about managing our physical environment. It has been designed to take advantage of *natural light* through windows and skylights. In one particular repair area, we have placed test lighting fixtures on the *outside of the building*, visible through a row of windows, rather than install them inside as in our original building. Additionally, we've chosen light bulbs that are "greener" than traditional incandescent lighting.

## Green Cuisine

### PESTO PASTA

Chop 1 1/2 cups of tightly packed, washed, and dried basil leaves in a food processor or blender. Add 1/2 cup of walnuts and 2 chopped garlic cloves. Process until finely ground. With the machine running, slowly add 2/3 cup of olive oil. Next, pour in 2/3 cup of grated Parmesan cheese, 1/4 teaspoon of salt, and 1/4 teaspoon of black pepper. Mix and then set aside.

Cook 1 pound of spinach linguine or fettuccine according to package instructions. Drain and toss with the pesto in a serving bowl. Top with more Parmesan cheese. Serves 4 to 6.

### PARSLEY GARLIC BREAD

Slice a loaf of Italian bread in half lengthwise. Then, use a butter knife or cookie cutter to cut out shamrock shapes. Cream together 6 tablespoons of softened butter, 1/4 cup of fresh chopped parsley, and 2 minced garlic cloves. Spread the butter on the shapes and bake on a cookie sheet in a preheated 400-degree oven for 12 to 15 minutes, or until the bread turns light brown.

### GREEN GREEN SALAD

The fun of making this salad begins at the grocery store selecting the fixings. Anything green, such as lettuce, cucumbers, peppers, snow peas, avocados and sprouts, is fit for the mix. Serve with your favorite salad dressing.

### HOMEMADE LIMEADE

In a half-gallon jug, mix 1 cup of sugar, juice from 12 freshly squeezed limes, and 6 cups of cold water. Serve over ice. Makes 8 glasses.

### SHERBET WITH FRUIT

For dessert, garnish scoops of lime sherbet with slices of kiwi or green grapes.

# Good Attitude Choice



This appetizer takes very little time to whip up. The surprising thing is that it costs nothing to make—it will actually earn you money!!

The recipe can be multiplied as many times as you wish. It will last forever, no matter where it is stored. You should eat a large portion each day. You, and those around you, will find its tantalizing taste delightful!

## **Main Ingredients:**

5 cups of a “good attitude”

5 cups of “choice”

## **Remaining Ingredients:**

1 cup of grain called “adverse circumstances”—This ingredient will be easy to find, because everyone has it. When you find it, examine it, but do not add it to the recipe. Instead, substitute 1 cup of “choice” and 1 cup of “good attitude.”

1 cup of a type of yeast called “failure”—This too, can be found in every household. It is a type of yeast that teaches lessons in life. Learn from it—Do not dwell on it, and definitely do not add it to the recipe. Substitute 1 cup each of the two main ingredients.

1 cup of “negative thinking” herbs—We tend to have a bundle of this hanging in the pantry. This herb can permeate the entire house. Actually, the appetizer will taste absolutely awful if you add it. Instead, add 1 cup each of the main ingredients.

1 cup of the vinegar “rejection”—This vinegar is exceptionally sour, and readily available on the market. Actually, you will not need to buy it. You probably have it on the shelf, and if you do not, you soon will have. When it comes your way, briefly think about it, and then quickly toss it aside. You guessed it! One cup each of the “choice” and “good attitude” should be added at this time.

1 cup of a sugar called “lack of talent”—This ingredient does not exist. Everyone has many talents, which are sweet and tasty if properly applied. Discover yours, while you are adding 1 cup each of “choice” and “attitude.”

As you can see, when finished, this delicious dish will only contain “CHOICE” and “GOOD ATTITUDE.” You alone can decide if you want to make a new batch every time you run out and eat it daily. It will satisfy your hunger, while leaving a song in your heart and a spring in your step!

