



TACOM

Lethality, Survivability, Mobility and
Sustainment for America's Army



Tank-automotive & **A**rmaments **COM**mand

Advanced Planning Briefing for Industry *“Supporting the Warfighter”*

31 October 2002

MG N. Ross Thompson III

Committed to Excellence



Agenda

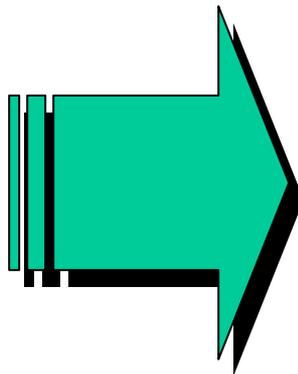
- **Why are we transforming?**
- **How are we going to do it?**
 - **Reorganize to Support the Objective Force**
 - **Modernize the Industrial Base**
 - **Redesign our Business Processes**
 - **Integrate the Logistical Enterprise System**
 - **Revitalize the AMC Workforce**

Army Transformation

...Guiding AMC Transformation

The Army Vision is clear:
An Army that is.....

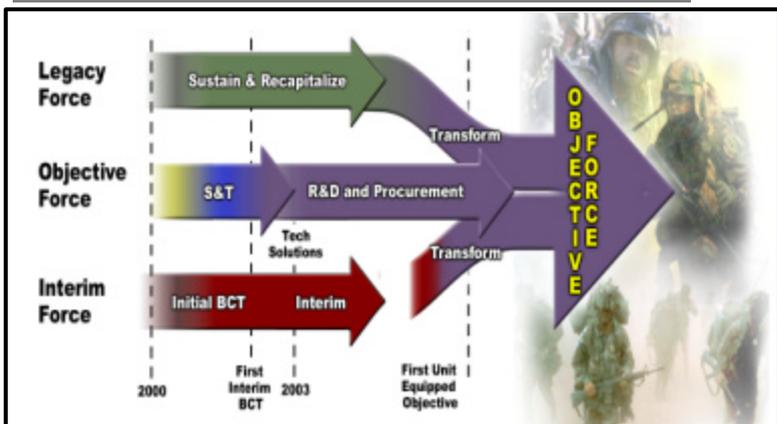
- More *Responsive*
- More *Deployable*
- More *Agile*
- More *Versatile*
- More *Lethal*
- More *Survivable*
- More *Sustainable*



The Army Vision defines the Logistics Transformation Vision:

Ensure Army forces are capable of rapidly deploying in support of current and future operational force deployment goals; effectively sustain the full spectrum of Army operations, while synchronizing Army and Joint efforts to:

- *Enhance Strategic Responsiveness – meet deployment timelines*
- *Reduce CS/CSS footprint in the combat zone*
- *Reduce the cost of generating and sustaining forces without reducing warfighting capability and readiness*



Essential in Peace, Indispensable in War

Move Technology to Soldiers Faster



Cost Comparison

- ✓ *PLGR: \$ 1000*
- ✓ *COTS GPS: \$ 150 - \$300*

*Affordable Technology
to Soldiers Rapidly*



**Any Civilian in search of adventure
Is using a better / Cheaper GPS**

Affordable Technology To Soldiers Faster



Navy developed Armored turret in Civil War
Army introduced armored turret 80 years later

Army Developed Hybrid vehicle mid 80s - still none fielded
Toyota introduces Hybrid to market 1999





TACOM / (PEO)⁴ Partnership

World-wide Collaboration Supporting the Warfighter



An Integrated, Collaborative Approach to Army Transformation



Strategic Objectives

- Make customer support and satisfaction our top priority.
- Revitalize the workforce to meet 21st century challenges.
- Deliver world class technology on time to support FCS Block 1.
- Ensure seamless integration/synchronization with our PEOs.
- **Grow** the Ground Systems Industrial Enterprise; become the provider of choice.
- Reengineer the spare parts system.
- Reform financial system to support the business processes.
- Create the model Integrated Business / Data Environment.
- Partner to provide best value and capability.
- **Continue** to be the Army's lead system integrator for ground systems.

