Agenda

• Enterprise Architecting Overview
• Applications
  • Aviation Center Logistic Command
  • OH-58 Kiowa Program
  • Aviation Enterprise
• Future Work
Enterprise Strategic Analysis for Transformation (ESAT)

Strategic Objectives

ESAT

Enterprise Capabilities

Enterprise Identification

Enterprise Process Architecture

Stakeholder Analysis

Enterprise Analysis

Process Interaction Analysis

Enterprise Alignment Analysis

Future State Analysis

Future State Vision

Actionable Transformation Plan
E A Views Interrelationships

Policy / External Factors

Process

Organization

Knowledge

Products / Services

Info/Infrastructure

Strategy
ACLC Mission & Vision

• Mission:
  • Support Ft Rucker’s mission to train pilots for US army Aviation,
  • Administer contract oversight of aircraft maintenance.
  • Maintain 431 aircraft from 7 aircraft types
  • 240,000 annual flight hours
  • 566 daily missions, 5AM to Midnight
  • Order $1 million in parts daily

• Vision by FY 2009
  • Expand Contract Oversight to Satellite locations:
    • Ft Bliss, Ft Eustis, Ft Benning, Ft Huachuca
  • Expand Contract Oversight to Include new Equipment:
    • Russian Helicopters
    • Unmanned Aerial Vehicles
    • Ground Transport, Rifles, Training Equipment, etc.
Aviation Logistics Fleet Management
Current State Enterprise Layout

- TRADOC
  - USAAWC
    - 1st AVN BDE.
  - AMC
    - AMCOM
    - AFS
  - ACSIM
    - IMCOM
    - Garrison/DOL
    - ACLC

Enterprise Expansion

- FT Bliss
- FT Rucker
- FT Huachuca
- FT Eustis
- FT Benning

Financials
- 10 year contract, 3rd with 7 ext. options
- $300 million annually

51% of expenditure goes to TRADOC
36% to AMC
6% to ACSIM
5% to USAAWC
2% to IMCOM

Green Parts: 51%
Green Maint: 36%
COFS Parts: 5%
COFS Maint: 6%
TRADOC: 2%
LESAT Results

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<th>Desired state</th>
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Current State
General awareness; informal approach deployed in a few areas with varying degrees of effectiveness and sustainment

Desired State
On-going refinement and continuous improvement across the enterprise; improvement gains are sustained

GAPS
Most Gaps >= 3.0 are tied to Deployment Planning and Transformation Roadmap
"As is" Enterprise Architecture

Key stakeholder values:
- Mission performance for current requirements
- Maintenance quality
- Safety (personnel, equipment)
- Security (physical, data, equipment)
- Maintenance capability growth
- Resource provision (human, facilities, equipment)
- Contract fulfillment
- Best practices in maintenance & management
- Resource conservation (energy, waste, etc.)

Based on stakeholder analysis, we identified the following groups:
- Supplier
- Leadership
- Subordinate
- Customer
- Shareholder
Enterprise Processes

Observations
First time they listed their processes
- Processes are not clearly defined
- Processes lack metrics/measurement

Limited Leadership Processes
- Reactive near-term planning
- No Deliberate Growth Mgt.
- No Business Model Process
Current Maintenance (Metric Driving Operations)

Under Capacity  Un-used Capacity

OR Rate

Time

Metric Compliance ≠ Value Delivery

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Integrated Enterprise Across Enterprise Architecture Framework

- AFS
- CON1
- CON2

- Benning
- Bliss
- Rucker
- Eustis
- Huachuca

- USAIS
- USAADASCH
- USAAWC
- USCACS
- USAIC

- HQDA

- Lead Responsibility
- Process

- IMCOM
- TRADOC

- AMC
- CECOM
- AMCOM
- TACOM

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Lean Enterprise Transformation Roadmap

**PLANNING CYCLE**

1a. Establish a Governance Structure
- Convey the Urgency
- Foster Executive Lean Learning
- Obtain Executive Buy-In
- Establish Executive Lean Transformation Council

1b. Process Management
- Articulate Business Case for Lean
- Focus on Stakeholder Value
- Leverage Lean Gains

2. E-Log Book & Schedule Development
- Identify Key Enterprise Improvement Project Areas
- Determine Impact Upon Enterprise Performance
- Prioritize, Select and Sequence Project Areas
- Publish Communication Plan

3. Contract Negotiation for Flexibility/Scalability/Adaptability
- Align Detailed Plans across Projects and 
- Commit Resources
- Provide Education & Training

