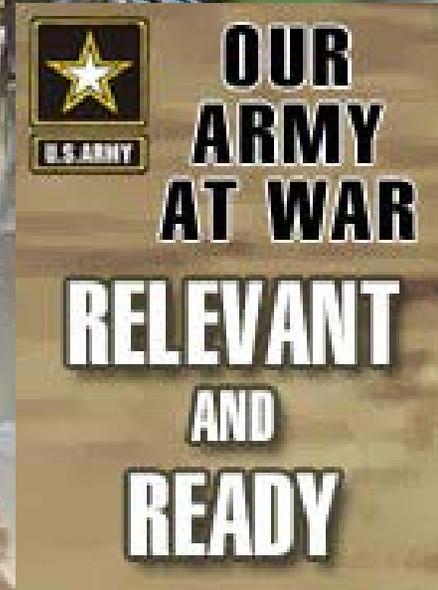


U.S. Army Materiel Command

*Chief Information Officer/G-6
NCR DOIM Course*



James D. Buckner

1 April 2004

" The Network is The Thing . . . "

Chief of Staff, Army



Agenda



- ❖ Changes to Information Technology Management
- ❖ An Army at War
- ❖ Transformation ⇨⇨ How We Will Change
- ❖ AMC ⇨⇨ AMC CIO / G-6
- ❖ Headquarters Support / DOIM
- ❖ Summary



"The illiterate of the 21st century will not be those who cannot read or write but those who cannot learn, unlearn and relearn."

Alvin Toffler



Significant Changes to *ITM* (Information Technology Management)

Empowered by
Clinger-Cohen Act
Effective Aug 96

- ☉ Move to Chief Information Officer (CIO) Concept
 - *Involve Senior Leadership in ITM Direction & Decisions*
 - *Establish CIOs as Members of Executive Management*

- ☉ ITM/CIO Emphasis: AMC HQS, MSCs, SRAs, & Installations
 - *Provide for Enterprise IT Investment Control and IT Investment Planning*
 - *Require Process Reengineering before Applying IT Solution*
 - *Assess existing personnel IT knowledge & skills*
 - *Develop plans for hiring, training, and professional development*
 - *Uses Performance Measurement as Accountability for IT Spending*

- ☉ Monitor *IT* programs
 - CIO evaluates performance, and advises Agency Head to continue, modify, or terminate a program.*





Changing Role Of the CIO



1990's

**Culture
Change**

21st Century

Technician/ "Data Czar"



Enabler, catalyst

Predominately technology
oriented



Equally skilled in
technology / business

Local level acquisitions



Enterprise acquisitions

Technology management



Knowledge management

Quantity-based
IT management



Performance-based
IT management

Provide AMC: Quick, Integrated Solutions & Programs



Key Requirements for the CIO

- Effective IM to Achieve Agency Goals
- Select, Control, & Evaluate IT Spending
 - Costs, Risks, & Benefits
- Improvements to Work Processes
- Integrated Agency-wide IT architecture
- Strengthen Knowledge, Skills & Capabilities to Manage Information Resources Effectively
- Develop IM Human Capital
- Measure Success and Demonstrate Results

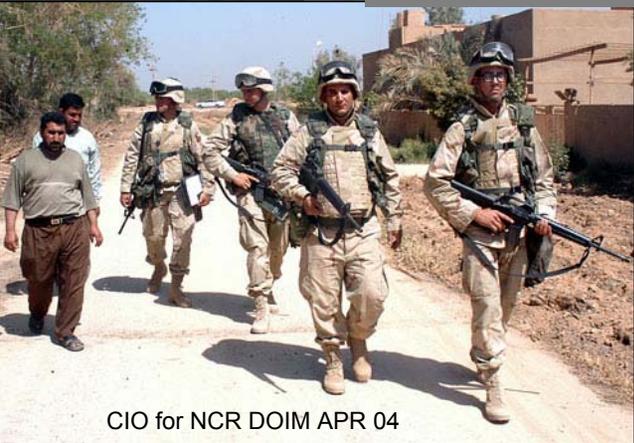


What the Army's Doing

Deploy/Redeploy/Training/Reset



We are an Army at War!



