



Applying Enterprise Architecting within Army Transformation

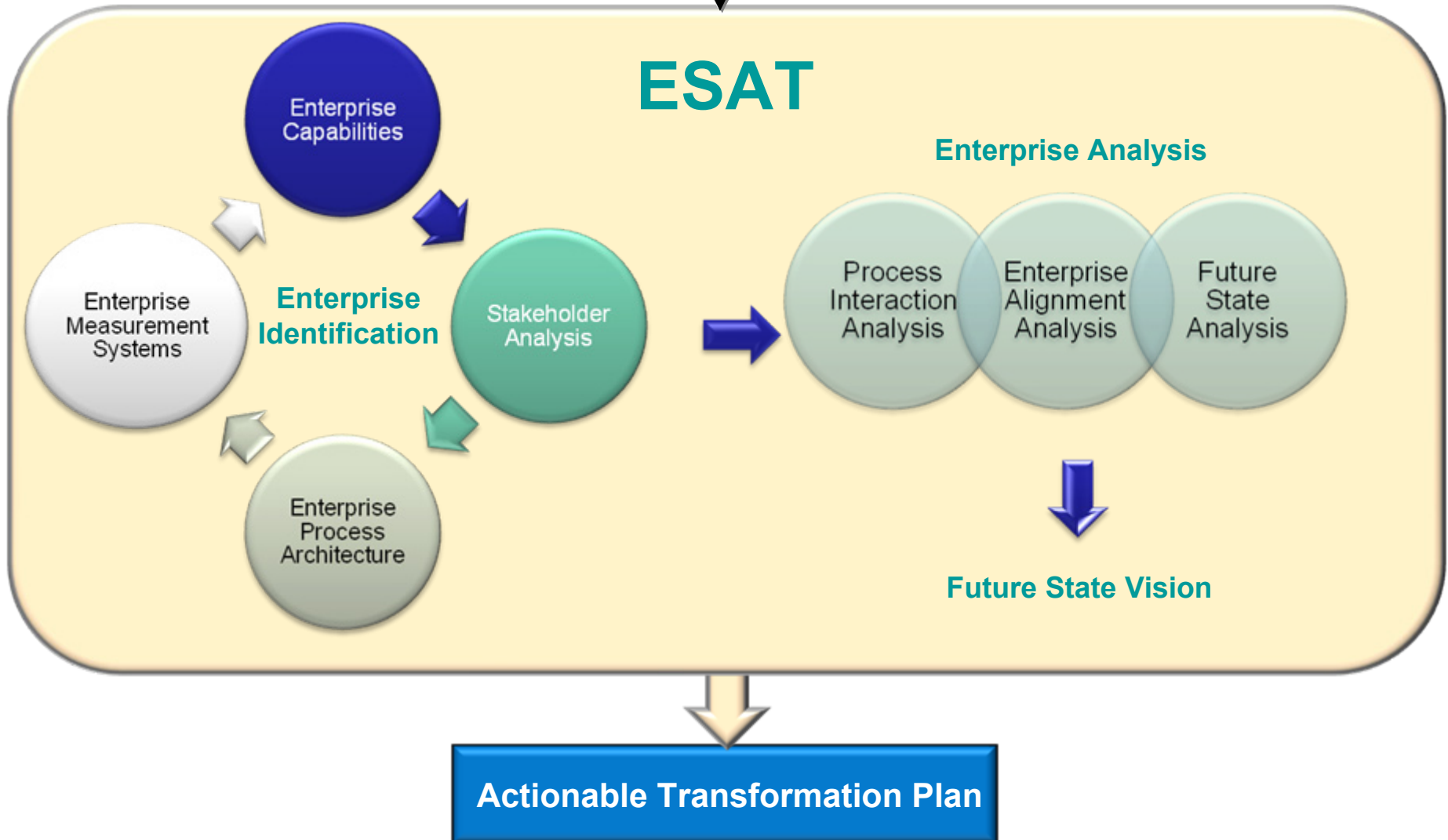
Prof. Nightingale / LTC Matty

22 January 2009

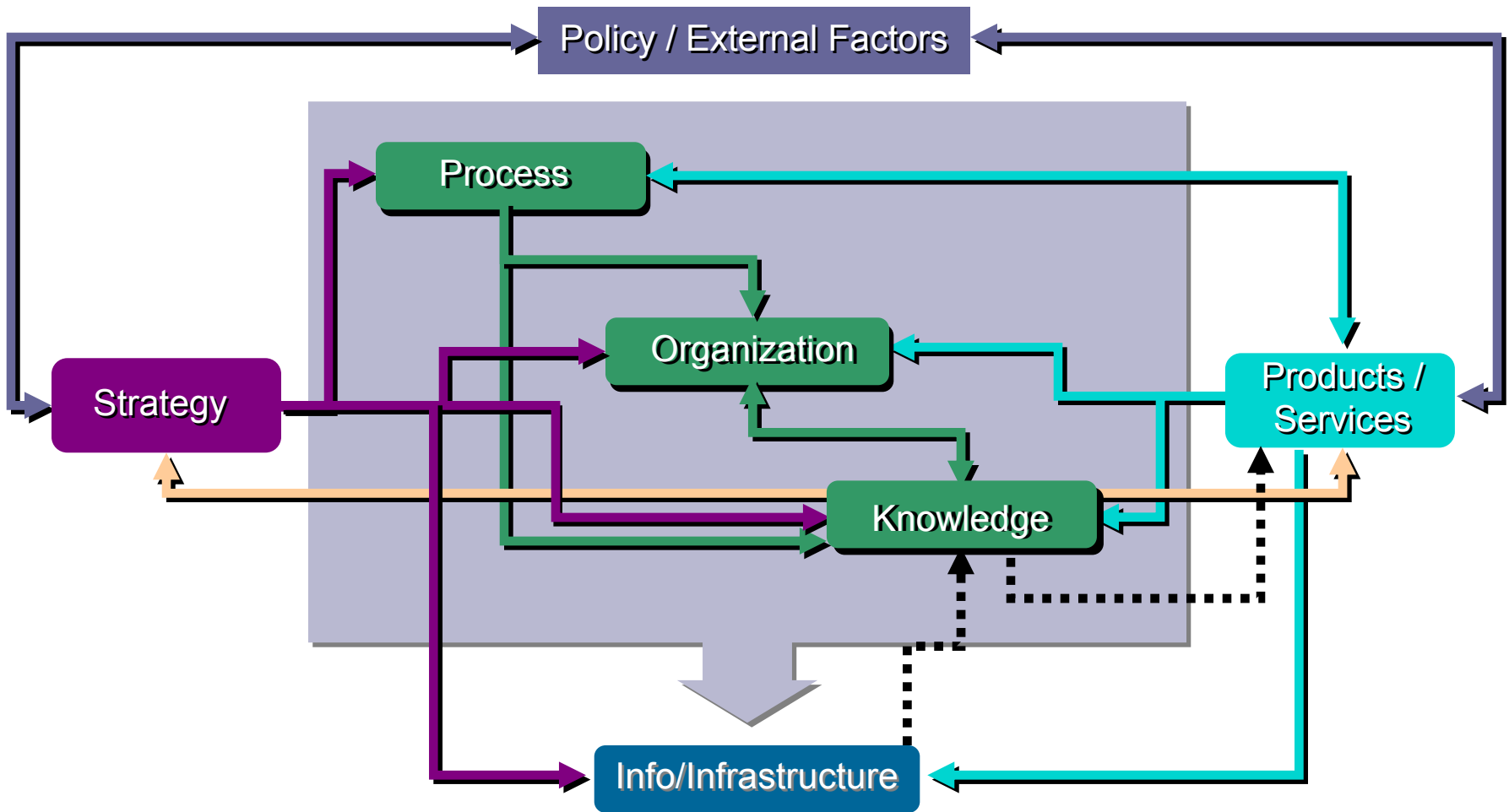
- **Enterprise Architecting Overview**
- **Applications**
 - **Aviation Center Logistic Command**
 - **OH-58 Kiowa Program**
 - **Aviation Enterprise**
- **Future Work**