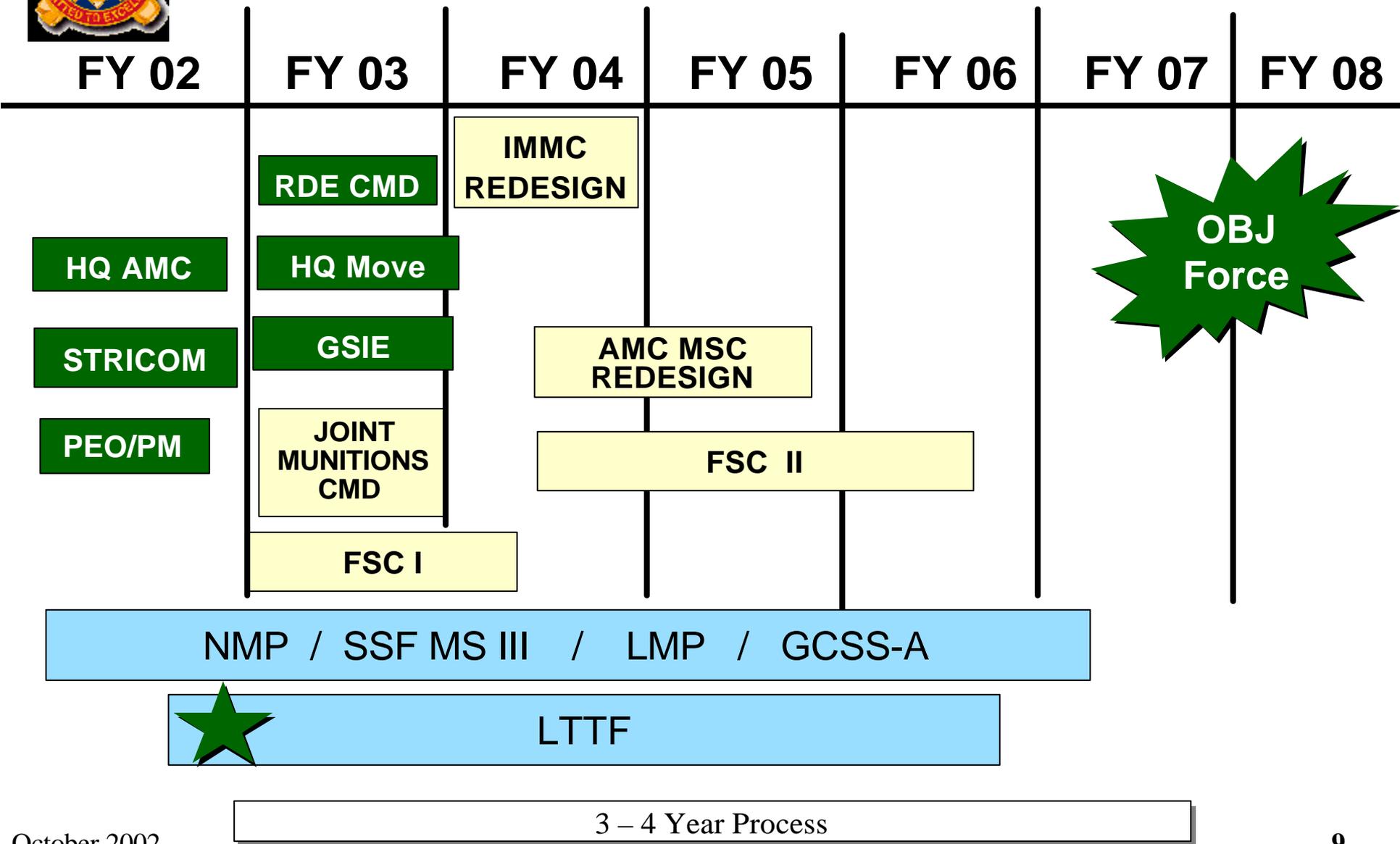


Strategic Initiatives

- Leadership Competencies Program
- Logistics Transformation
- Strategic Readiness System / Balanced Scorecard
- TACOM Reorganization
- RDE (Technology & Engineering) Command
- Ground Systems Industrial Enterprise (GSIE)
- MSC Redesign
- Lean Implementation / Quality Focus



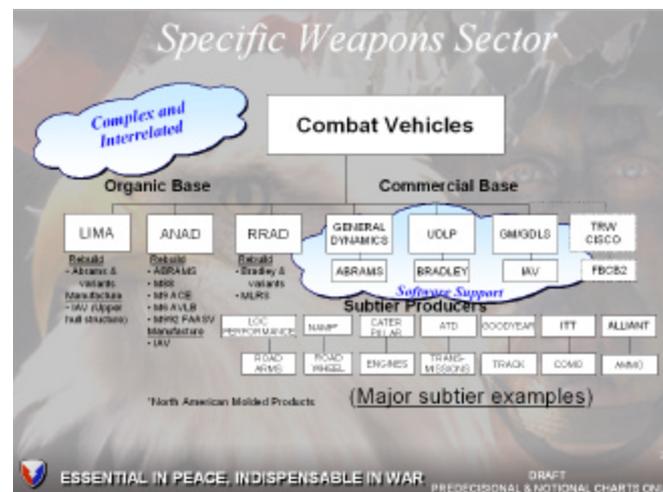
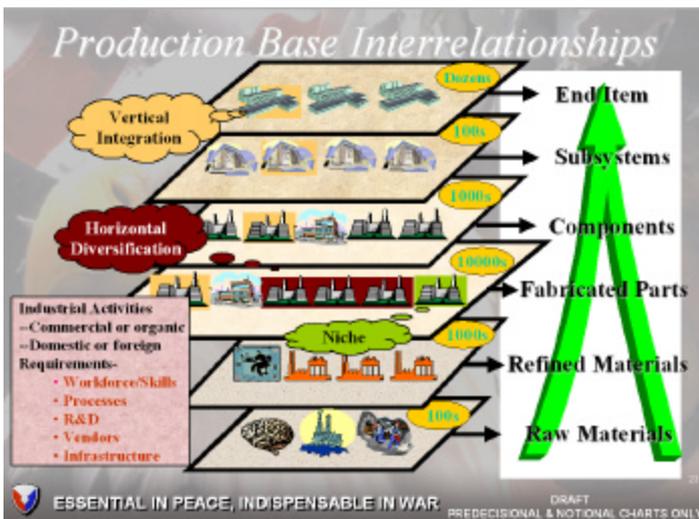
AMC Transformation Campaign Plan