Army Global Commitments

326,570 soldiers overseas in 120 countries (approx. 215,000 on unaccompanied tours)

South Korea
31,460 SOLDIERS
 (29,590 soldiers on unaccompanied tour)

NOBLE EAGLE
23,880 SOLDIERS

Bosnia, Kosovo (KFOR/SFOR)
3,320 SOLDIERS

OEF-AFGHANISTAN
10,700 SOLDIERS

OTHER OPERATIONS & EXERCISES
 • OEF-Philippines
 • JTF-BRAVO
2,535 SOLDIERS

JTF- Guantanamo Bay
1,505 SOLDIERS

MFO-Sinai
700 SOLDIERS

OIF-IRAQ
123,366 SOLDIERS

OTHER OPERATIONS & EXERCISES
1,760 SOLDIERS

- 24 of 33 (73%) AC Brigades deployed overseas in FY03
- 15 of 45 (33%) ANG eSB battalions deployed overseas in FY03

<u>Army Personnel Strength</u>		
<u>Component</u>		<u>Currently Deployed</u>
- Active:	485,000	164,310
- Reserve:	205,000	65,600
- National Guard:	352,000	96,660
- Total:	1,042,000	326,570

Support to Current Operations



OIF – Daily
132 Convoys= 900 vehicles



645k gallons of fuel
issued daily in OIF

1.08 million personnel
transported
Oct 01 →→ Jan 04



2.9 million tons of
materiel shipped
Oct 01 →→ Jan 04



At War and Transforming

Current Force

Future Force

**GWOT is
long term**

The Army of Today

Ranger
Airborne
Air Assault
Light Infantry
Special Forces
Mechanized Forces
Stryker Brigade Combat Teams

Increasingly

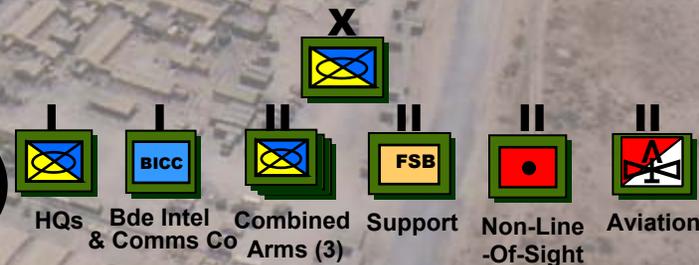
Integrated
Expeditionary
Networked
Decentralized
Adaptable
Decision Superior
Lethal



The Army of 2020

Combined Arms, Units of Action
Joint, Interagency, Multi-national
Modular, Interoperable
Future Combat Systems
Modernized Mechanized Forces
Technologically Advanced
Melds Active and Reserve
The Network Enables, IO Empowers

**Provide
Future Force
Capabilities
Today!!**

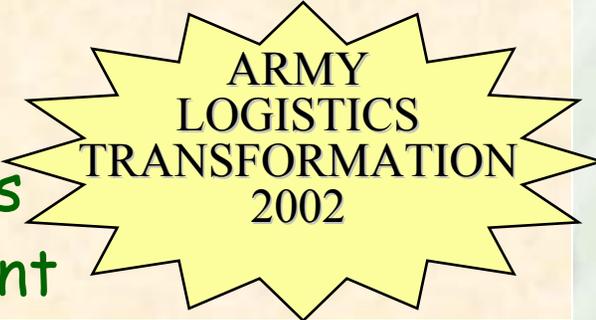


Unit of Action

Focused Sustainment Transformation

Transform the Army logistics system to sustain the force & fully meet readiness and deployability requirements.

