

CONFERENCE CALL



LTG James H. Pillsbury, Deputy Commanding General and Chief of Staff, U.S. Army Materiel Command (AMC), advised that modernization will be focused on the reset phase, with AMC leveraging reset time to spiral in modernization. Here, Strykers are loaded onto an Air Mobility Command plane at Joint Base Balad, Iraq, for transport to the United States, where they will be repaired and returned to fighting units. (U.S. Army photo by Summer Barkley, 402nd Army Field Support Brigade, AMC.)

Army Modernization, Fiscal Environment Require Acquisition Process Reform

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Modernizing the Army in the current environment of constrained resources requires improvement and streamlining of acquisition processes, said GEN Peter W. Chiarelli, Vice Chief of Staff of the Army. “This is the future of our Army,” said Chiarelli Oct. 26, 2010, at the Association of the United States Army (AUSA) Annual Meeting and Exposition. “Not only must we ensure our Soldiers have the necessary equipment and force protection capabilities required to operate in full-spectrum environments, ... we must also find all available efficiencies and spend taxpayers’ money wisely and most effectively.”

Chiarelli said the Army plays a significant role in implementing the efficiencies required by Secretary of Defense Robert M. Gates. Gates’ Aug. 16, 2010, *DOD Efficiency Initiatives Memorandum* called for DOD to adopt a more efficient, effective, and

cost-conscious way of doing business. The task is to significantly reduce excess overhead costs and apply the savings to force structure and modernization.

“Toward this objective, we continue to look for ways to achieve savings

across all functional areas, manning and organizing installations and equipment to ensure [that we] focus investments into weapon systems that will most significantly enhance our global warfighting capability,” Chiarelli said.

Modernizing the Army is a difficult task even when resources aren't constrained, said LTG Michael A. Vane, Director, Army Capabilities Integration Center, U.S. Army Training and Doctrine Command (TRADOC). In the current fiscal environment, the challenge is even more apparent.

According to Chiarelli, the network is the Army's No. 1 modernization effort. "It's not enough to simply achieve a variety of separate capabilities working alongside each other independently, or worse, in conflict with each other," he said.

New programs have revolutionized how we fight, and the innovation continues, said Chiarelli. The significant challenge that remains is the interoperability of these programs. "Specifically with regards to the network, we must

achieve a single operating system or an environment able to accommodate a variety of plug-and-play technologies," said Chiarelli.

Requirements Review

Process improvement is essential to targeting duplicate requirements and eliminating redundancies. The complexity of acquisition has increased over time, so it's important to keep reviewing acquisition processes, said LTG William N. Phillips, Military Deputy to the Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASAALT) and Director, U.S. Army Acquisition Corps. Requirements, resources, acquisition, and sustainment are inherently linked, he noted. "After 9 years of war, it's important that the Army take a holistic look at its requirements, at what it's built over time, and what's value-added to the Army," said Phillips.

Pursuing efficiencies has been part of the ongoing modernization strategy. The Capability Portfolio Review (CPR) process is supporting that effort. Directed by Secretary of the Army John McHugh, the CPR is a review of all acquisition program requirements for a 1-year period that began Feb. 22, 2010.

"The intent was to conduct an Armywide, all-component revalidation of requirements for all Army acquisition programs," said Chiarelli. "The process revalidates requirements through a wide range of criteria, including combatant commander requests, wartime lessons learned, and potential for leveraging emerging technologies and affordability."

A key lesson learned from CPRs is that requirements should be revisited often, according to Chiarelli. "The rate of technological change is so great that you've got to be willing to look at requirements much more frequently than you've done before," he said. Phillips advised that CPRs allow the

acquisition community to remain in line with program executive officers and program managers, which helps to eliminate redundancies.

The CPR process has turned out to be more complicated than originally thought, according to Chiarelli, but its benefits are well worth it. LTG Robert P. Lennox, Deputy Chief of Staff, G-8, advised that the process enabled the Army to save \$1 billion with the elimination of the Non-Line-of-Sight Launch System, a decision that resulted from a CPR.

The process has been so successful that the Army is trying to expand its scope to include all Army programs. The Army is researching how to do this. "As we continue to expand the CPR process, we're confident we'll gain a better understanding of all aspects of our portfolios. This will undoubtedly enable us to find greater efficiencies across the force," said Chiarelli.