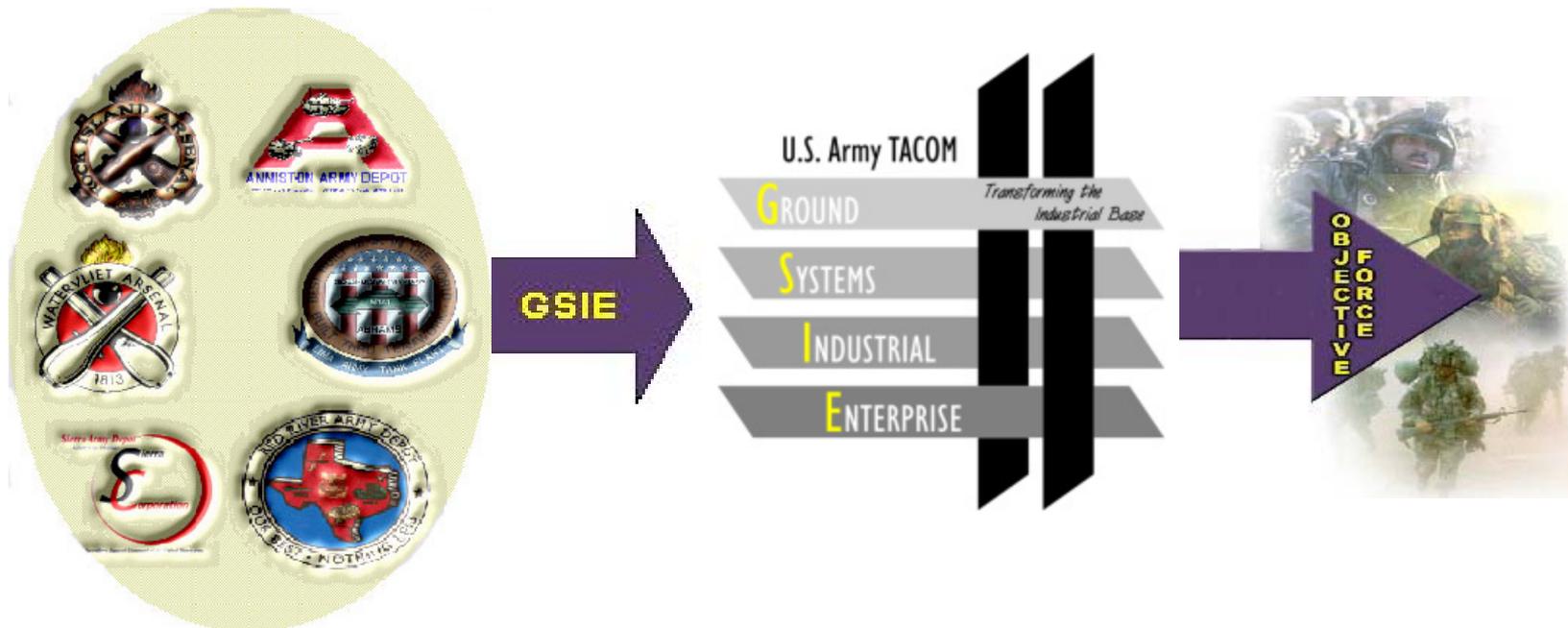
What is the Industrial Base?

Industrial Base – technology, processes, materials, skills and facilities to produce and sustain materiel and systems



Ground Systems Industrial Enterprise (GSIE)

- Provisional GSIE activated 10 October 2002
- Combines RRAD, ANAD, WVA, RIA, SIAD, and LATP into one organization.
- Operates as a single business unit, utilizing core capabilities of each installation
- Transform those core capabilities to meet the needs of Army Transformation.

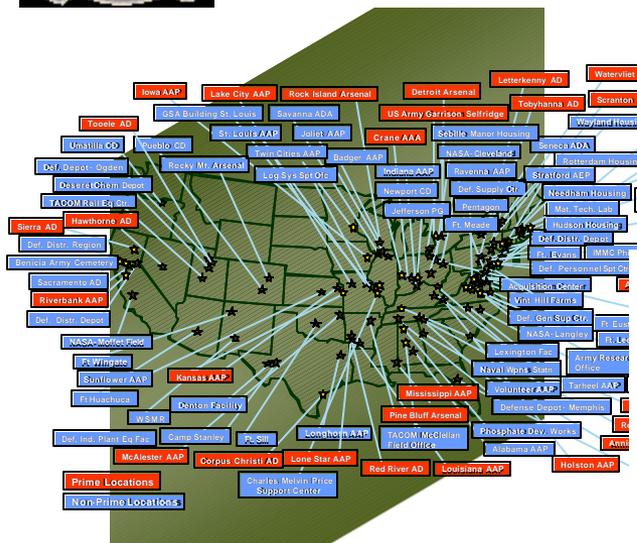


....Leverages all TACOM ground systems industrial base assets

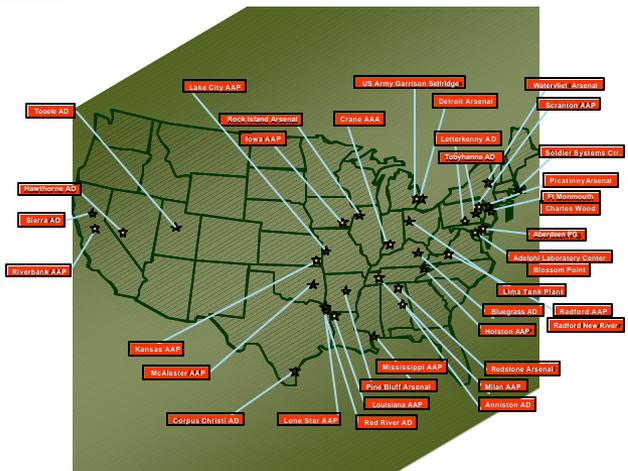
One Enterprise with Centers of Excellence