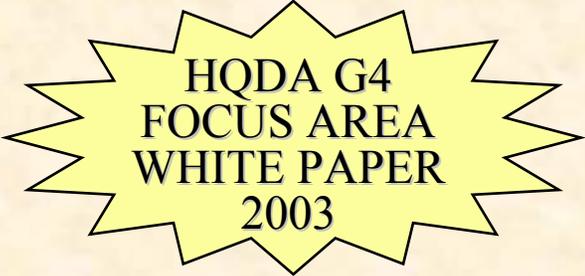
- Reduce the Logistics Footprint
- Enhance Logistics Strategic Readiness
- Reconstitute Army Prepositioned Stocks
- Improve Ammunition/Missile Management



ARMY
LOGISTICS
TRANSFORMATION
2002

Delivering Readiness to The Army :

- Connect Our Logisticians
- Modernize Theater Distribution
- Modernize Force Reception
- Integrating the Supply Chain



HQDA G4
FOCUS AREA
WHITE PAPER
2003

Dimensions of the Army: DOTMLPF - Doctrine, Organization, Training, Materiel, Leadership & Education, People Facilities



Army C4IM Transformation

Weave Logistics Functions in with Other Information Capabilities

C4IM: Command, Control, Communications, Computers and Information Management

Leverage Information to

- Achieve Lethality With Precision . . .
 - Rather than volume of fire
- Mitigate Risk With Certainty . . .
 - Rather than mass
- Supply Forces With What They Require, When They Require it . . .
 - Rather than everything they might need

-- New --
Speed
&
Knowledge

Harness Ongoing IT Revolution so Soldiers

- See First
- Understand First
- Act First
- Finish Decisively

AMC CG (Oct 2003):
The only way we can build a more rapidly deployable and more efficient force is with Information Technology



Information Operations

Information operations are those operations taken to provide comprehensive situational understanding to friendly forces, generating a complete strategic-to-tactical infosphere, while disrupting that of the enemy.

*Core Competency
For All Leaders*

*Advanced Modeling
& Simulation*

*Embedded
Prognostic
Technology*

*Collaborative
Planning*

New Approach to Warfighting

FM 3-0 highlights the emergence of information superiority as a separate and coequal domain for operations.

Network centric warfare places a premium on information



AMC --- A Transforming Organization



AMC Mission . . .

Provide superior technology, acquisition support and logistics to ensure dominant land force capability for Soldiers, the United States, and our Allies

Enabled by . .

CIO / G-6 Vision

Your Strategic Information Manager
Delivering a Net-Centric Knowledge Enterprise
For Tomorrow's Force Today



Our mission focus

Improve Readiness

FCS

Current – Future Force

**AMC Future :
Collaboration, Shared Knowledge, Common Op Picture, Agility, & Adaptability**



CIO/G-6 Mission

As the Central Authority for all C4IM
(Command, Control, Communications, Computers and Information Management)
Direct the Information Activities of AMC

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*Ensure Order
And
Discipline the System*

*Enable
Information Technology
For Everyone*

*Set
Strategic Direction
And Objectives*

*Automate
Everything*

FUTURE

C4IM : The Center of Gravity for Army Transformation

Information Technologies enable the Army's new vision of warfare



CIO / G-6 Goals

- Deliver assured access and information anywhere, anytime through a modernized Army enterprise-managed IT infostructure.
- Monitor AMC's C4IM requirements and Provide management oversight of AMC's C4IM Portfolio.
- Share AMC Knowledge and excel in Army Knowledge On-line in a secure environment.
- Develop the professional IT workforce throughout AMC.



CIO / G-6 TOP ACTIONS -- CSA Focus Areas

- Deliver a Command C4ISR focus for AMC within the AMC CIO/G-6.
- Make the HQ AMC the Army Pilot Program for Seat Management
- Acknowledge the AMC CIO/G-6 as the Central Authority for All IT.
- Develop a Strategic Enterprise Architecture for AMC.
- Establish Enterprise Portfolio Management and Improve IT Budget Management.
- Mandatory Computer Based Training (CBT) Registration.
- Facilitate transfer of the AMC IT Infrastructure to NETCOM and IMA.



