

2007 Senior Leaders' Training Forum (SLTF) Strengthens Life Cycle Management Command (LCMC) Processes

Meg Williams

Army Acquisition Executive/Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT) Claude M. Bolton Jr. and ASAALT Military Deputy (MILDEP) LTG N. Ross Thompson III briefed more than 80 general officers and Senior Executive Service acquisition workforce leaders at the annual SLTF held at the Army War College in Carlisle, PA, Aug. 27-30, 2007.

Bolton was very direct in his opening address. "When the shooting stops, we can anticipate having fewer resources. How do we maintain the #1 Army? How can we make LCMCs more responsive to warfighters and our country? Take this opportunity to look at Enterprise Value Stream Mapping and Analysis [EVSMA] to let us know where you need our help."

Improving processes was the training forum's theme and participants collaborated in teams working on life-cycle management issues. An EVSMA session set the stage for identifying key processes for improvement throughout the community. Additionally, the MILDEP convened a series of results-oriented



Deputy Under Secretary of the Army for Business Transformation Michael A. Kirby spoke about the need to make the institutional Army more efficient. (Photo by Scott Finger, U.S. Army War College.)

workshops to develop “way forward” action plans for these critical issues:

- Rapid Acquisition Fielding, Support and Sustainment of Full-Spectrum Operations.
- Requirements Generation and Transfer Process.
- Core Acquisition Process.
- Acquisition Systems Resourcing Process.
- Industrial Base Agility.

Workshop findings were presented to the entire group on the final day. Enlightening speakers addressed forum attendees as well. Sue Payton, Air Force Acquisition Executive (AFAE), was the keynote speaker. She provided forum leaders a candid look at what she has done since becoming the AFAE. “We have acquisition under attack,” Payton remarked. “You can read in the media of our failings. To counter this, the Army, Navy and Air Force Acquisition Executives are working together, showing one face to industry and leveraging off each other.

“The Service Acquisition Executives [SAEs] have effectively implemented change by forming the BEP [Bolton-Etter-Payton] Caucus. Industry partners were shocked to see how closely we were working on the Joint Strike Fighter program,” Payton explained. “The Air Force has to rebuild trust and it must be transparent to Congress. We believe in



Levator Norsworthy Jr., Deputy General Counsel, Acquisition, briefed leaders on the *Report of the Acquisition Advisory Panel*. (Photo by Charity Murtorff, U.S. Army War College.)

good governance; we need to include people with different opinions in our decision-making processes. Acquisition must be collaborative and cooperative.”

Payton firmly believes that acquisition leaders need to start saying “no.” “We can’t buy billion-dollar items with \$1.50,” she said. “We need to divest ourselves of some old systems that are expensive to maintain and start making capital investments.”

Another key presenter was Levator Norsworthy Jr., Deputy General Counsel, Acquisition. He briefed forum leaders on the recent *Report of the Acquisition Advisory Panel* and its recommendations. Some of the recommendations included an increase in performance-based contracting, extending the fair opportunity process to task orders and services, and adopting more commercial processes.

Dr. Karen Stephenson, President, NetForm International, discussed how social capital influences the way organizations operate. NetForm staff performed an analysis for the U.S. Army Tank-automotive and Armaments Command (TACOM) and they are now working with the Joint Munitions Command. “If you want to change culture, you must influence 5 percent of an organization’s population: the hubs, gatekeepers and pulsetakers of your organization,” Stephenson suggested.



AFAE Sue C. Payton keynoted the 2007 SLTF. (U.S. Air Force file photo.)



Dr. Karen Stephenson, President of NetForm International, told senior acquisition leaders they could enhance their decision-making abilities by identifying human social networks within their organizations. (Photo by Charity Murtorff, U.S. Army War College.)

MG William M. Lenaers, TACOM LCMC Commanding General, described NetForm's analysis of TACOM's human networks as an epiphany for him. "Dr. Stephenson showed me a way to interconnect silos and do it smart," Lenaers stated. "I have zero command authority over anybody, no funding control. I can't even give bonuses to people who are doing the right thing because they are in different pay systems. And they're different even under the National Security Personnel System. We need to change our processes so they're not personality driven but process driven."

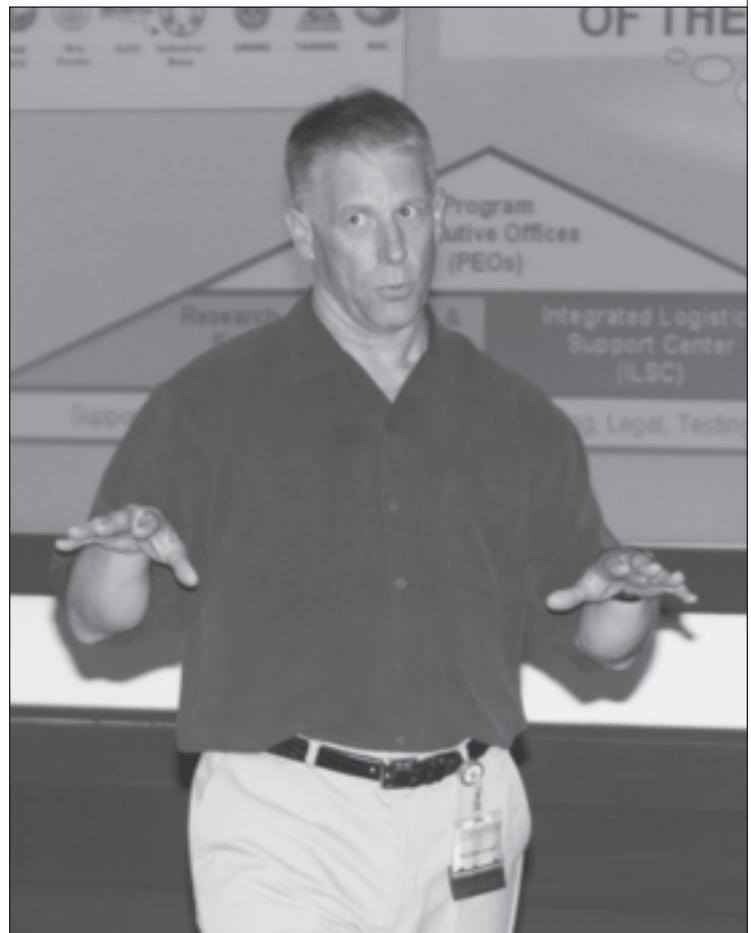
Following the NetForm analysis, TACOM began actively working on its funding processes, bringing in people identified during the analysis as hubs, gatekeepers and pulsetakers — the organization's key influencers. As a result, the analysis has helped TACOM change its processes by bringing together the right people to effect change.