***“You can tell a lot about a fellow’s character by his way of eating jelly beans.”—Ronald Reagan***





## Recent Reviews

**POA**—“This is an extraordinary achievement! Please accept my congratulations. You have been models for all of us with your commitment to improve service and cost of effectiveness. You have not only recognized that our technological and support environment will continue to change in the future, but you have made many difficult internal and external adjustments to enable the FAA to achieve many goals.” Ruth Leverenz, ARC-1

“Congratulations to you and everyone else responsible for this achievement.” Gerald Lavey

“Congratulations on being selected for a Year 2000 President’s Quality Merit Award! Good Work!”  
LeAnn Jenkins, Federal Executive Board

“How terrific! Congratulations on getting the award.” Bruce Anderson, Wright Consultants

“Congratulations to the FAA Logistics Center in Oklahoma City, OK! This is the FIRST DOT organization to win a President’s Quality Award (POA). This office was also an Excel Team Pilot earlier this month.” ONE DOT EXCEL TEAM Newsletter May 2000

**Boston**—“...Recognition of the FAA Logistics Center for its OUTSTANDING customer focus. And this was especially so when considering that this emergency occurred on a holiday weekend. This truly showed the self-sacrificing spirit of the Logistics Center employees to keep the NAS systems operational. This effort by all involved literally saved the Commercial Airline industry MILLIONS of \$’s in delays and rescheduling.” Alan Moore, Director of Airway Facilities Service

**ISO 9002 Certification**—“I am proud to recognize this significant accomplishment...sets a new world-class standard of quality, not only for these two organizations but for the FAA as a whole.” Lindy Ritz, Aeronautical Center Director

“This is a very significant accomplishment and I hope you know that. You have done something very important, not only for FAA, but you’ve done something very important for the state of Oklahoma. We are very proud of you. It’s very significant that you are the first federal organization in Oklahoma to achieve this. You are a star.” Oklahoma Lieutenant Governor, Mary Fallin

“We are very, very excited at NPR at what you all have achieved here. You’ve overshoot ‘good enough for government,’ you’ve gone beyond nationally recognized, and now you shot up into the stratosphere into world class performance.” Lance P. Cope, Vice President’s National Performance Review

**CFC**—The Logistics Center shows it is an increasingly caring organization in the community exceeding the CFC goal each year by astounding amounts (FAALC went from 92% of the goal in ‘96 to 112% in ‘97 to 138% in ‘98 to 144% in ‘99).

The spirit of people helping people is alive and well here at the Logistics Center. Employees responded to this year’s Day of Caring project on September 10th with 29 volunteers. They completed two YMCA projects. The first project was to disassemble, relocate, and install playground equipment from the Eastside YMCA at 3900 MLK to the Southside YMCA at 5325 S. Penn. The second project was to paint 5000-6000 square feet of the back exterior of the S. Penn YMCA. The YMCA staff (and certainly the children of the S. Penn YMCA) sends out a warm thank you to the Logistics Center for a job well done.

The Logistics Center raised a whopping \$59,060.77! This is unprecedented at the Aeronautical Center for a single organization. We raised 144% of our MMAC established goal, and 118% of our own leadership goal of \$50,000. This is another example of how the FAALC serves not only its customers, but also the community around us. Congratulations for your giving spirit that leads the way at Mike Monroney Aeronautical Center in making a real difference in the lives of so many less fortunate.

**Reinvention Cookbook**—“Recipes for Reinvention” featured in the July 1998 Issue of Government Executive Magazine

“I would like to list a link to the cookbook web-site.” Beverly J. Merrill, Army’s business process reengineering

“A Taste of Reinvention is a light-hearted approach to reengineering, brimming with fun!” Kerri Rowan, Editor, Health Care Reengineering Newsletter

“What a great, ‘refreshing’ innovative etc.etc.etc., way to share your reinvention efforts.” Lea Chapan, Executive Director of the Denver Federal Executive Board

**Strategic Plan**—The FAALC’s strategic plan was featured in Ted Gaebler’s newest book, Positive Outcomes, Raising the Bar on Government Performance. The book used four pages to feature the FAALC strategic plan.

Our Strategic Plan is used by the FAA’s Management School in Palm Coast, Florida as the model strategic plan. The International Productivity and Quality Conference also use it to teach other government agencies how to develop strategic plans.