CIO / G-6

RESPONSIBILITIES

- Central Authority, Advisor, and Advocate for C4IM
- Serve as Liaison to Army CIO/G-6
- Develop / Implement / Enforce C4IM Policy
- Identify, Coordinate, Integrate Requirements
- Oversee Application / System Life Cycle
- Ensure Order and Discipline the System
- Advance Army Knowledge Management (AKM)
- Serve as Functional Lead for IT Resource Management
- Develop AMC's E-Based, Knowledge Workforce
- Facilitate Process Reengineering
- Direct Information Assurance (IA) / Security
- Promote Net-Centric Operations
- Direct Enterprise Architecture Process
- Ensure Data Integrity and IT Standards
- Promote a Virtual Shared Data Environment
- Measure Performance (Metrics)
- Ensure Excellence in IT Service Delivery
- Be Proactive in Meeting Congressional and Regulatory Mandates



AMC -- Net-centric & Knowledge-based

-- Operating as a Single Virtual Entity --

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Accurate & Timely Decisions

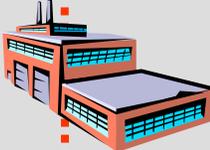
Innovative ~ Integrated Technology & Sustainment

Instantaneous Visibility

Future Force

Information Protection

Army Knowledge Management



Industry

Shared Data Environment

Warfighter

Government



Web-Based



Supporters

Invest in Emerging Information Technology
Empower the AMC Knowledge Workforce

Maximize Worldwide Networking Capabilities
Standards -- Mission Oriented -- Interoperable

ESSENTIAL IN PEACE, INDISPENSABLE IN WAR

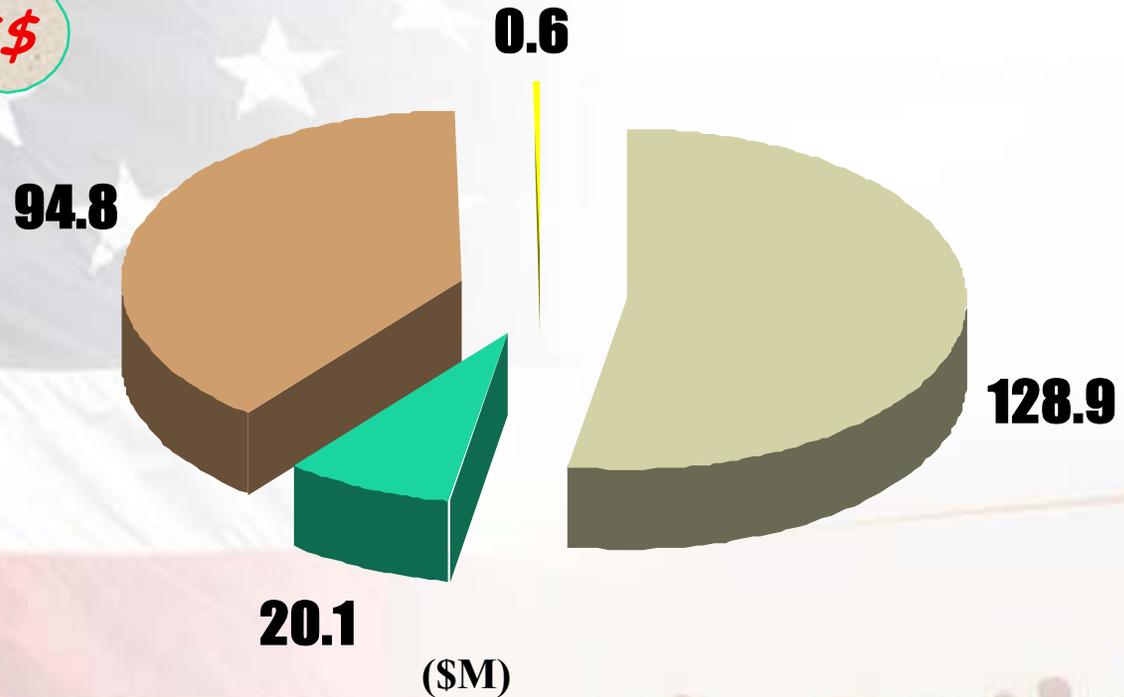


AMC ITS B FY04

(INFORMATION TECHNOLOGY SYSTEMS BUDGET)