ON THE WAY TO A SMALLER FOOTPRINT



**Past
(104 Locations)**



**Current
(37 Locations)**



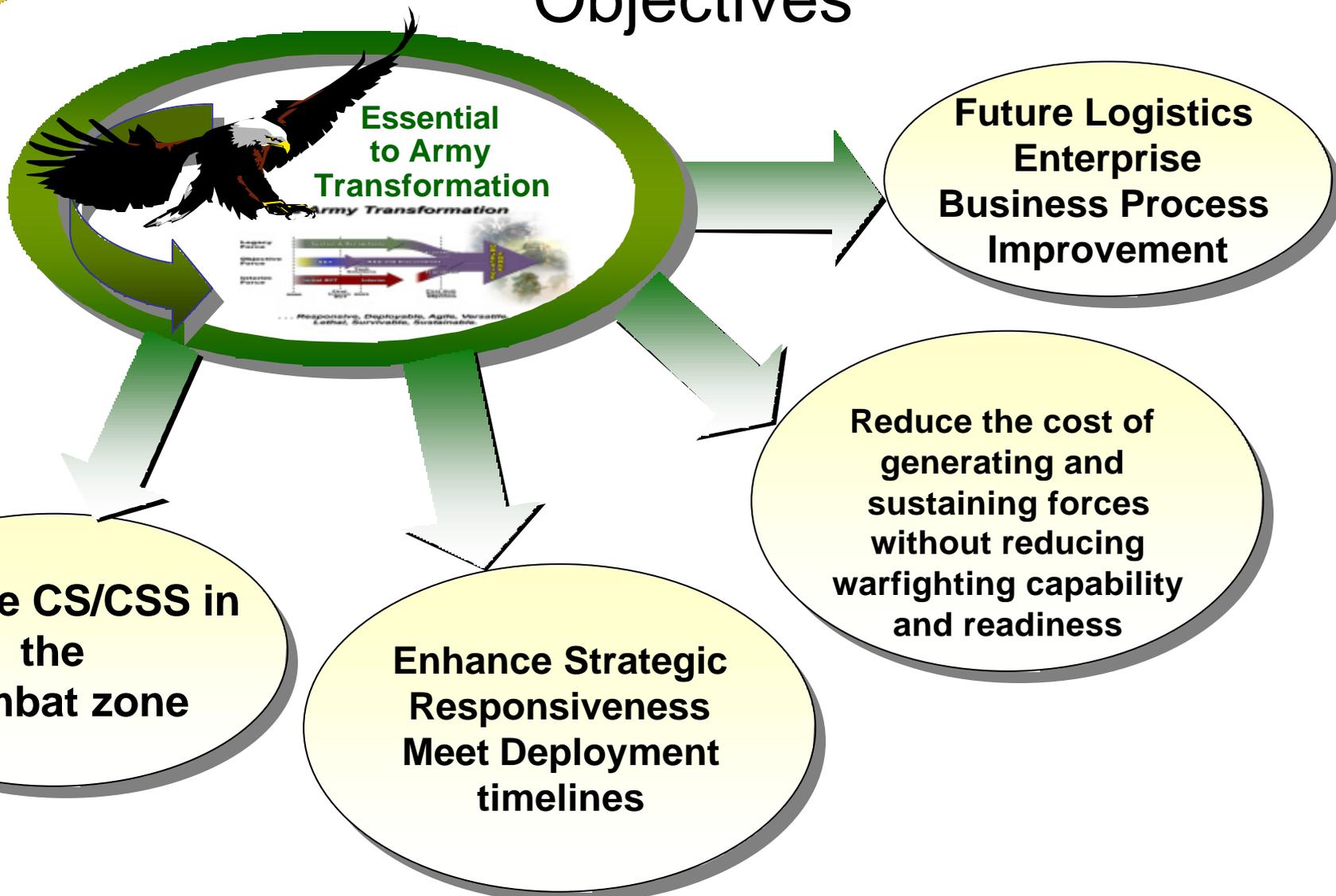
Future

(PREDECISIONAL)

