

***Army Logistics Enterprise Integration (EI)
White Paper***

25 July 2003

Table of Contents

OBJECTIVE	3
VISION	3
BACKGROUND	4
SCOPE	5
Functional Scope:	5
Vertical and Horizontal Scope (Intra Army & Joint)	6
Operational Scenario Scope	6
FUNCTIONAL REQUIREMENTS MANAGEMENT	6
STRATEGY AND OBJECTIVES	8
ROLES & RESPONSIBILITIES	9
Commanding General, Army Materiel Command	9
Deputy for Army Logistics Enterprise Integration (DALEI)	10
Director, Army Enterprise Integration Office	10
ASA (ALT) (TO INCLUDE PEOS/PMS)	11
ASA (FM&C)	11
HQDA G4	11
HQDA G6/CIO	12
HQDA G8	12
TRADOC	12
CHANGE MANAGEMENT AND COMMUNICATION PROCESS	12
LEGACY MIGRATION PLAN AND PORTFOLIO MANAGEMENT PLAN	14
POM INVESTMENT STRATEGY	15
ENABLERS	15
Leadership	15
Communication	15
Resources	16
Architectures	16
Technology and Functional	16
SUMMARY	16

OBJECTIVE

This white paper serves as the Army's concept of operation, agreed to by key logistics, financial and information technology stakeholders, that:

- (1) States why we are undertaking logistics enterprise integration (LEI);
- (2) Specifies how we will go about defining what is involved in development, definition and delivery of a fully integrated logistics business and automated environment, and;
- (3) Delineates who is involved in this process and their respective role(s) within the Army as it relates to LEI.

This document focuses on the strategic aspects of LEI. Its key focus is on what we want to achieve and how we will manage the process to ensure a common reference and decision framework as we work through very complex issues that affect a wide group of critical logistics stakeholders. To this end, the Army has established the AMC Deputy G-3 for Enterprise Integration who serves as the Deputy for Army Logistics Enterprise Integration (DALEI). This position is vested with the appropriate authority to insure end-to-end functional integration, integrated business processes, Joint interoperability, and will be a primary enabler to support Army Logistics Transformation and standardize logistics processes across the Army. This authority is derived from the Commanding General, Army Materiel Command (CG AMC) mission to develop a seamless Army logistics system in accordance with the Army Knowledge Management (AKM) Guidance Memorandum Number 4 – Army Logistics Enterprise Integration, dated July, 15, and the Vice Chief of Staff (VCSA), Army memorandum dated June 2000. Operative features of this paper will be accomplished through the development of selected documents that will contain specific operational protocols.

The white paper serves as a “point of departure” and the “Commander’s intent.” It is anticipated that with project evolution, additional enterprise objectives and stakeholders will likely be included. Accordingly, the embodied processes will be revised when needed to assure a complete Army logistics enterprise integration.

VISION

The logistics enterprise integration vision consists of a fully integrated knowledge environment that enables generation and sustainment of warfighting capability through a fully integrated logistics enterprise based upon collaborative planning, knowledge management, and best business practices.

We will accomplish this vision through a fully integrated digital data environment that is based upon logistics operational and systems architectures and founded upon the best business practices within the government and commercial sectors. Logistics, financial, acquisition and product data will be integrated together in an environment that operates in

a near seamless fashion from the soldier across the Major Army Commands (MACOMS), across Services, across the Department of Defense (DoD), and across industry.

BACKGROUND

Historically, Army responsibilities regarding logistics requirements and automation have been diffused. This has resulted in multiple systems for logistics and financial business at the national, and installation/tactical echelons of the Army. Additionally, MACOMS have implemented non-standard automated management information systems as unique solutions to fill needs for missing functionality or much-needed decision support tools. This has given us a “landscape” consisting of a multiplicity of automated systems which, in turn, has resulted in no single corporate view of our logistics chain and a very complex, expensive environment to sustain.

The need for architectures, integration, and end-to-end fusion of information can no longer be overlooked. Our goal is to focus on business process reengineering (BPR) and end-to-end process integration. A single logistics enterprise that integrates business processes and business rules and fuses data from our logistics, and associated financial and acquisition transactions, is the ultimate target. It is recognized that our initial priority must be placed on BPR advancements and the development of end-to-end processes. Our business systems must capture and integrate the data flowing from automated identification technologies and embedded weapon system diagnostics for use by Commanders at all levels, Project Managers, logisticians, and systems engineers. The creation of an environment that facilitates a common logistics operational picture for many participants, and contains the necessary vertical and horizontal visibility, is essential to achieve a robust predictive capability that meets the deployment timelines in the Army Transformation Campaign Plan.