*UNDERSTATED
IT \$\$ Only --
Does Not Include
Mission & Other \$\$*

TOTAL \$ 244.4M DIRECT



■ OMA ■ RDTE ■ AWCF ■ OPA-2



SEAT MANAGEMENT

AMC CIO/G-6 Headquarters Support

- **Outsourcing of Desktop / Network / Related Services**
 - Deploy Capabilities Rather than Infrastructure
- **Managed Services / Consolidated Approach**
 - Contractor Ownership of Equipment
 - Addresses Technology Obsolescence / Refresh
- **Provided on a Per Employee Basis – “Seat”**
 - Equipment – Installation – Operation -- Maintenance
 - Support including Help Desk & Network Connectivity
- **Performance Metrics – Effective Service Delivery**
- **Activity Based Costing**

*IT as a
Utility*



★ AMC CIO/G-6 Headquarters Support

- Communications Support incl BlackBerry / CryptoBerry
- Full-Service (24x7) Telecommunications Center
- Information Security & COMSEC
- AMC-Wide Publishing Program
- Visual Information Services
- Official Mail Control Officer
- WWW HQ AMC Home Page
- Application Development
- Technical Library
- Seat Management

SEAT MANAGEMENT

- New Approach to Info Technology
- Plans, Architectures, Standards
- Workstations & Network
- Consolidate Copy / Print
- Conference Rooms & VTC
- Enhanced Information Security

Service Center 806-9333



The Role Of The DOIM & CIO

DOIM

CIO

**Tactical Level,
Operational**



**Corporate Level,
Strategic**

**Deals More Closely with
Day to Day Technology**



**Deals More Closely with
Future Business Planning**

Local Level IT Support



Enterprise wide Service

**Technology
Management**



**Functional Process
Management**

Infostructure



Applications



**THE WORLD
HAS CHANGED**

Summary

**PEOPLE ARE
THE ARMY**

Times are Changing: Now! New Destinations.

Invest in People. Knowledge Workforce.

Leverage & Exploit Information Technology.

Assure U.S. Info Ops. Protect Infostructure.

Knowledge Mgmt. Overhauls Existing Approach.

Information Superiority. Decision Superiority.

