



DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY
ACQUISITION LOGISTICS AND TECHNOLOGY
103 ARMY PENTAGON
WASHINGTON DC 20310-0103

CHARTER
AAC TRANSFORMATION TEAM "ACT"

1. Purpose:

a. To establish a chartered Executive Transformation Steering Team responsible for establishing, directing and enabling transformation of the Army Acquisition Corps (AAC). When appropriate, industry, public, and private sector representation will be included as formal revisions to this charter.

b. This Charter formalizes the personal commitment of the AAC Transformation Team "ACT" chartered members; identifies goals, roles and responsibilities; and establishes initial change processes.

c. The "ACT" charter is envisioned to be a continuous and fluid effort, with updates as needed, and will be passed on by the Senior Sponsor to the team's future sponsor at the appropriate time.

2. Intent: The AAC Transformation Team "ACT" will enable revalidation of our business practices and achieves the same high-level of continuous, measurable improvement as those of the U.S. Army.

a. Direct AAC TCP initiatives be managed utilizing the Lean Six Sigma (LSS) methodology to ensure a disciplined, metrics-driven, fact-based decision-making ability that provides *improved quality and a quicker response to the warfighter.*

b. Enable business transformation whereby leaders must train and educate the Acquisition, Logistics and Technology (AL&T) Workforce, adopt fact-based decision-making processes, and quantify measurable improvements. This will require careful consideration in identifying the organizational structure and key personnel designated to lead Transformation Initiatives.

c. Ensure the Acquisition Support Center (ASC) Division Chiefs become proficient in Lean Six Sigma (LSS) methods by achieving Green Belt (GB) certification within 12 months of their effective assignment date or from the date of this memorandum, whichever is later.

d. Ensure all Transformation Initiative leaders, responsible for team performance outcomes, will obtain LSS GB certification within 12 months of assignment

to any organizational program and/or transformational initiative. Each leader will demonstrate the ability to lead a team through a LSS project and produce Return on Investment (ROI) that contributes value to the organizational mission.

3. **Goals:** The AAC Transformation Team "ACT" will:

a. Develop broad-based action plans in-line with the Assistant Secretary of the Army for Acquisition Logistics and Technology (ASA(ALT)), Military Deputy (MILDEP)'s intent statement, guided by the concepts in the "AAC White Paper," dated January 9, 2004, memorandum, subject, "AAC Transformation Guidance", dated February 24, 2004, and any follow-on MILDEP Transformation guidance.

b. Develop a cohesive team trained in collaborative methods, and change leadership.

c. Develop Doctrine, Training, Leader Development, Organization, Material, Personnel and Facilities solutions.

d. Develop AL &T into a core capability, nested within the developing future force, supported by a true proponency schoolhouse.

e. Develop and nurture strategic alliances.

f. Develop an Army, Joint, multi-agency, and multi-national footprint.

g. Break down stovepipe mentality as it relates to leader development.

h. Identify areas for change that will affect a cohesive AAC team focused on team building.

i. Develop opportunities to build AAC communities that focus on strategic, operational, and tactical acquisition support.

j. Develop doctrinal linkages to the U.S. Army and to industry.

k. Develop transformation processes and resolve transformation issues.

l. Stay focused on the immediate focus areas of the Chief of Staff, Army.

m. Stay in tune with efforts of other Services and lead from the front.

n. Influence personal behaviors, create a unified effort, and ensure AAC

transformation goals are reflected on all Officer Evaluation Report support forms and civilian equivalent forms.

o. Generate cost savings (real efficiencies) and funding streams from savings, which will assist in meeting cost reduction goals, personnel limitations, and organizational mission requirements.