Enterprise Strategic Analysis for Transformation (ESAT)

Strategic Objectives



E A Views Interrelationships



ACLC Mission & Vision

- **Mission:**

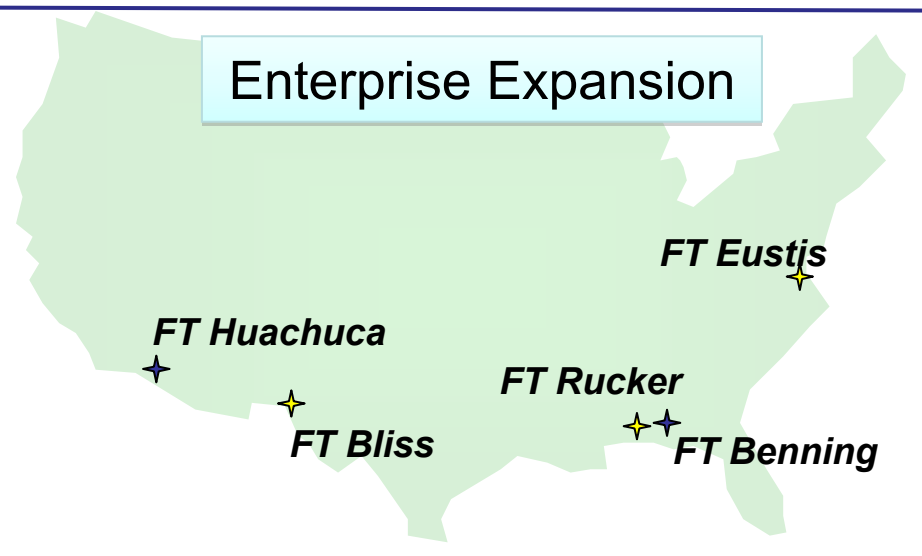
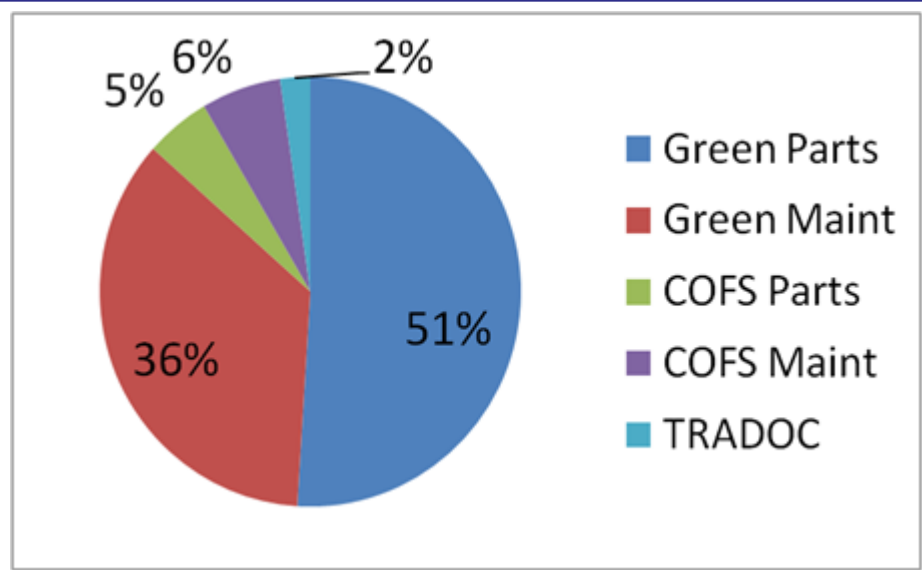
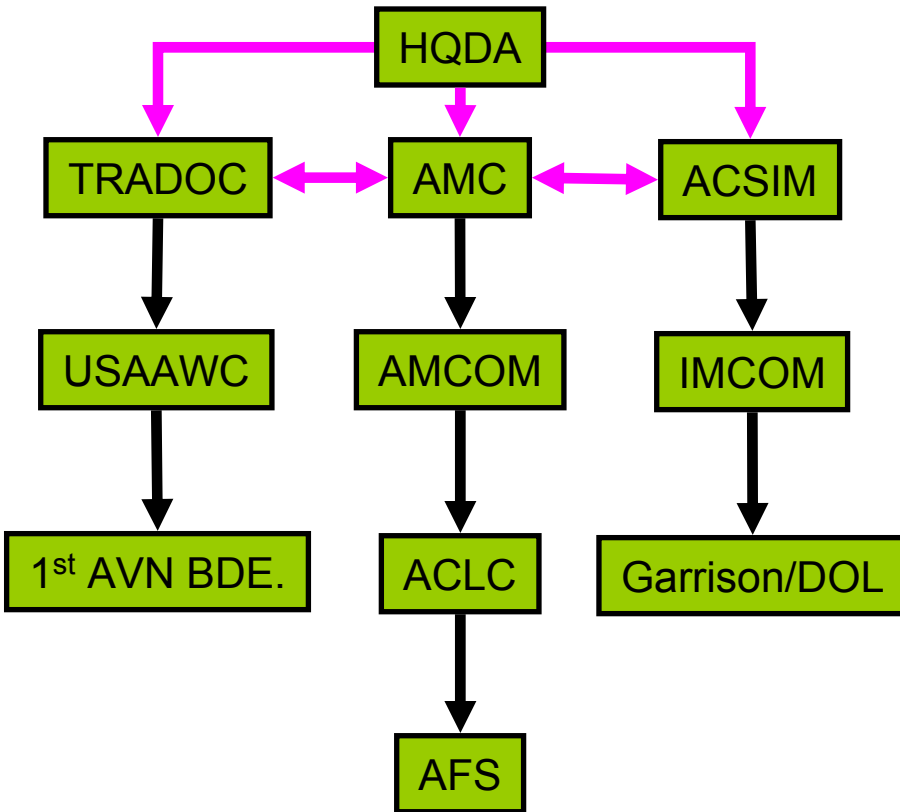
- Support Ft Rucker's mission to train pilots for US army Aviation,
- Administer contract oversight of aircraft maintenance.
- Maintain 431 aircraft from *7 aircraft types*
- 240,000 annual flight hours
- 566 daily missions, 5AM to Midnight
- Order \$1 million in parts daily