Right Sizing the Infrastructure

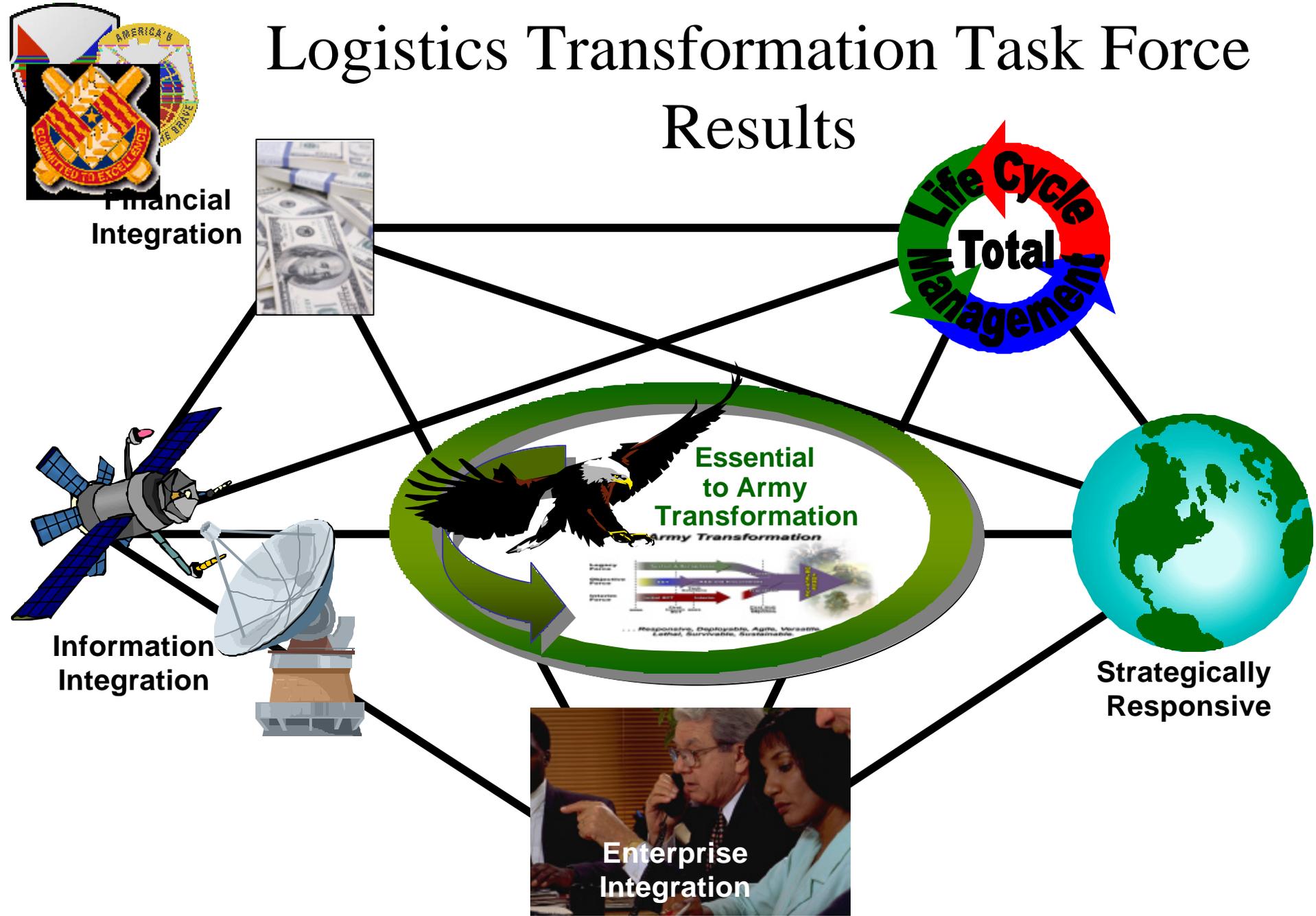


Logistics Transformation Task Force Objectives



Logistics Transformation Requires The Army

Logistics Transformation Task Force Results





Army Logistics Enterprise Integration

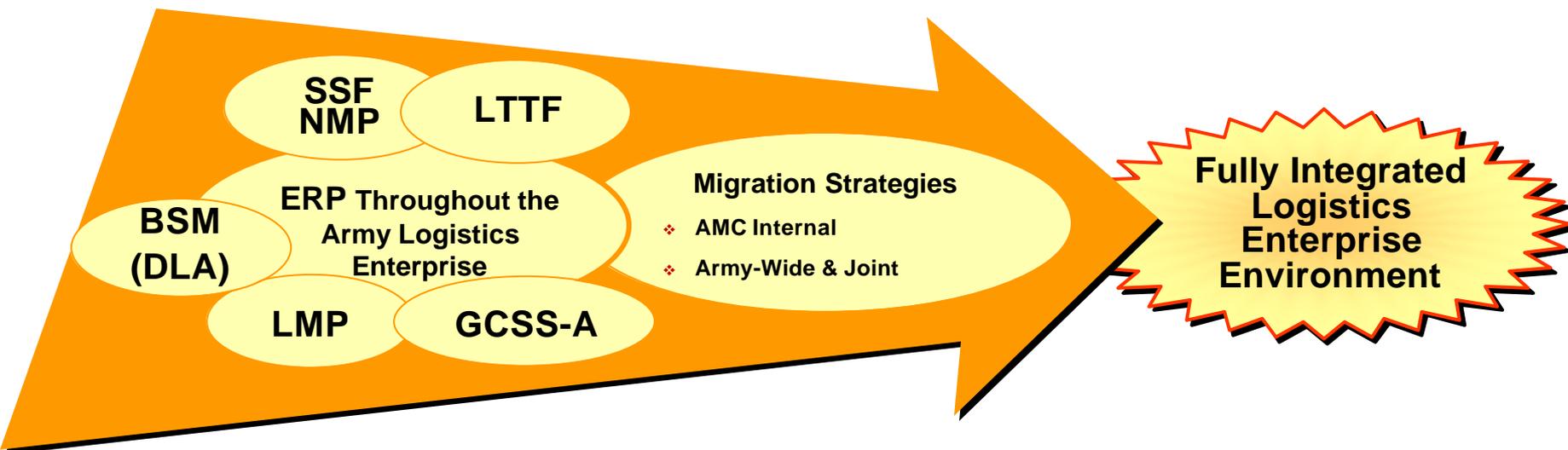
The Plan

**SSF & National
Maintenance**

**National Level
Modernization**

**Installation / Tactical
Modernization**

Continuous Upgrades



Supply, Maintenance, Distribution, Finance, Contracting, Technical Data

BSM = Business Systems Modernization

LMP = Logistics Modernization Program

DoD / FLE

GOAL: A single enterprise meeting warfighter requirements around the clock and across the globe

Six OSD initiatives

Depot Partnering
Condition based Maintenance
Total life cycle systems mgmt
Executive Agents
End to End distribution
Enterprise Integration

AMC supporting efforts



DoD and AMC partners in logistics transformation



Industrial Base Success Story

RRAD - HEMTT Engine Rebuild Process Improvement

Optimized Process

- ✓ *Utilized Simpler Business System*
- ✓ *Converted from Batch Assembly to One Piece Flow*
- ✓ *Reduced travel time/distance by co-locating component repair with assembly process*
- ✓ *Established Flow within component repair and assembly process*
- ✓ *Updated/Redefined Standard Work*



Improved Reliability & Readiness

- ✓ *Experienced 50% decrease in time required for engine assembly process*
- ✓ *Reduced distance travel by engine component during the rebuild process by 50%*
- ✓ *Increase reliability by establishing standard work*
- ✓ *Estimated improvement in inventory turns by limiting work in process*

Implementing Across AMC



TACOM Mission Map

Provides Ground Combat, Automotive, Marine and Armaments Technologies.
Provides and Sustains Mobility, Lethality, and Survivability for Soldiers, Other Services, and Our Allies.