4. “ACT” membership roles and responsibilities:

a. **Senior Executive Sponsor (Mr. Bolton):** Executive leadership for the change effort; empowers the Senior Sponsor to lead the Change Campaign; provides endorsement of the change effort and executive linkage to the U.S. Army and Department of Defense (DoD) change initiatives; buffers the change effort from organizational constraints.

b. **Senior Sponsor (Lieutenant General (LTG) Yakovac):** Empowered with the highest line of authority over the change effort; leads the overall Transformation Campaign; primary influencer of values and culture; sets parameters, allocates resources, possesses veto power over decisions; appoints the Change Process Leader and Change Project Leader and provides them support; keeps the transformation in alignment with overall Army transformation; redirects the change process or outcomes when new information surfaces to do so; handles major communications; models the transformation in word and action; celebrates successes; and maintains link with key stakeholders.

c. **Change Leadership Team (Appointed Change Agents, see paragraph 4):** Delegated authority to shape both the desired outcomes and the change process; focuses on vision, strategy, and managerial level design and planning of the change activities; assures adequate resources; actively involved in directing and guiding communications and course correcting the transformation across the organization; communicate appropriately with their immediate superiors and subordinates, as well as establish conduits within their organizations; direct line to the MILDEP on change effort through the Change Project Leader.

d. **Change Process Leader (Mr. Craig Spisak):** Delegated the authority by the Senior Sponsor to lead the Change Leadership Team and the change process; responsible for clarifying the scope, outcomes, pace, conditions for success, constraints, and infrastructure; provides advocacy for and integration of change initiatives; secures resources for the transformation; oversees communication, information generation, and course correction; engages in mindset and behavioral changes along with the other leaders; provides feedback and coaching to all change leaders and stakeholders; direct line to the Senior Sponsor and the Senior Executive Sponsor.

e. **Change Project Leader (Major (MAJ) James Bamberg):** Assists the Change Process Leader, delegated the authority to lead the change project team and subproject teams in the day-to-day activities of facilitating the change effort; facilitates the process of defining, planning, and course correcting the change strategy, change process, and outcomes; facilitates Change Leadership Team functions and outputs; pursues feedback

and information for course correction; develops Transformation Campaign Plan (TCP) process procedures and reporting requirements; and communicates as appropriate; direct line to the Change Sponsor through the Change Process Leader.

f. **Change Project Team:** Consists of Contractor Support Team (CST) and cross-functional representatives, under leadership of the Change Project Leader; assists the Change Process Leader in the day-to-day activities of facilitating the change effort, doing the work required to complete the various activities of the change process (for example, design the impact analysis, transformation event planning, change leadership training and coaching, information gathering, briefing, educating); collects and filters information to appropriate nodes; prepares briefings; and communicates as appropriate; direct line to the Change Process Leader through the Change Project Leader.

(1) **ASC CST:** Assists the Change Project Leader in the day-to-day activities of facilitating the change effort, doing the work required to coordinate, collect, complete the various TCP initiatives and monitoring TCP Leads outputs; Change Leadership Team functions and outputs. Change process expert and coach; educates about transformation and strategies for how to proceed; helps plan change strategy and major events, communications, training sessions, and meetings; assesses progress, problems, concerns, political and cultural issues; helps facilitate change in mindset and behavior; facilitates course corrections to the change strategy and change process; coaches, provides feedback; advocates for conditions for success; interfaces and coordinates with others working on the transformation; and makes change process recommendations.

(2) **Responsible for the Transformation Progress Assessment (TPA):** Acts as third party; conducts yearly assessments, interfaces and coordinates with others working on the transformation; assesses progress, problems, concerns, political and cultural issues; develops strategies for how to proceed; and makes change process recommendations and conducts evaluations.

g. **ASC Division Chiefs:** Responsible for TCP Leads and ensuring the TCP leads develop sub-initiatives, milestones, White papers, Information papers, and briefings to support the overall TCP initiatives. Assists the TCP Leads in the day-to-day activities of facilitating the change effort, establishing parameters for the work required

to coordinate, collect, complete the various TCP initiatives. Monitors the change process (for example, design and impact analysis, change Leadership Team functions and outputs, information gathering); collects and filters information to appropriate nodes; review all TCP lead outputs; briefs status during Quarterly Status Report on all TCP initiatives in their division. Provide required updates to Change Project Team; communicates as appropriate; direct line to the Change Process Leader but should coordinate actions/sub-initiatives through the Change Project Leader.