The critical strategic enablers are:

- (1) A clear definition of strategic objectives
- (2) Clear information sharing processes and governance structure
- (3) Overarching logistics operational architect/enterprise integrator with the authority and resources to achieve this paper’s vision

Instituting an integrated logistics enterprise will require the Army to transform its diffused processes and to work across traditional organizational and functional boundaries to define, design and implement the modernized system. We must build upon the cross-functional and MACOM processes and procedures established in the successful Army Single Stock Fund enterprise integration initiative. The output from the Logistics Transformation Task Force (LTTF) and the Logistics Information Systems Product IPT will also be important to this effort. Many LTTF and Product IPT recommendations must be implemented in the Logistics Enterprise Operational and Systems Architectures. This requires a close working relationship between the Transformation Executive Office (overseer of the Logistics Transformation Process) and the DALEI. These recommendations for improvements relative to logistics automation transformation will form critical functional requirements that the DALEI will have to address. The DALEI

will be responsible for gaining clarity of the requirement, approval, integration, and ultimately implementation of the approved requirements. The DALEI will provide detailed information to the Transformation Executive Office as to the status and release schedule where the functionality will be integrated into the overall enterprise campaign plan.

SCOPE

The scope of our Army logistics enterprise includes all logistics elements in the Army. **To achieve our vision of a fully integrated business and data environment**, the scope must be defined in several dimensions -- (1) vertical and horizontal reach (2) functionality and (3) operational scenarios. The logistics enterprise will extend from small unit level (Prescribed Load List functionality) through the Army's National level. Further, it must work in unison with the DoD Business Enterprise Architecture and Future Logistics Enterprise environment, including the Defense Logistics Agency; industry; allied trading partners; and the Joint Warfighting Community.

The Vision and Scope of this paper create a tremendous shift from the Army's present logistics processes. Intra-Army, we must embrace the vision of a holistic enterprise, -- an enterprise which will be more finitely defined by a logistics enterprise architecture effort. We must no longer sanction individual projects that either individually or collectively do not provide "value added" to the entire Army logistics enterprise.

The scope ensures that our Intra-Army trading partners understand what we are doing. As an example, working with the HQDA Assistant Chief of Staff for Installation Management on efforts related to the Transformation of Installation Management will enable us to know and effectively manage those functions that are under the purview of the logistics enterprise and those that fall under the installation/base operations responsibility.

Therefore, the scope of the logistics enterprise is multi-dimensional. It covers the functional process dimension, vertical and horizontal depth dimension and operational scenario dimension. The minimum Terms of Reference regarding scope are spelled out, but not limited to the following parameters:

Functional Scope:

- ❖ **Materiel Management** processes -- to include requirements determination, provisioning, requisitioning, distributing turn-ins, loans, and disposal
- ❖ **Maintenance** management to include, at a minimum, induction of materiel into maintenance, maintenance (all levels – current and future), movement of materiel from maintenance activity to user/stock and all maintenance records/data to include Embedded diagnostics and prognostics
- ❖ **Packaging, Crating, Handling** and **Distribution** of materiel

- ❖ **Warehousing Functions** associated with storage of materiel and readying it for movement
- ❖ Associated **Financial Transactions** resulting from the requisitioning, turn-in, maintenance, storage and packaging, and distribution of materiel
- ❖ Ensuring that **Electronic Product Data** (up front during design and production, as well as post-fielding) is captured and utilized in our logistics business systems. This will give us visibility and dynamic interaction of information throughout a weapons systems/components entire life cycle. This includes engineering, configuration management data, and usage/failure factors, for all fielded materiel
- ❖ Connectivity to **Automatic Identification Technologies** (AIT) to ensure that our logistics business systems accept and use the information to give us visibility of materiel, enhanced usage data, etc.
- ❖ Connectivity to **Joint Combat Service Support** systems, transportation, medical, finance, personnel, and legal

Vertical and Horizontal Scope (Intra Army & Joint)

- ❖ The logistics enterprise components will be standardized across all MACOMs
- ❖ These components will be utilized at all echelons within the Army, National (to include the industrial base activities at depots and arsenals), installation logistics functions, and tactical functions
- ❖ The Army logistics enterprise will be a key component of the DOD Future Logistics Environment (Condition Based Maintenance +, Depot Maintenance, End to End Distribution, Executive Agency, Enterprise Integration, and Total Life Cycle Systems Management)
- ❖ Global Combat Support System Army (GCSS Army) is the Army component of the GCSS Family Of Systems (FOS) and provides logistics information for the Joint Warfighting Community

Operational Scenario Scope

The Army logistics enterprise will operate to support our current Stryker Brigade Combat Team, and objective force and equipment and will be capable of working concurrently in all environments.