Participants also heard from Deputy Under Secretary of the Army for Business Transformation Michael A. Kirby who emphasized that acquisition leaders must make the business side of the Army as efficient as the warfighter side. "Army business transformation is really a 3-7 year project consisting of continuous process improvement, organizational analysis and design, and situational analysis," Kirby remarked. "Chief of Staff of the Army GEN George W. Casey Jr. is focusing on the institutional Army. He wants to bring

business structure and the institutional side of Army in line with the velocity and process innovation he sees on the warfighter side. He sees this as his legacy."

During the MILDEP presentation, Thompson emphasized that changing processes must take place in an era of persistent conflict. He told forum attendees that he is going to enforce training and education requirements for the acquisition workforce. He expects them, as well as all workforce supervisors, to uphold training and certification requirements for all Acquisition, Logistics and Technology (AL&T) Workforce members.

"I need your help sitting down with people and doing individual development plans and putting the demand on the system for training courses at the Defense Acquisition University," Thompson implored. "I need that to happen. I need your help in getting people the certification they need to do their jobs. I'm going to be very hard-nosed. You may put personnel in a job that they don't have the certification for when they go into it. After 2 years, if the certification is not completed, I'll pull them out. I don't care which PM



MG William M. Lenaers, TACOM LCMC Commanding General, enumerated the practical applications his LCMC applied after it learned the results of Dr. Stephenson's analysis of TACOM. (Photo by Charity Murtorff, U.S. Army War College.)



MILDEP LTG N. Ross Thompson III explains that process changes must take place in an era of persistent conflict. (Photo by Scott Finger, U.S. Army War College.)

[Program Management] shop it is, if the certification's not done, I'll pull them out. I'm serious when I say that. So you need to get that message out to everybody. In my view, we've got very good training and experiential programs to get people the skills they need for the jobs we're asking them to do.

"As the Director of Acquisition Career Management, I'm responsible not just for the military Army Acquisition Corps [AAC] officers, but for the 43,000 people that comprise the AL&T Workforce," Thompson continued. "I take that responsibility very seriously.

"LTC Bob Marion heads our Acquisition Management Branch at the Human Resources Command. He manages a big piece of the uniformed AAC, including working with the U.S. Army Reserve [USAR] and National Guard. Currently, we have 600 contingency contracting spaces and about 240 are in the Active Duty Army and the rest are in Guard and Reserve.

"BG George Harris just took over as the MILDEP Reserve Component Advisor," Thompson remarked. "He started his new job on Sept. 1. He'll join us full time because there's

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enough work to accomplish with force structure issues to get the Reserve, Guard and Army Reserve Sustainment Command functioning. We are going to work to properly size the contingency contracting structure. We have four brigades, one active battalion, one USAR battalion and one National Guard battalion. We need 175 more spaces to perform contingency contracting missions across the Army, both at the officer and noncommissioned officer [NCO] levels. We have 242 51C NCO spaces right now and 65 have been recruited into that workforce. We're actively recruiting quality NCOs right now. We are sending our contingency contracting NCO recruits to the U.S. Air Force basic course at Lackland Air Force Base, FL. I don't want to duplicate a course that's already very good. As we examine military force structure, I believe the AAC needs to grow by about 100 51C NCOs.

"We have seven field support brigades [FSBs] and that's the right number. We have only four contracting support brigades [CSBs]. The FSB and CSB mirror one another. The direction we're going is to have one CSB in support of every armed services component command. Part of the work we're doing with the task force on contracting is to move the overseas contracting piece, currently under the Army Contracting Agency [ACA], move that to the U.S. Army Sustainment Command under the U.S. Army Materiel Command [AMC]. That's the direction I'm going — focus the ACA on the CONUS mission, supporting installation management commands as their primary customer. We're doing that because it's not just contracting, it's the whole package of capability that you get, and I think AMC as a command is much better to do that for the Army.

The 3.5-day event also included a tour of and reception at the U.S. Army Heritage & Education Center, Carlisle, PA, where attendees learned about the history of the Army from displays on American military artifacts documenting the development of arms, uniforms and equipment from everyday mess gear to experimental and prototype equipment inside the center as well as by touring the outdoor displays.

Meg Williams provides contract support to the U.S. Army Acquisition Support Center through BRTRC Technology Marketing Group. She has a B.A. in English from the University of Michigan and an M.S. in marketing from Johns Hopkins University.