h. TCP Leads: Develop, staff, and implement various initiatives of the TCP; develop concept and action plans on "Active" initiatives, establishes sub-tasks, milestones, projected schedules, white papers, Information papers, and briefings as needed. Coordinates within Divisional assets to develop plan of attack, seek advice/guidance from Division Chief, Change Leadership Team members, attend Change Leadership Team meetings/ Video Teleconference (VTC)s, and responsible for developing and facilitating community input and feedback. Provide monthly updates to the Change Project Team, communicates as appropriate; direct line to Change Project Leader and Change Project Team through the Division Chief.

5. "ACT" Membership: (See addendum).

6. Launch and follow-up: An initial kickoff session was held in February 2004. MILDEP VTCs will provide updates approximately every two weeks, Army Knowledge Online (AKO) collaborative centers and threaded discussion sites will be constructed within the MILDEP AKO AAC Transformation Collaboration Center as approved by the Senior Sponsor. Face-to-face meetings will be held bi-annually at a predetermined location to conduct a complete review of the AAC TCP. Status on all planned actions will be provided to and maintained by the Change Project Team, an internal coordination cell at the ASC, Fort Belvoir, VA. Meeting summaries will be prepared by the Change Project Team, reviewed by the "ACT" Change Process Leader, approved by the Senior Sponsor, and distributed to the members, via the MILDEP's virtual AAC Transformation Collaboration Center.

7. Standards for reporting: The Change Leadership Team will establish descriptions, recommended prioritization, support, and ownership of all Campaign elements. The "ACT" Change Project Team will maintain status of ongoing action items. Campaign action items will be assigned and the task completion status will be briefed to the Senior Sponsor, LTG Yakovac, on a quarterly basis or as requested. The format for the "ACT" Campaign tracking will be strategic objective clusters under tactical (short), operational (mid), and strategic (long-term) phases. Updates to the Transformation Campaign Tracking Tool will be requested of the team members, annotated, and posted to the MILDEP's AAC Transformation Collaboration Center.

8. Measuring progress: The AL&T Transformation Campaign and its individual initiatives will be measured for short-term wins, incremental wins and initiative completion. Change Leadership Team will establish a list of indicators that will be

tracked through the assessment process and reviewed during azimuth adjustment activities for their relevance and worth. An annual TPA will be conducted to gauge progress towards achieving AL&T Transformation strategic goals and objectives. The Senior Sponsor will approve all changes to measures and processes. The AL&T transformation is considered a continual process.

9. **Charter expiration:** This "ACT" Integrated Product Team (IPT) charter will be reviewed every quarter for the first two years, in line with updates to the team sponsor, and bi-annually thereafter.

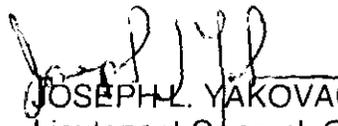
10. **Sunset Clause:**

a. The AL&T transformation efforts and initiative management will continue until all required actions are completed or upon the transition of the initiative(s) into a centrally managed program, or process. Upon completion of initiatives, Transformation Leads and Change Leadership Team members will be released from their transformation participation responsibilities. Transformation initiatives that become programs or embedded processes will become the sole responsibility of the ASC Division responsible for providing that service or function to the AAC.

b. Upon completion of all AAC transformation initiatives or at a future date established at the discretion of the ASC Director, the Transformation Project Cell will be released from the responsibility and duties to lead the AAC Transformation efforts. Upon termination of the Transformation Project Cell, any transformation actions still ongoing will be migrated for continued action and eventual completion to the ASC Division responsible for the initiative and to their designated lead. The Transformation Leads will continue to work the initiative until the ASC Director determines that the action is completed or when determined appropriate.