FUNCTIONAL REQUIREMENTS MANAGEMENT

The reengineering of the functional requirements process is one of the most significant components of moving to an enterprise management process. All functional requirements will be identified in the Logistics Operational Architecture, evaluated, and reviewed with the objective of achieving seamless processes and automated systems.

The new role in the Army's requirements process is the responsibility of the Army Logistics Enterprise Integrator to review, prioritize, and integrate all Army logistics

functional requirements. The DALEI will be the integrator for all Army logistics functional requirements IAW AKM Guidande Memorandum Number 4.

This management process change substantially streamlines the Army requirements management processes. All functional requirements will be integrated into the Logistics Operational Architecture with a logistics enterprise perspective by the DALEI. Although this will normally be a collaborative process between the DALEI and the other major Army logistics stakeholders, the CG AMC has the authority to resolve disputes and make integration decisions. The mechanisms to walk through issues are spelled out in the change management and communication section of this document. If a reclama is felt to be necessary concerning an issue associated with the logistics enterprise, there will be a two level process put in place. Routine reclamation will be elevated to the CG AMC from the senior general officer of the organization submitting the reclama (details will be published in the implementation plan). Significant issues will be presented to the governance bodies discussed on page 13; if not resolvable there, the CG AMC will elevate to the CSA/VCSA within 24 to 48 hours for resolution. Unresolved cross functional issues will be elevated to the Secretary of the Army's Enterprise Integration Oversight Office (AEIOO) where they will be expeditiously resolved to ensure that the program schedule is not adversely impacted.

The Army will dramatically reengineer its logistical processes through the (Enterprise Resource Planning (ERP) implementation and the adoption of the best available business practices. The enterprise implementation of ERP technology will be based on an enterprise blueprint, which will complete the specific operational and system architectures. The adoption of best business practices is key. For the overwhelming majority of functional requirements, the Army will no longer develop unique solutions. Associated ERP implementation tools used in conjunction with an aggressive adoption of best business practices will be employed to insure effective enterprise integration.

AMC will continue to develop National level logistics requirements necessary to achieve enterprise integration, support Army Transformation, and provide continuous process improvement. These will be in the format of ERP and other best business practices. AMC logistics functional proponents will submit these requirements through the DALEI for integration into the logistics enterprise architecture. The DALEI will ensure logistics enterprise wide coordination.

The United States Army Training and Doctrine Command (TRADOC) and the Combined Army Support Command (CASCOM) develop Army warfighting doctrine. The detailed Tactics Techniques, and Procedures (TTP) will be developed by the CASCOM and coordinated with the DALEI. The objective is for CASCOM and the DALEI to support warfighting doctrinal requirements with appropriate best practices.

OSD has instituted the Business Management Modernization Program that will develop the overall DoD architecture of core financial processes and data. Coordination and integration for logistics processes will be the responsibility of the DALEI. This coordination will be accomplished through the AEIOO.

STRATEGY AND OBJECTIVES

The DALEI strategy for delivering the integrated logistics enterprise solution is conceptually simple. It involves:

- ❖ Implementing a Core ERP throughout the Army in a phased process, starting with the National level in calendar year 2003
- ❖ Preparing for ERP implementation at the installation and tactical level in 2003, with implementation beginning in 2005
- ❖ Migrating legacy capabilities, not encompassed by the core ERP solution, wherever possible. This will require a total Army effort to obtain resources to achieve this and to make the hard decisions necessary to continue to adopt new best practices and standardize across the enterprise
- ❖ Providing incremental improvements for logistics automation to encompass ERP improvements offered by the software provider, and achieving the legacy migration of functionality/systems capabilities described above
- ❖ Developing a Logistics Operational Architecture using a business process model and blueprinting
- ❖ Conducting gap analysis to identify business process improvements between existing business processes and the Logistics Operational Architecture.
- ❖ Developing a Logistics Systems Architecture
- ❖ Mapping existing logistics systems, including legacy and ERP systems, to the Logistics Systems Architecture
- ❖ Ensuring synchronization and integration of business processes, modernization timelines, and resources in accordance with the G4
- ❖ Preparing a strategy for transitioning from the existing operational and systems architectures to the end-to-end operational and integrated systems architectures
- ❖ Managing the current environment during the transition to ERP solutions
- ❖ Terminating current systems as their functionality is migrated to the ERP solution
- ❖ Ensuring implementation of a centralized management process that oversees requirements, schedules, architecture, and configuration control