- **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



	Current state	Desired state	Gap
Leadership	2.5	4.3	1.8
Lifecycle	2.1	4.1	2.0
Enabling Infrastructure	2.3	4.1	1.8

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

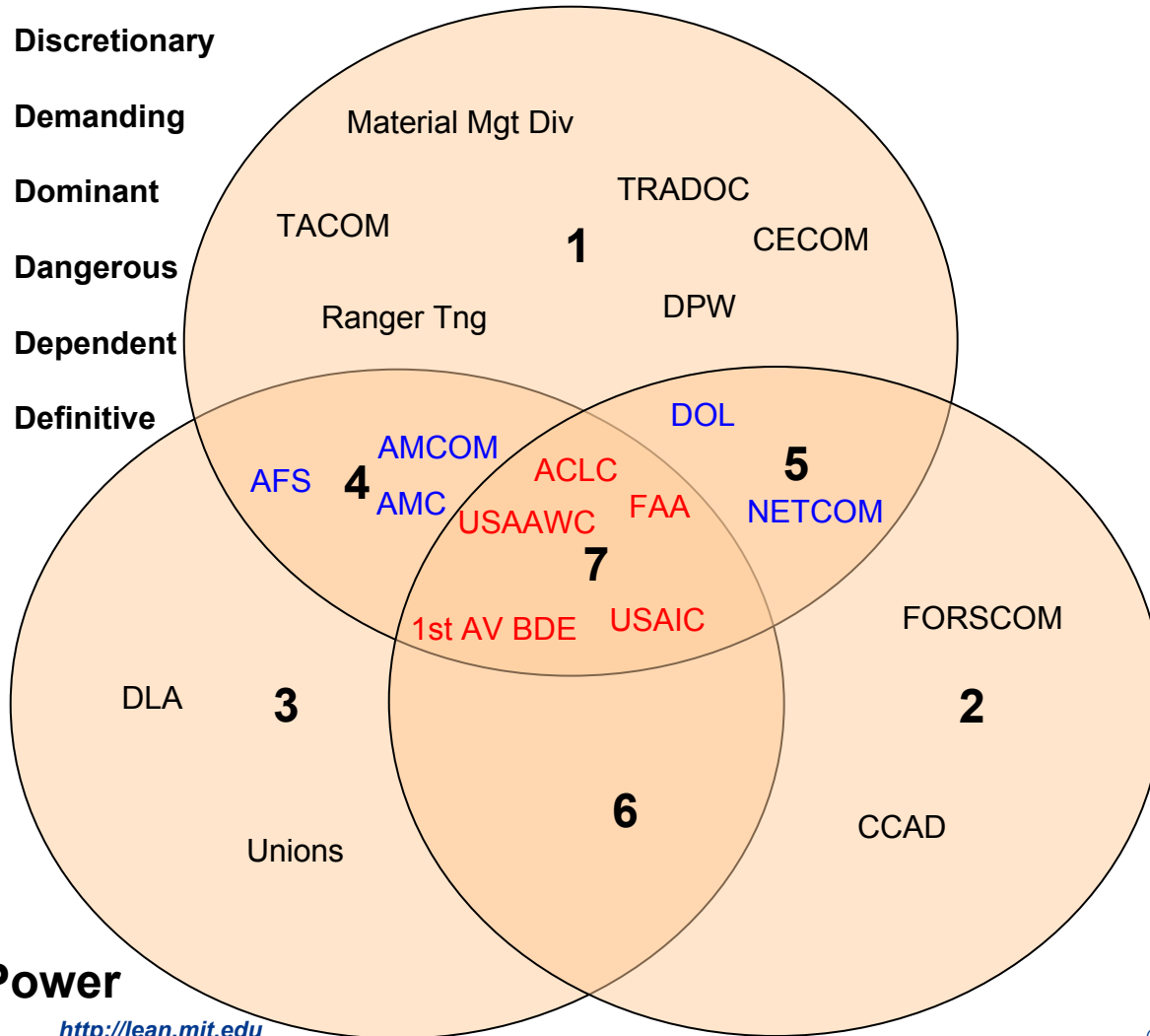
GAPS

Most Gaps ≥ 3.0 are tied to Deployment Planning and Transformation Roadmap

“As is” Enterprise Architecture

1. Dormant
2. Discretionary
3. Demanding
4. Dominant
5. Dangerous
6. Dependent
7. Definitive

Legitimacy



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**

Power

Criticality

Enterprise Processes

LIFE CYCLE

Requirements Development
 Fielding New Equipment & Procurement
 Distribution (of Spares, Systems)
 Product/Process/Procedure Development
 Maintenance Production
 Supply Chain Management
 Aircraft/Vehicle Retirement
 Configuration Management

ENABLING

Security
 Facilities
 Environmental
 Safety
 Quality Assurance
 Resource Management
 Human Resources
 Information Management