11. **Review and approval (To be reviewed quarterly):**

Approved by Senior Sponsor: _____
Signature/Date


JOSEPH L. YAKOVAC
Lieutenant General, GS
Military Deputy to the
Assistant Secretary of the
Army (Acquisition, Logistics
and Technology)

Addendum: "ACT" Membership:

<u>ORGANIZATION</u>	<u>"ACT" MEMBER Role</u>	<u>INITIAL DESIGNEES</u>
AAE	Senior Executive Sponsor	Mr. Claude Bolton
MILDEP/DACM	Senior Sponsor	LTG Joseph Yakovac
ASC Director/DDACM	Change Process Leader	Mr. Craig Spisak

Appointed Change Agents of:

PEO Missile Systems	Member-Change Leadership Team	*Mr. Mike Achord
PEO Ammunition	Member-Change Leadership Team	MAJ Paul Shuler
PEO Aviation	Member-Change Leadership Team	Mr. Glen Buttrey
PEO CS and CSS	Member-Change Leadership Team	Mr. Marque Cryderman
PEO C3T	Member-Change Leadership Team	Ms. Lindsay Coleman
PEO EIS	Member-Change Leadership Team	Mr. Gary Wetterhall
PEO STRICOM	Member-Change Leadership Team	Mr. Robert Reyenga
PEO GCS	Member-Change Leadership Team	Mr. Steve Rienstra
Joint PEO Chem. Bio Defense	Member-Change Leadership Team	Ms. Linda Yeck
ACA	Member-Change Leadership Team	COL George Blackwell
	Member-Change Leadership Team	Ms. Cynthia Cohen
	Member-Change Leadership Team	Ms. Sarah Corley
ATEC	Member-Change Leadership Team	***COL Stephen Kreider
DCMA	Member-Change Leadership Team	COL William Patterson
AMC	Member-Change Leadership Team	Mr. Alfred Saletta
	Member-Change Leadership Team	Mr. Kevin Maisel
TACOM	Member-Change Leadership Team	Mr. Harry Hallock
CECOM	Member-Change Leadership Team	**Mr. Michael Kelemen
CECOM (ALT)	Member-Change Leadership Team	Ms. Wendy McCuthcheon
AMCOM	Member-Change Leadership Team	Mr. Charlie Barnes
RDECOM	Member-Change Leadership Team	LTC Jim Gigrich
Chemical Material Agency	Member-Change Leadership Team	COL Jesse Barber
Missile Defense Agency	Member-Change Leadership Team	Mr. Steven Stegman
G-1	Member-Change Leadership Team	LTC Steven Decato
HRC	Member-Change Leadership Team	MAJ (P) Andrew Clements
HQMC	Member-Change Leadership Team	Mr. William Howell
AHRC – St Louis/USAR	Member-Change Leadership Team	LTC Charles Mitchell
	Member-Change Leadership Team	Ms. Diana Schenk
PM - UA	Member-Change Leadership Team	Mr. Scott Davis
		Ms. Karen Plushnik
SMDC	Member-Change Leadership Team	Ms. Beth Whitaker
ARNG	Member-Change Leadership Team	Mr. Tom Drinkwater
ITEC 4	Member-Change Leadership Team	Mr. Stephen Carrano

Additional Change Agent Members:

ASC	Change Project Leader	MAJ James Bamburg
ASC	Contractor Support Team	Members-Chg Project Team
		Mr. Carl L. Sublett
		Ms. Regina Hamilton
ASC	Transformation Progress Consultants	SYColeman Contractors
ASC/AMB/Field WIPTs	Members-Change Project Team	By Initiative
*Green Team Lead		
**Silver Team Lead		
***Gold Team Lead		