Implementing this strategy involves working in an integrated manner to develop an Army view of our end-to-end logistics functional processes. This will entail working reengineering efforts across traditional national, installation, and tactical lines and the development of an enterprise blueprint. In addition to developing end-to-end process maps, changes to Army logistics doctrine, policy and procedures will also be required. These dimensions must be worked into a synchronized actionable plan in terms of processes, resources, and software release schedules. Policy and doctrine changes that will be required as we develop our architecture and ultimately implement ERP solutions must be embraced by senior leaders to ensure that a "business as usual" perspective/bureaucratic inertia does not impede swift progress.

The Army's Transformation Executive Office will play a significant role in the Logistics Enterprise development and integration. The DALEI will act as the product owner for the Logistics Information Systems Product and lead the product IPT ICW the Transformation Executive Office. This product ownership includes continuing the development of logistics transformation requirements for prioritization, and integration into the Army's logistical operational and systems architectures. Logistics transformation initiatives will not be optimized unless they are integrated into the logistics enterprise plan. It is the DALEI's responsibility to ensure the logistics transformation intent is achieved within the scope of the logistics enterprise.

Our Strategy Must Enable the Following Strategic Objectives:

- Implementation of an Integrated Logistics Enterprise that:
 - Provides a Common Operating Picture
 - Provides Commanders at all levels, significantly improved capabilities to build combat power and manage readiness
 - Instills confidence through accuracy, reliability, and connectivity
 - Supports Army Transformation deployment timelines
 - Accommodates changes driven by OPTEMPO and by best business practice innovation
 -
- ❖ Enable vertical and horizontal integration at all echelons of logistics operations
- ❖ Establish integrated business processes and rules
- Deliver Logistics Chain Management from the National level through the customer or consumer level
- Elimination of current processes and systems to the maximum extent possible.
- Ensure support of Joint Interagency and Multinational interoperability requirements
- Flexibility to enable continual evolution of Warfighting doctrine

ROLES & RESPONSIBILITIES

Commanding General, Army Materiel Command

- ❖ Serves as the Army Logistics Functional Lead Integrator
- ❖ Establishes priority of automation effort within the enterprise
- ❖ Determines, prioritizes and integrates enterprise requirements
- ❖ Integrates among logistics systems, processes, and schedules
- ❖ Ensures seamless end-to-end business processes and automated systems that are integrated across the Army and DOD
- ❖ Synchronizes logistics automation initiatives and supports Army's logistics enterprise vision
- ❖ Coordinates with HQDA AEIO, G4, and the Army Acquisition Executive (AAE) regarding logistics acquisition strategy, resourcing and program baseline issues
- ❖ Integrates Army logistics enterprise with DoD logistics enterprise

- ❖ Prioritizes external logistics enterprise issue resolution efforts
- ❖ Chairs the Executive Steering Council for Army Logistics Enterprise Integration

Deputy for Army Logistics Enterprise Integration (DALEI)

- ❖ Has direct input to CG AMC for Army logistics enterprise integration issues
- ❖ Single focal point for Army logistics enterprise integration decisions
- ❖ Responsible for maintaining Army logistics enterprise information flow to stakeholders
- ❖ Army logistics enterprise program oversight
- ❖ Responsible for synchronizing the Army enterprise logistics' business and associated operational and systems architecture schedules and project plans
- ❖ Ensure a process is in place to monitor and report Army logistics enterprise information activities
- ❖ Assist the DA, G4 in the Program Objective Memorandum (POM) development and justification
- ❖ Receive transformation requirements from the Army TEO, provide analysis, coordinate with stakeholders and incorporate them, as appropriate, into the Army Logistics Enterprise Operational and Systems Architectures
- ❖ Execute the Army Enterprise Portfolio Management Implementation Plan
- ❖ Coordinate cross-functional and cross system integration requirements and elevate issues to the Secretary of the Army's AEIOO