LEADERSHIP

Strategic Planning
 Strategic Partnering
 Business Model / Growth
 Force Management
 Transformation Management

Observations

First time they listed their processes

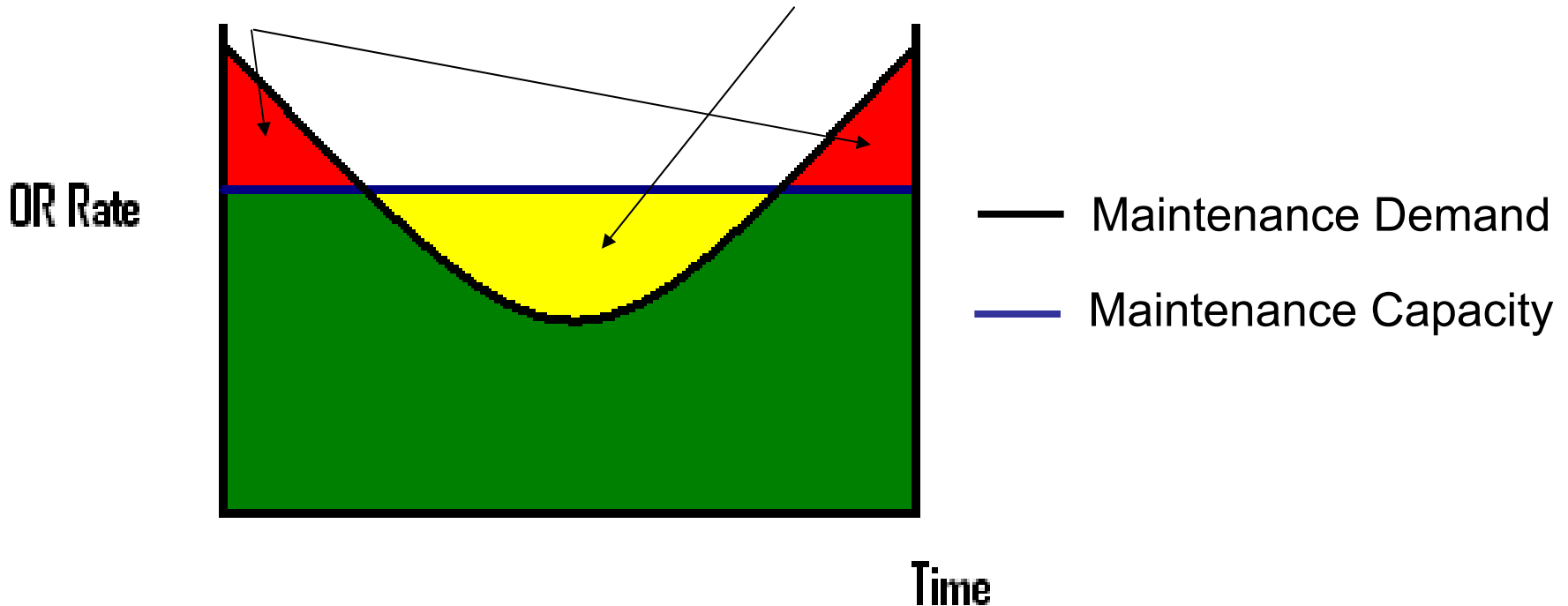
- Processes are not clearly defined
- Processes lack metrics/measurement

Limited Leadership Processes

- Reactive near-term planning
- No Deliberate Growth Mgt.
- No Business Model Process