Operational Adaptability

Vane said TRADOC is helping the Army "achieve operational adaptability through force modernization. This requires adaptation not only in our warfighting force, but also the way we approach generating and sustaining the operational Army and the processes that drive us throughout the generating force," he said.

Guidelines for how the Army is going to accomplish this include the Army Capstone Concept (<http://www.tradoc.army.mil/tpubs/pams/tp525-3-0.pdf>) and the Army Operating Concept (<http://www.tradoc.army.mil/tpubs/pams/tp525-3-1.pdf>). Published in December 2009, the Army Capstone Concept "provides a guide to how the Army will apply available resources to overcome adaptive enemies and accomplish these challenging missions," Vane said. The concept states that operational adaptability is the key to success in a complex and uncertain environment. Published in August 2010, the Army



GEN Peter W. Chiarelli, Vice Chief of Staff of the Army, described the Capability Portfolio Review process and said a key lesson learned is that requirements should be revisited more often. (U.S. Army photo courtesy of AUSA.)

Operating Concept “describes the employment of Army forces in the 2016–2028 timeframe, with emphasis on the operational and tactical levels of war,” said Vane. It describes *how* the Army will defeat enemies using combined arms maneuver and wide-area security.

To achieve operational adaptability, TRADOC is helping the Army shift from a 5-year to a 2-year cycle for examining and updating concepts. “This shift allows for more frequent review of our concepts, our conceptual framework, which reflects the operational environment of today and the future,” said Vane.

Improving Logistics

Logistics is intrinsically linked to modernization, said LTG James H. Pillsbury, Deputy Commanding General and Chief of Staff, U.S. Army Materiel Command (AMC). “We need to improve our ability on the logistics side to help modernization of



LTG Michael A. Vane, Director, Army Capabilities Integration Center, TRADOC, described the Army Capstone Concept and the Army Operating Concept, which will help the Army achieve operational adaptability through force modernization. (U.S. Army photo courtesy of AUSA.)



Chiarelli advised that the network is the Army’s No. 1 modernization effort. Here, SGT Darrell W. Coffman (top), Very Small Aperture Terminal Facility Noncommissioned-Officer-in-Charge with Company C, Headquarters and Headquarters Battalion (HHB), 101st Airborne Division, and SGT William M. Hemingway, Traffic Terminal and Secure Internet Protocol Router Point of Presence (SPOP) and Reset Technician, also with Company C, service an SPOP at Bagram Airfield, Afghanistan. The SPOP is part of the system that enables computer-network communication among coalition forces in Afghanistan. (U.S. Army photo by SGT Grant Matthes, Regional Command-East Public Affairs.)

our Army,” he said. To better manage materiel, the Army is adopting a new management approach by making AMC the Lead Materiel Integrator (LMI) at Rock Island, IL, with the U.S. Army Sustainment Command, “to help the Army manage its equipment and help get that equipment to the commander within the ARFORGEN [Army Force Generation] cycle when that commander needs it and can train with it,” said Pillsbury. Designed to foster open communication, improve collaboration, and provide the most efficient way to generate trained and ready forces from a materiel perspective, the new approach will also eliminate redundancies and improve system effectiveness, said Pillsbury.

With AMC as the Army’s LMI, all stakeholders will be working together with a common picture. “This will get all the stakeholders together—from ASAALT, AMC, Department of the Army staff, G-3/-4/-8, Forces Command, and others—to work together to collectively identify how materiel will be distributed.”

According to Pillsbury, modernization will be focused on the reset phase. “While others are resetting the Soldier and the unit, ... it’s AMC’s responsibility to reset the equipment. We’re going to leverage that time we have with the equipment to spiral in modernization,” he said.

Conclusion

Chiarelli stressed that efficiency and modernization must be undertaken cohesively. “As we look ahead to the future with a firm understanding of the realities today, it is imperative that we provide the capabilities which most significantly enhance our Soldiers’ war-fighting abilities, while ensuring good stewardship of the taxpayers’ dollars,” said Chiarelli. “These efforts are co-dependent and must be mutually supported.”

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