Nation at War

Joint Team

*Be more flexible
& more adaptable*

*The reality
of continuous
engagement*

*Assure Allies
& Friends*

*Dissuade
Future Military
Competition*

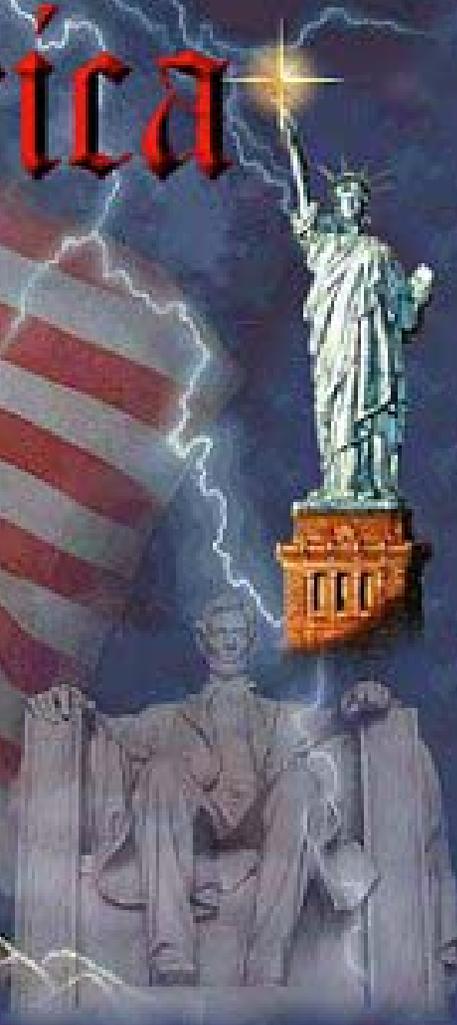
*Contending with
Uncertainty*

*Deter
Threats and
Coercion*

*Decisively
Defeat Any
Adversary*



God Bless America



U.S. Army Materiel Command

Chief Information Officer / G-6



Back-up

NCR DOIM Course April 2004

Chief Information Officer/G-6 Organization

Transformation



CIO/G-6 - James Buckner
Deputy - Marilyn Couch
(806-8626)



STRATEGIC PLANNING &
TECHNICAL IMPLEMENTATION
John Roe (806-8577)

BUSINESS MANAGEMENT
Dennis Davis (806-9425)

CORE TECHNOLOGY &
ASSESSMENT
Danny Shearer (806-8674)

IT PROGRAMS
Michael Colton (806-9370)

Special Projects Office (SPO), ISEC
TECHCON as Division CIO/G-6
Albert Rivera (DSN 879-3001)

DOIM OPERATIONS
(HQ Dir of Info Mgmt (DOIM))
Darrell Bright (806-8282)

Commercial Area Code 703 or DSN 656

HELP DESK - 806-9333



Transformation Planning Guidance

★ Transforming **How We Fight**

- Fight first for **information superiority**; deep sensor reach
- **Rapid speed** of command
- High quality **shared awareness**
- **Dispersed forces**: noncontiguous operations
- Demassification: **substitute information and effects for mass**
- **Dynamic** self-synchronization
- **Alter** initial conditions at **higher rates of change**
- **Compression** of levels of war: reduce service boundaries

★ Transforming **How We Do Business**

- Reform the Acquisition Process
- Capabilities-based resource allocation process

★ Transforming **How We Work** with Others



DoD "Top Priorities" 2003 - 2005

- Successfully Pursue Global War on Terrorism - Top 2004 Priority
- Strengthen Combined & Joint Capabilities -
- Transform the Joint Force -
- Optimize Intelligence Capabilities -
- Counter the Proliferation of WMD -
- Improve Force Manning - QOL, Infrastructure, Other Modifications
- New Concepts of Global Engagement -
- Homeland Security - Refine & Improve DoD Role
- Streamline DoD Processes - Budget, Contingency & Other Processes
- Reorganize DoD & USG to deal with Pre-War Opportunities & Post-War Responsibilities

SECDEF Initiatives -- Emphasis 2004

- Rebalance Active & Reserve Components
- New National Security Personnel System
- Adjust Global Posture



Four Transformation Pillars

- Strengthening Joint Operations
- Experimenting with New Approaches to Warfare
- Exploiting US Intelligence Advantages
- Developing Transformational Capabilities through increased and wide-ranging science and technology

Note: Transformation = Concepts, Capabilities, People, & Organizations



Focus Areas -- Chief of Staff, Army

Soldier with a Capital "S"

- The Soldier
- The Bench
- The Network
- Modularity
- Joint Expeditionary Mindset
- Active/Reserve Component Balance
- CTCs and BCTP
- Unit Manning

Forward Leaning

Modular

Joint Interdependent

Capabilities-Based Army

- Leader Development and Education
- Army Aviation
- Installations as Flagships
- Authorities, Responsibilities, Accountability
- Current to Future Force
- Resource Processes
- Strategic Communications

• Actionable Intelligence

• Logistics



Serving a Nation at War

” Are you wearing your dog tags ? ”

A Campaign Quality Army With a Joint
And Expeditionary Mindset



GEN Schoomaker
... a different future.

What is best for Nation ?
What must endure ?
What must change ?