Director, Army Enterprise Integration Oversight Office

The Army Enterprise Integration Director provides top-level policy, guidance, and direction in the definition, design, implementation, and integration of enterprise solutions across the Army and between DoD, the Army, and other external organizations

- Responsible for identifying an overarching enterprise integration framework. Oversees and synchronizes Army functional and system architecture development efforts and activities within the Army and between OSD and the Federal Government. The architectural focus is on Army generating and sustaining capability business processes and their synchronization within operational Warfighting capability and battle command processes
- Ensures transformation of key business processes through the use of Army enterprise applications
- Ensures data are identified and captured in ERP solutions and other transaction-level systems to support integrated management and decision-making processes, information, metrics, and solutions
- Develops metrics for and monitors the achievement of metrics on ERP and enterprise projects, to include cost, schedule, performance, and sustainment performance

The following agencies have specific roles defined by General Order Number 3 and various policy documents. The discussion of their responsibilities here, while not

all-inclusive, does identify those areas that relate to the logistics enterprise integration efforts.

ASA (ALT) (TO INCLUDE PEOS/PMS)

- ❖ Executes the acquisition functions and the acquisition management system of the DA
- ❖ Develops, defends, and directs the execution of the Army's acquisition policy, as well as its acquisition-related legislative and financial programs and the budget
- ❖ Oversees the acquisition logistics management function, including readiness, supply, services, maintenance, transportation, and related automated logistics systems management
- ❖ Program funding control for Management Decision Package execution and advocate for actions external to DA
- ❖ Maintains cost, schedule, and performance for assigned programs

ASA (FM&C)

- ❖ Establishes Army finance and accounting policies, practices, and procedures in coordination with Defense Finance and Accounting Service
- ❖ Responsible for all financial management activities and operations for appropriated funds, nonappropriated funds, and financial oversight of security assistance programs. Directs the Army's resource allocation process and manages the Planning Programming Budgeting and Execution System
- ❖ Oversees Army Budget and execution activities
- ❖ Implements the Chief Financial Officer Act and related financial management legislation
- ❖ Interfaces with OSD Comptroller on specific Business Management Modernization Program (BMMP) financial architecture interface issues

HQDA G4

- ❖ Performs traditional Army staff functional oversight role (IAW Title 10) and retains the functions and responsibilities as outlined in General Order No. 3, "Assignment of Functions and Responsibilities within Headquarters, Department of Army" dated 9 July 2002
- ❖ Participates in the Army Logistics ERP Advisory Group
- ❖ Oversees the management of the Army's Logistics Enterprise Portfolio Management Implementation Plan
- ❖ Army Staff functional domain knowledge stakeholder lead for logistics and transportation.
- ❖ Sustains Program Evaluation Group Manager and advocate for the Army logistics enterprise
- ❖ Coordinates new or evolving Army concepts, demonstrations and prototypes with the DALEI for prioritization and integration into the Army Logistics Enterprise
- ❖ Performs Army staff systems integrator responsibilities
- ❖ Leads implementation of logistics transformation recommendations.
- ❖ Ensures HQDA staff coordination for LEI matters

HQDA G6/CIO

- ❖ Provides guidance on and validation of business process initiatives and programs with Command, Control, Communication, Computers (C4) Information Management impact
- ❖ Develops, coordinates, and implements Army Knowledge Management (AKM), the Army Knowledge Enterprise, the Army Knowledge Enterprise Architecture, and the Army Enterprise Portal
- ❖ Promotes policy and guidance on information management and C4/Technology Management (including automation, telecommunications, visual information, and related activities, services, and programs)
- ❖ Approves information technology investments
- ❖ As the Army Corporate Information Officer, oversees and validates Clinger-Cohen and AKM compliance

HQDA G8

- ❖ Defends and develops Army POM and Five Year Defense Plan
- ❖ Independent assessment, integration and synchronization of the Army program
- ❖ Transitions approved requirements from the planning to the programming phase

TRADOC

- ❖ Develops and validates doctrine
- ❖ Institutionalizes training
- ❖ Validates new equipment training
- ❖ Validates soldier products (i.e., User's Manual, Commander's Guide)
- ❖ Develops tactical requirements to include Operations Requirements Document and other combat development documentation
- ❖ Adopts commercial off-the-shelf business processes into the tactical TTP supporting the logistics enterprise operational architecture

MACOMS - The MACOMs will be actively engaged in the process. They will be participants in the project preparation, blueprinting, and testing by providing subject matter experts. Also, they will participate in the advisory and integration boards and will be key participants in the Change Management and Communication Processes.