Mission

Stakeholder

Core Competencies IAW Mission Statement

- C1: Provide Sustainment for TACOM Assigned Systems/Systems of Systems
- C2: Provide Advanced Technology for TACOM Assigned Systems/Systems of Systems
- C3: Enable Acquisition for TACOM Assigned Systems/Systems of Systems

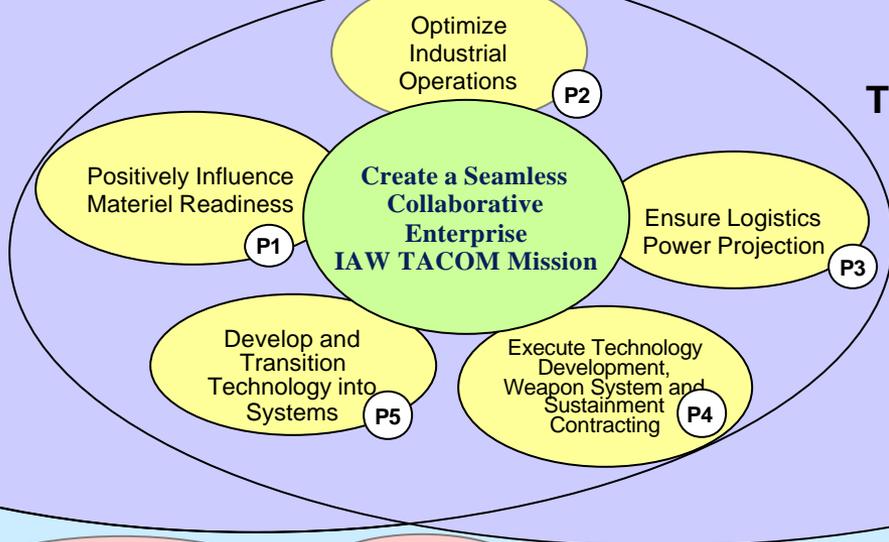
Internal Process

Functions

Warfighter Readiness

Army Transformation

Create a Seamless Collaborative Enterprise IAW TACOM Mission



Learning & Growth

People

- L1: Recruit and Retain the Workforce of the 21st Century
- L2: Train, Educate and Develop an Empowered Workforce for the 21st Century
- L3: Provide a Quality Work Environment

Resources

Secure Resources

- R1: Identify and Manage Resources with an Emphasis On Cost Reduction

Business Practices

- P7: Develop and Implement Knowledge Management Solutions
- P8: Provide Integrated IT Support Systems
- P6: Customer Focus
- P9: Conduct Modeling and Simulation for Assigned Systems
- P10: Continually Improve and Focus on Performance Processes

Supports The Army Strategic Readiness System

Six Sigma/Lean in the AMC Quality Federation Roadmap

Solution Set #1:

Internal Quality Management

(Better Ourselves)

- Core Competencies
- Quality Single Process Initiatives (SPIs)
- Integrated Data Environments

STRONG TOOLKITS

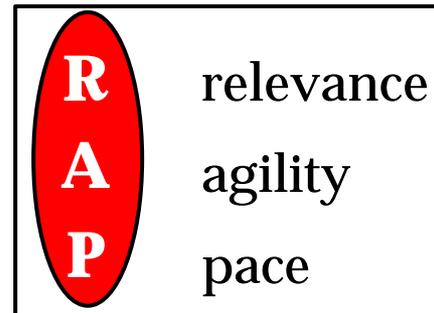


* ISO – Int'l Stds Org 9000-2000;
 AS - AS 9100 Aerospace Quality System Standard
 QS - QS 9000 Automotive Quality Standard



Constraint:

Transformation



Solution Set #2:

Quality Supplier Management (Better our Suppliers)

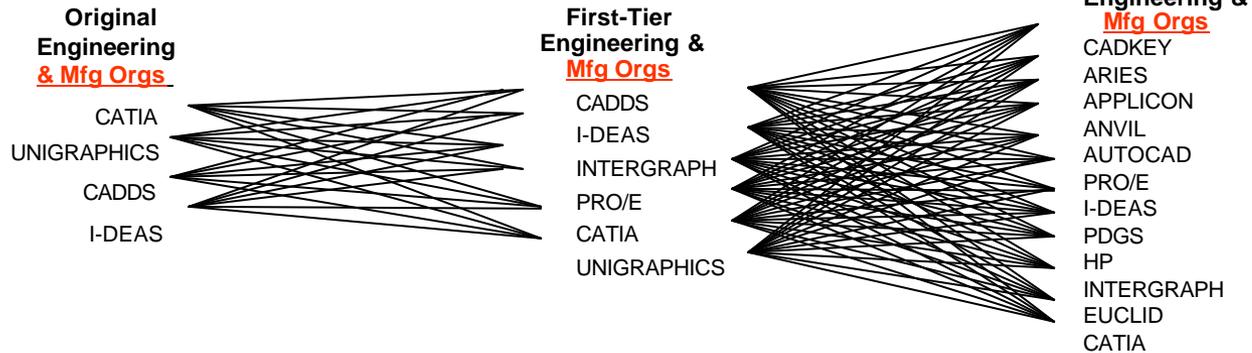
- (CP)² Integration
- Gov't & Commercial Partnerships
- Use of Past Performance Info