4. LSS Deployment
- Capture & Diffuse Lessons Learned
- Synchronize Strategic

5. Balance Government Oversight/Knowledge with Contract Efficiencies
- Commit to High-Level Alignment
- Align Processes with Governance Structure
- Product/Service Portfolio
- ARFORGEN

6. Establish Options for Extension/Integration with Army Aviation & Maintenance
- Convey the Outcomes
- Envision & Design Future Enterprise
- A Committed Leadership Team

7. Determine Future Milestones & Continuously Improve
- Enact & Sustain Enterprise Transformation
- Convey Urgency
- Foster Executive Lean Learning
- Obtain Executive Buy-In
- Establish Executive Lean Transformation Council

**EXECUTION CYCLE**

1bi. Align Processes with Governance Structure
- Create Lean Enterprise Vision
- Define To-Be Value Stream
- Perform Gap Analysis

1bii. Product/Service Portfolio
- Align Enterprise Infrastructure
- Align Organization
- Align Incentives
- Empower Change Agents
- Rationalize Systems & Policies
- Align Metrics

1biii. ARFORGEN
- Establish & Sustain Lean Culture
- Capture & Diffuse Lessons Learned
- Synchronize Strategic Long-Term & Short-Term Cycles

**Alignment Requirements Identified**

1biV. High-Level Metrics
- Develop Detailed Project Implementation Plans
- Synchronize Detailed Plans
- Implement Projects and Track Progress
- Commit Resources
- Provide Education & Training

2a. Establish Options for Extension/Integration with Army Aviation & Maintenance
- Convey the Outcomes
- Envision & Design Future Enterprise
- A Committed Leadership Team

3a. Contract Negotiation for Flexibility/Scalability/Adaptability
- Align Detailed Plans across Projects and 
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4a. LSS Deployment
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5a. Balance Government Oversight/Knowledge with Contract Efficiencies
- Commit to High-Level Alignment
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7a. Determine Future Milestones & Continuously Improve
- Enact & Sustain Enterprise Transformation
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**Implementation Results**

- Identify Key Enterprise Improvement Project Areas
- Determine Impact Upon Enterprise Performance
- Prioritize, Select and Sequence Project Areas
- Publish Communication Plan

**Alignment Requirements Identified**

- Develop Detailed Project Implementation Plans
- Synchronize Detailed Plans
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OH58 – Kiowa Program Enterprise
Stakeholder Salience (IPR)

- AMCOM (G-3)
- DA G3 (AVN)
- FORSCOM (CDR)
- TRADOC - USAAWC
- DA G8
- PM Kiowa
- Bell Helicopter
Aviation Enterprise ARFORGEN Implementation

Army Strategic Imperatives:
• Sustain the Army’s Soldiers, Families and Civilians;
• Prepare our Soldiers for success in the current conflict;
• Reset forces expeditiously; and
• Transform our Army to meet the demands of the 21st century.

Bring Organizations Together Routinely to Work as an Enterprise Addressing Units in ARFORGEN Cycle

Operates Semi-Independently in Support of Aviation ARFORGEN

How to Deliver What Value To Whom Strategy
Contribute Needs & Desires: Resources, Influence
Track Enterprise Performance

 Metrics Enterprise Stakeholders
 Processes Deliver Value

• Supports Army’s ACP Strategic Focus on ARFORGEN
• Collectively Identifies & Attacks Strategic and Tactical Barriers to Aviation Units in ARFORGEN
• Focuses Aviation Holistically on ARFORGEN
• Identify, Develop & Report Metrics Measuring ARFORGEN Readiness Levels
• Increase Aviation Sync GOSC to Monthly/Quartly to Ensure on Course on Glide Path

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Future Work
How do you manage (eat) this process (elephant)?
One task (bite) at a time.
Organization – Process Levels

- No process architecture
- Process Architectures:
  - Clearly defines Inputs, Activity and Outputs
  - Connects levels of work to ensure management alignment
  - Enables Strategic Cycle in terms of “Development of Management Plan” and “Execute and Review Performance”
Army Enterprise Management

**Objective:**

Efficient Delivery of Outputs & Infrastructure

*Training Personnel Materiel*

Army Enterprise Management

Trained and Ready Forces for the Combatant Commanders

**Objective:**

Effective Delivery of Outcomes

Executive Office of the Headquarters (SA, CSA, USA, VCSA)

HQDA (Secretariat + ARSTAF)

Policy Formulation

Acquisition

Strategy Development

PPBE

Future Requirements

Oversight

ARFORGEN

Personnel

Materiel

Readiness

Services & Infrastructure

**Objective:** Efficient Delivery of Outputs

**Improve ARFORGEN:** Effective and Efficient delivery of Trained and Ready Forces

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