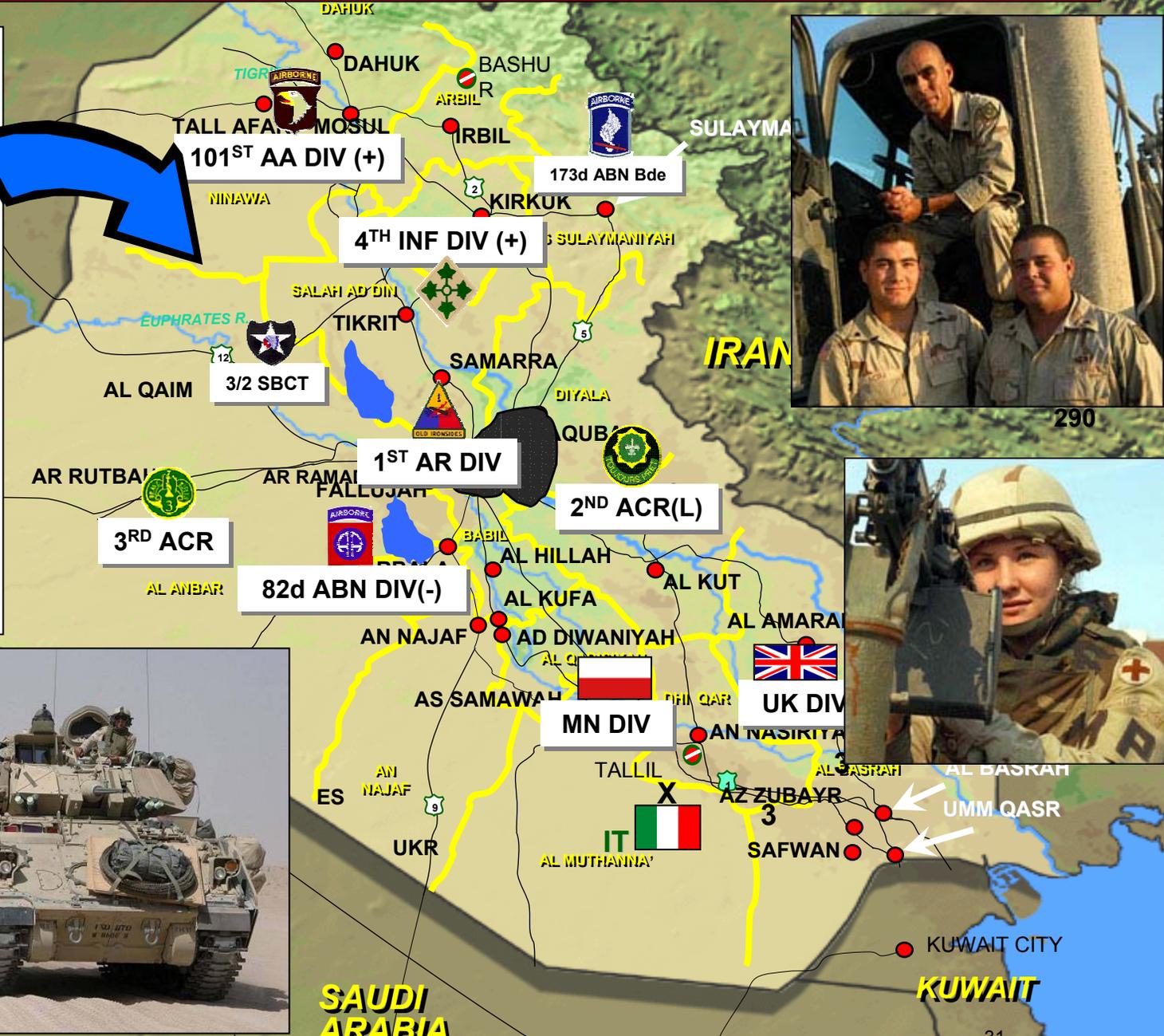
The New “Norm” ... “Sustained engagement”



Operation Iraqi Freedom

Deploying

-  1st Cavalry Division
-  39th eSB (ARANG)
-  1st Infantry Div
-  30th eSB (NCANG)
-  USMC 3 x Bdes
-  1/25 SBCT
-  81st eSB (WAANG)