Total Focus on Quality

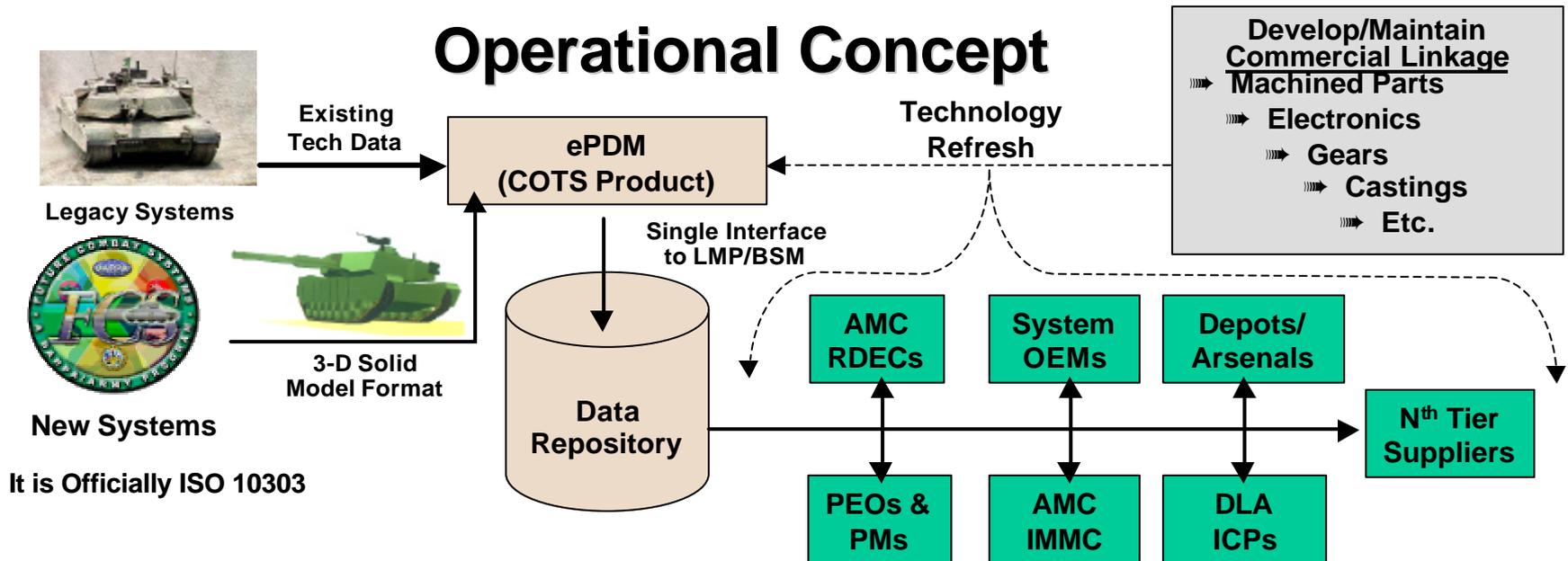


Standard Exchange of Product (STEP) Data Overview

A Snapshot of the Problem



Operational Concept



STEP Improves Quality – the Right Part the First Time

Bottom Line = PEOPLE



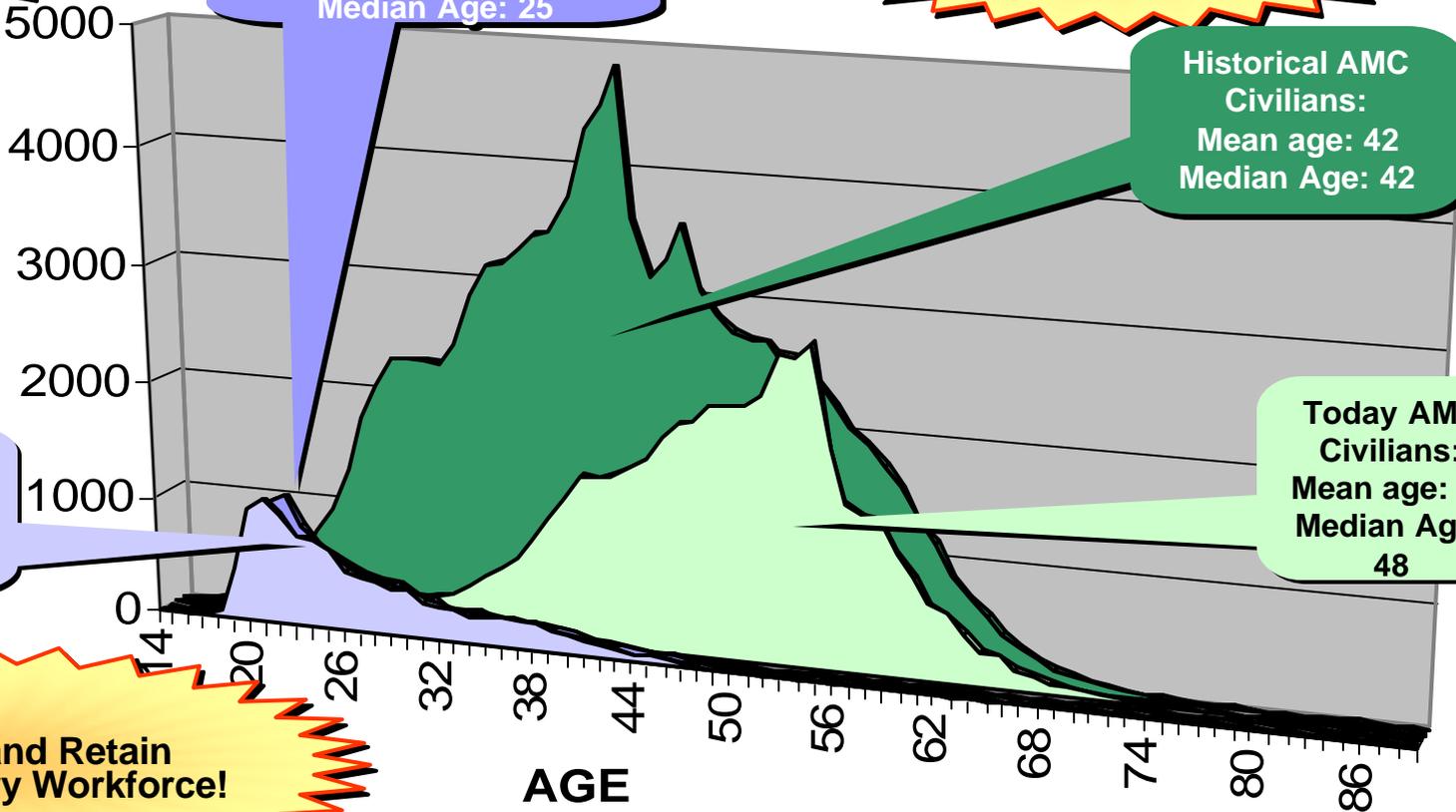
Smaller, leaner force means multi-skilled & multi-functional