CHANGE MANAGEMENT AND COMMUNICATION PROCESS

Change Management and Communication are the two most critical aspects in achieving enterprise integration. They work together and cannot be viewed separately. We must ensure that we organize our efforts to facilitate a common view of change and provide the Army with a consistent message. Three elements must be in place to do this. First, we must ensure that we have a process in place to manage/integrate requirements and the design of our logistics business; second, we must ensure that our management processes enable the materiel developers and enterprise integrator to resolve issues swiftly, and third, we must have the forums and processes in place to keep stakeholders informed and resolve issues quickly when deemed necessary by the DALEI. These communication and

governance processes will breathe life into our day-to-day working relationships and enable rapid consensus based forward movement. These forums will be the framework for collaborative agreements and working across organizational boundaries and functional “fiefdoms” to achieve true integration.

To assure we meet the objective of an Army integrated logistics enterprise, the DALEI will have the responsibility to define, manage, resolve issues, maintain visibility and "traceability" of issues and make decisions on all functional logistics initiatives proposed for incorporation into the Army's logistics enterprise. Specifically included in this role will be the: integration of all functional logistics requirements; monitoring and synchronizing BPR; scheduling and controlling the enterprise modernization; and, active participation in funding development/justification and programmatic. The DALEI will continuously communicate the objectives and provide status of the logistics enterprise integration program to all stakeholders. The DALEI will involve key participants in regular forums and advisory groups to: gain leadership commitments at all levels of Command; create conditions to facilitate effective change management; and, inculcate a common shared vision for the Army logistics enterprise.

Three standing bodies will round out and complete the logistics enterprise management structure to support the DALEI. These three bodies will be chartered within 90 days of the final approval of this white paper and exercise specific responsibilities related to the logistics enterprise integration efforts.

(1) *Army Logistics Enterprise Integration (ALEI) Executive Steering Committee (ESC)* – Three star level, chaired by CG AMC. Participants will be from: HQDA G3, G4, G6, G8, Principal Deputy ASA FM&C, AEIOO, Military Deputy (ASA ALT), CG CASCOM, the Assistant Deputy Under Secretary of Defense, Logistics Systems Management. IAW the Army Knowledge Management (AKM) Guidance Memorandum Number 4 – Army Logistics Enterprise Integration, 15 July 2003, the ESC will provide strategic guidance, direction, and serve as the primary decision authority for attainment of the logistics end-state of end-to-end functional integration, integrated business processes and Joint interoperability of the Army logistics business enterprise. Meets at the direction of CG AMC.

(2) *ALEI Advisory Board (AB)* -- 2 Star/SES level – Chaired by HQ AMC, participants will be from MACOMs plus representatives from selected Joint, OSD, Army Staff, AMC/MSCs, and PEO offices as required. The AB provides oversight of key decision processes, resolves issues and prioritizes modernization efforts. Major portion of duties include providing advice and consultation on change management, integration and synchronization issues. Meets monthly or at the direction of the Chairperson

(3) *ALEI Logistics Integration Control Working Group (ICWG)* – The ALEI ICWG is a standing body comprised of senior Action officer/subject matter experts from key stakeholder organizations. The primary role of the ALEI ICWG is to resolve issues and coordinate positions within respective parent organizations. Membership consists of representatives from the Army Staff and

Secretariat, the AMC staff, the TRADOC, CASCOM, the PEO, and other organizations.

In the event there is a significant issue related to the logistics enterprise integration effort that cannot be resolved by these bodies, the ESC/CG AMC will elevate the issue to the VCSA/CSA.

Another essential change management requirement is rapid decision making authority vested in a single responsible individual. The CG AMC has delegated the responsibility to the DALEI to identify and frame requisite decisions along with the authority to make the decisions necessary to maintain the ERP implementation schedules and overall Army logistics enterprise process synchronization.

The change management process will leverage existing roles and missions to the maximum extent possible. However, free flowing communication and an efficient, highly flexible, and focused (non-traditional) staffing process to support the requirement for rapid decision-making, is a must.