290



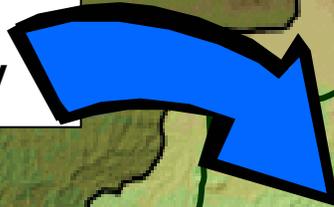
CIO for NCR DOIM APR 04

Operation ENDURING FREEDOM

Deploying



25th Infantry



10,700
Soldiers
Support the
Joint Fight

Herat

Balkh

Konduz

Mazar-e
Sharif

Bag

Kabul
Gardez

Jalalabad

Baghlan

Tarin Kowt

Qalat

Kandah

Spin Boldak



AMC Priorities

- Support to Combatant Commanders
 - Readiness, Class IX, Individual Body Armor, DCU's & Boots
- Retrograde
- Reset
- Security of Chemical Sites
- Personnel / LSE Rotations
- Support to Multi-National Division
- Quality of Life for Soldiers & Civilians in SWA



Logistics Concerns - The Iraq War

- Vulnerability of Supply Convoys & Major Support Assets
 - Key Supply Routes & Staging Areas near Ports
- Inability to Accurately and Timely Distribute Many Items
 - From Ports to Tactical Units
- Logistics Units had Inadequate Communications
- Could not Track Items Once Removed from Shipping Containers
- Spare Parts often Slow in Coming
- Existing Logistics Systems Not Suited to Networked Fast Pace Ops
- Critical Supplies “Lost” in System – Dumped at Distribution Point
- Short of Replacement Tracks for M2 Bradley Fighting Vehicle
- Lack of Synchronization between US & UK Logistics Planning
- Some Frontline Units Miscommunicated Amount of Ammunition
- Postal Service was Greatly Delayed



USAMC - The Iraq War Observations & Potential Lessons

- Army Prepositioned Stocks (APS) – “It Works !”
 - Essential to Army's Ability to Execute Force Projection
 - Need to Modernize, Resource, and Exercise
- Develop Theater-opening Doctrine
 - Place enablers aboard ships
 - Reception, Staging, Onward Movements and Integration
- Battlefield Distribution -- Worked – Must Improve
 - Hand to mouth on Class I & Water
 - Embed movement tracking to unit level
 - Too many nodes at Theater/Corps/Division slow processes
- Abrams Main Battle Tank Performed Well
 - Review and Adhere to Load Plans
 - Train crews on destruction of abandoned tanks



USAMC - The Iraq War Observations & Potential Lessons

- Lack of Understanding of Logistics Automation Systems
 - Soldiers not aware of SSF Business Rules nor AWCF responsibility
 - No processing & no input means we cannot track & manage assets
- AMC elements lack visibility to Warfighters
 - Ad hoc structure - lack of support equipment - "volunteers"
 - Little doctrine articulated mission - lack visibility with planners
- Doctrine not followed for theater logistics support
 - Supply Support Activities blind - Started Sterile - Loss of demand history - inordinate time to reload
 - Communication problems prevented passing of stock receipts
 - No upgrade of FADs to O1 negated Milestone III SSF worldwide visibility rules for CCSS to penetrate SARSS priority ROs
 - Revisit echelons above Division Logistics structure with emphasis on CMMC/TMMC vice IMMC. Use stocks resident in theater.



Logistics Future Capabilities

- New Business Practices
 - Manage suppliers vice large wholesale inventories
 - Deliver supplies straight to where the customer wants them
 - Manage small amounts of critical & high demand items
- Advanced Logistics planning - Early & with Commanders
 - Get out in front of requirements
 - Focus on “high interest” items and follow-on sustainment
- Improved Visibility through Technology
 - Radio Frequency Identification Tags
 - Logistics Common Operating Picture (LCOP)
 - Web-based Information Centric Environment
- Onsite Battlefield Coordination
 - Deploy Logistics Cells in Theater to Expedite Sustainment
- Asymmetric Sustainment in Future Operational Environment
 - The enemy cannot interfere significantly with force provisioning