Small successor force to follow large retirement eligible force 5-7 years to infuse

Historical Average Div:
Mean age: 27
Median Age: 25

Historical AMC Civilians:
Mean age: 42
Median Age: 42

OF EMPLOYEES



Today Average Div Soldiers:
Mean age: 27
Median Age: 25

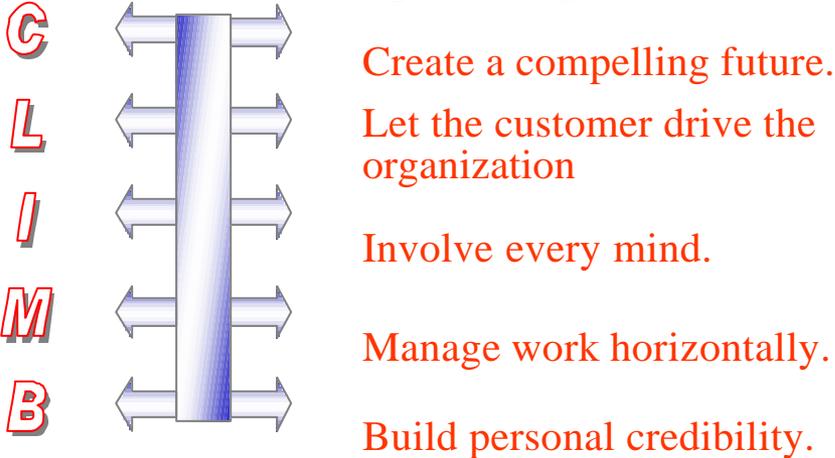
Today AMC Civilians:
Mean age: 49
Median Age: 48

Recruit, Train and Retain The 21st Century Workforce!

Leadership Competencies Program (Desired Traits)

Leadership
Teaming
Communication
Employee Support
Strategic Thinking
Organizational Climate

World-class management practice has proven that to maintain a competitive edge, we must:



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Leadership

- ◆ Strong Coalition of Leaders
- ◆ Leadership commitment
- ◆ Supportive Managers
- ◆ Consistency

Communication

- ◆ Connected Internally and Externally
- ◆ Open and Honest

Teaming

- ◆ Empowerment
- ◆ Fewer Management Layers
- ◆ Teamwork
- ◆ Enabled

Strategic Thinking

- ◆ Put our soldiers first; Operating with a Purpose
- ◆ Focus on All of Our Customers (internal and external)
- ◆ Focus on Our Future
- ◆ Using Change to Our Advantage
- ◆ Broad Focus in Decision-Making

Organization Climate

- ◆ Proactive
- ◆ Flexible, Adaptable, Agile, and Innovative
- ◆ Willingness to Take Risks
- ◆ Peer Respect
- ◆ Organizational Pride
- ◆ Trust Throughout Our Organization

Employee Support

- ◆ A Great Place to Work
- ◆ Feel Comfortable and Derive Job Satisfaction
- ◆ Challenging and Exciting
- ◆ Career Advancement Potential
- ◆ Caring (work and family balance)

Exemplary Leadership

*In Service of
Constituent Needs*



Leaders Provide...

Direction	Purpose Passion Meaning
Trust	Organizational Integrity Personal Integrity
Understanding Acknowledgement	“Power of Appreciation” Deep Listening
Hope/Optimism	Adaptive Capacity Hardiness / Seizing Opportunities Creativity / First Class Noticer
Learning and Personal Growth	Developmental Opportunities
Results	Bias Toward Action / Risk / Courage

LEADERS AND LED ARE INTIMATE ALLIES: THE MOST POWERFUL PARTNERSHIPS.



Conclusion

- **Reorganizing to Support the Objective Force**
- **Modernizing Industrial Base**
- **Redesigning Business Processes**
- **Integrating Logistical Enterprise System**
- **Revitalizing AMC Workforce**

**Support Army Transformation and Improve
the Readiness of the Fighting Force**