The final critical piece of this management process will be the development of management metrics that may include those based on commercial ERP business processes. These metrics will be tied into the Strategic Readiness System (SRS) process. The Reports, Interfaces, Conversions, and Extensions metrics will be employed to minimize development of objects.. The SRS process will be updated to reflect that methodology.

Sustainment of the Army Logistical Enterprise Blueprint (operational and system architectures) will be through a strict configuration control process, managed and controlled by the DALEI. All new requirements and proposed changes to the logistics enterprise will be evaluated by the DALEI for potential value added in accordance with metrics established by the DALEI.

LEGACY MIGRATION PLAN AND PORTFOLIO MANAGEMENT PLAN

The objective will be to institute a standard process, coordinated at Army levels, that results in consistent approval procedures for new Army systems being added to the Logistics Information Technology (IT) Portfolio, and a data structure and repository to capture detailed IT investment information needs during. Portfolio metrics will be developed for use in measuring support of IT Portfolio systems management and to provide a road map for system retirement. The Portfolio Plan must be efficient, enforceable, and capture those steps critical to control current and future logistics system entry into the Portfolio(s).

Portfolio management processes and plan will be worked with the Army staff and key logistics stakeholders in a collaborative fashion and support the Enterprise Portfolio Management Implementation Plan objectives. The DALEI will use this process to update and validate the Logistics IT portfolio content and to help guide and control Army

inventories, investment budgets and expenditures for Log IT. The plan will include the programmatic – costs, schedule, and performance metrics and procedures– for IT controls within the Architecture. The Plan will outline methods for gap analyses, mapping processes and base lining systems. A Log Portfolio Management Plan and approach for IT systems, applications, Databases, and IT Enablers will provide central system visibility and support credible reporting of inventories, costs, and associated system functions at a high level. Enforcement mechanisms will help ensure that future IT inventories are tracked and mapped to processes.

The portfolio management plan will be a living document that articulates the supporting logistics requirements and process changes for logistics Transformation. Portfolio management processes will be continuous and not simply to establish an initial baseline or for tracking of retiring systems. It will contain centralized IT repository information to support Enterprise Architecture decisions, and be inclusive of all Army logistics systems. The Army Logistics Domain will perform continuous IT business process improvements and include results of these processes with the Portfolio(s). The Logistics Portfolio processes will not subjugate Army level processes or duplicate centralized repository information but rather extract this information when needed. Cost Categories developed as requirements and built into the Portfolio repositories will be used to support POM requirements.

POM INVESTMENT STRATEGY

The POM investment strategy will be based on the Enterprise Integration Campaign Plan, Transformation Product Plans, and resultant Portfolio plan. The primary objective of the investment strategy is to ensure the Army’s ability to execute the Enterprise Integration Campaign plan, gain modernization efficiencies, and to synchronize the legacy close out.

ENABLERS

The enablers for EI and modernization cross the entire management spectrum. The DALEI will integrate all of these factors into the Army’s process of facilitating the successful transformation of the Army’s logistics processes into a modern enterprise, capable of meeting the strategic objectives articulated in this paper. These enablers consist of leadership, organization, resources, architectures, technology and function.

Leadership

Army and OSD senior leadership must support this critical piece of the Army’s transformation with a long-term perspective. This is a complex process, and we must “stay the course” to ensure success.

Communication

Change Management and Communication set the stage for success. Key elements include the campaign plan, strategic communication plan, a detailed requirements management plan, a legacy migration and portfolio management plan and a detailed implementation plan. These detailed plans are in development by the DALEI in coordination with the Army’s logistics stakeholders.

Resources

The Army must commit the requisite investment dollars to ensure the components of the modernization are put in place at the right time. A second key piece is the formation of a capable robust DALEI staff to work complex multifaceted issues associated with logistics enterprise integration.

Architectures

Logistics operational and systems architectures are the backbones for logistics enterprise integration. The logistics community must identify its best and brightest to develop and map to these architectures.

Technology and Functional

ERP software, improved communications infrastructure, an integrated data environment, and AIT are technology enablers. Functional enablers are the adoption of best business practices, integration of logistical and financial processes, and the Knowledge Management capability derived from things such as data warehousing, decision support systems, executive information systems, and demand planning.

SUMMARY

This paper discusses the plan regarding how the Army will define, manage, and continuously communicate the objectives and status of the logistics enterprise integration effort. This is a living document that conceptually frames how the Army will manage the logistics enterprise integration process. Leadership commitment, effective change management, and a common shared vision serve as the foundation.