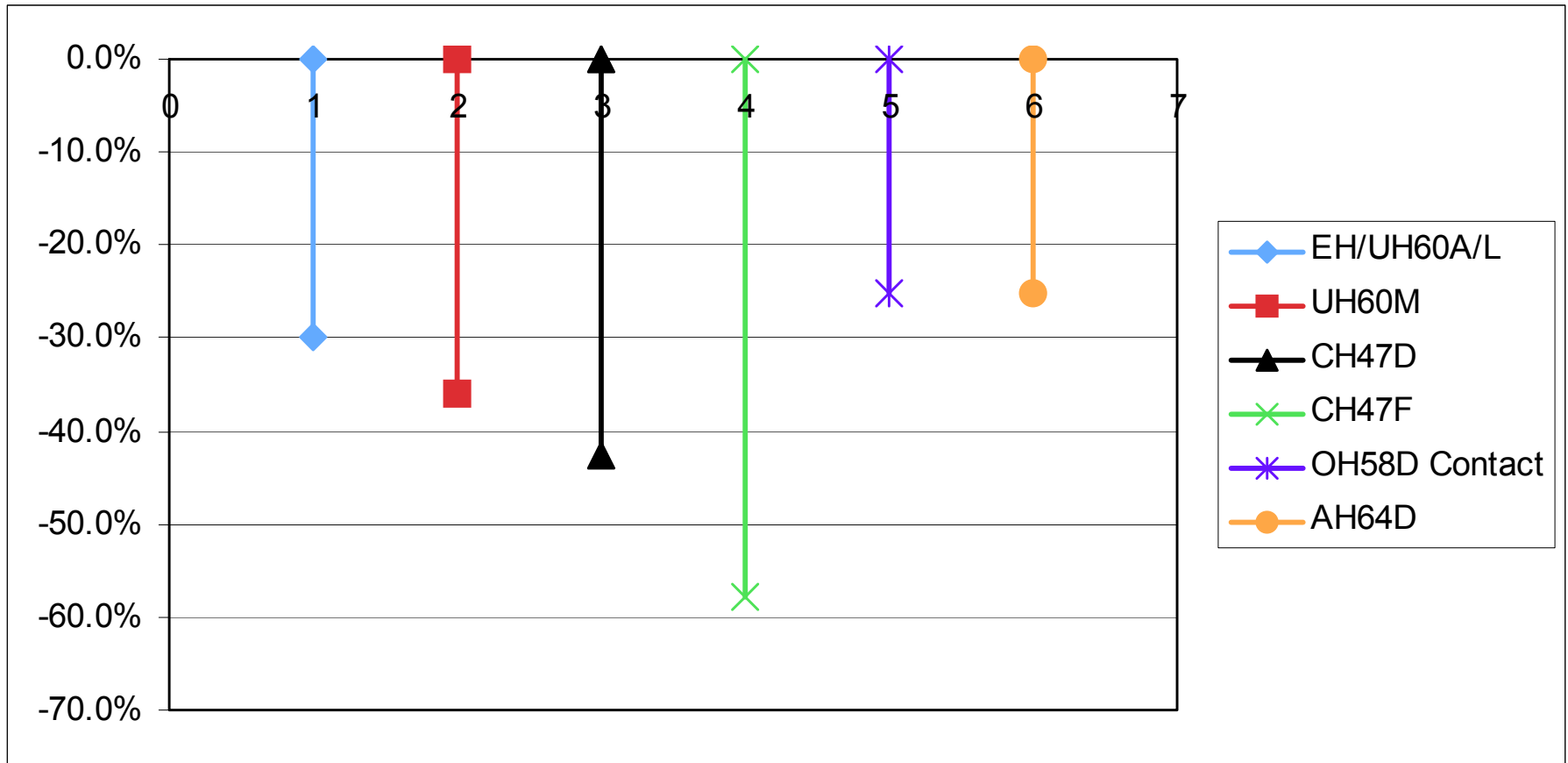
Under Capacity

Un-used Capacity



Metric Compliance \neq Value Delivery

ACLIC Unused Capacity

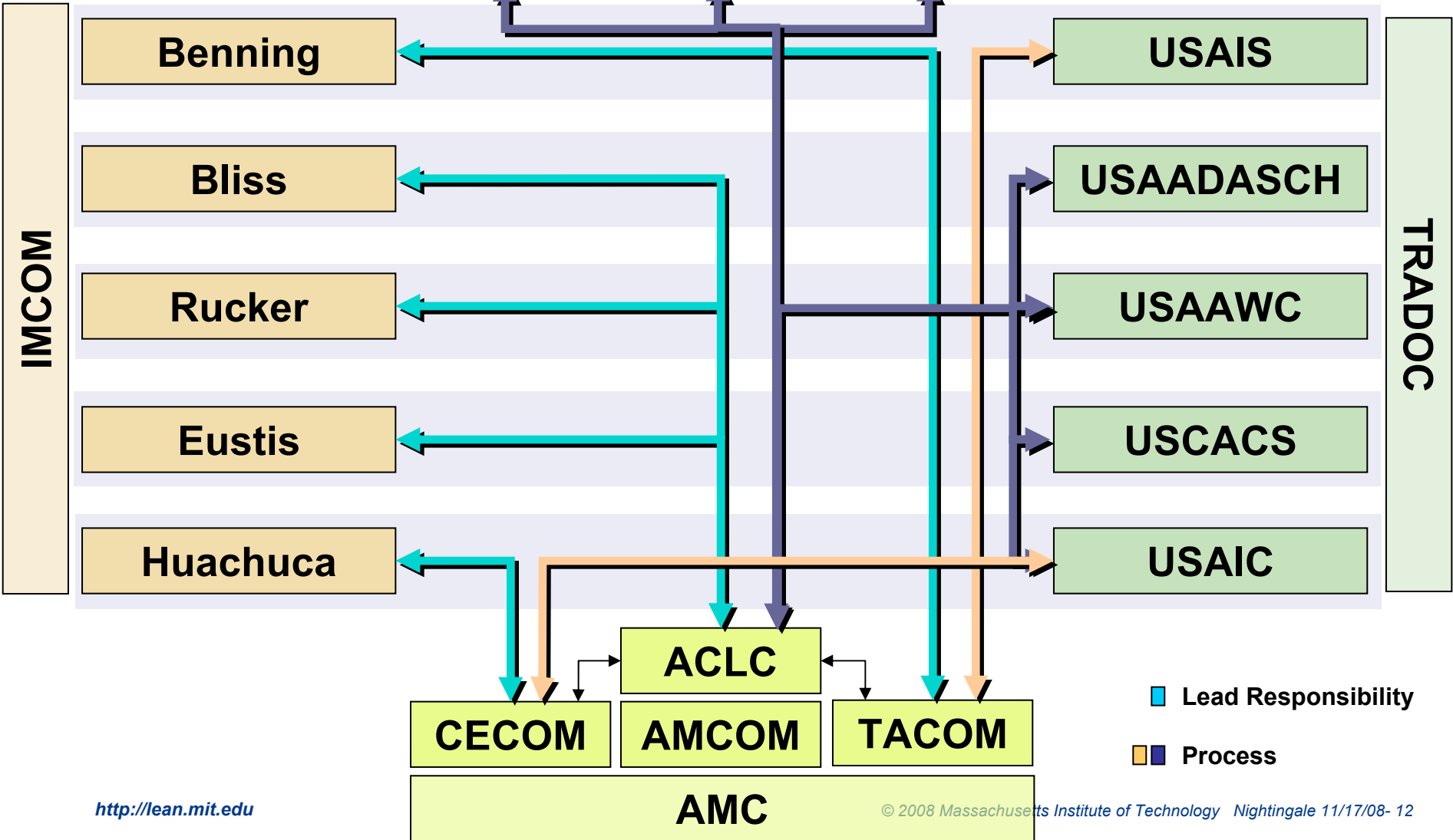


Integrated Enterprise Across Enterprise Architecture Framework

HQDA



AFS **CON1** **CON2**



IMCOM

Benning
Bliss
Rucker
Eustis
Huachuca

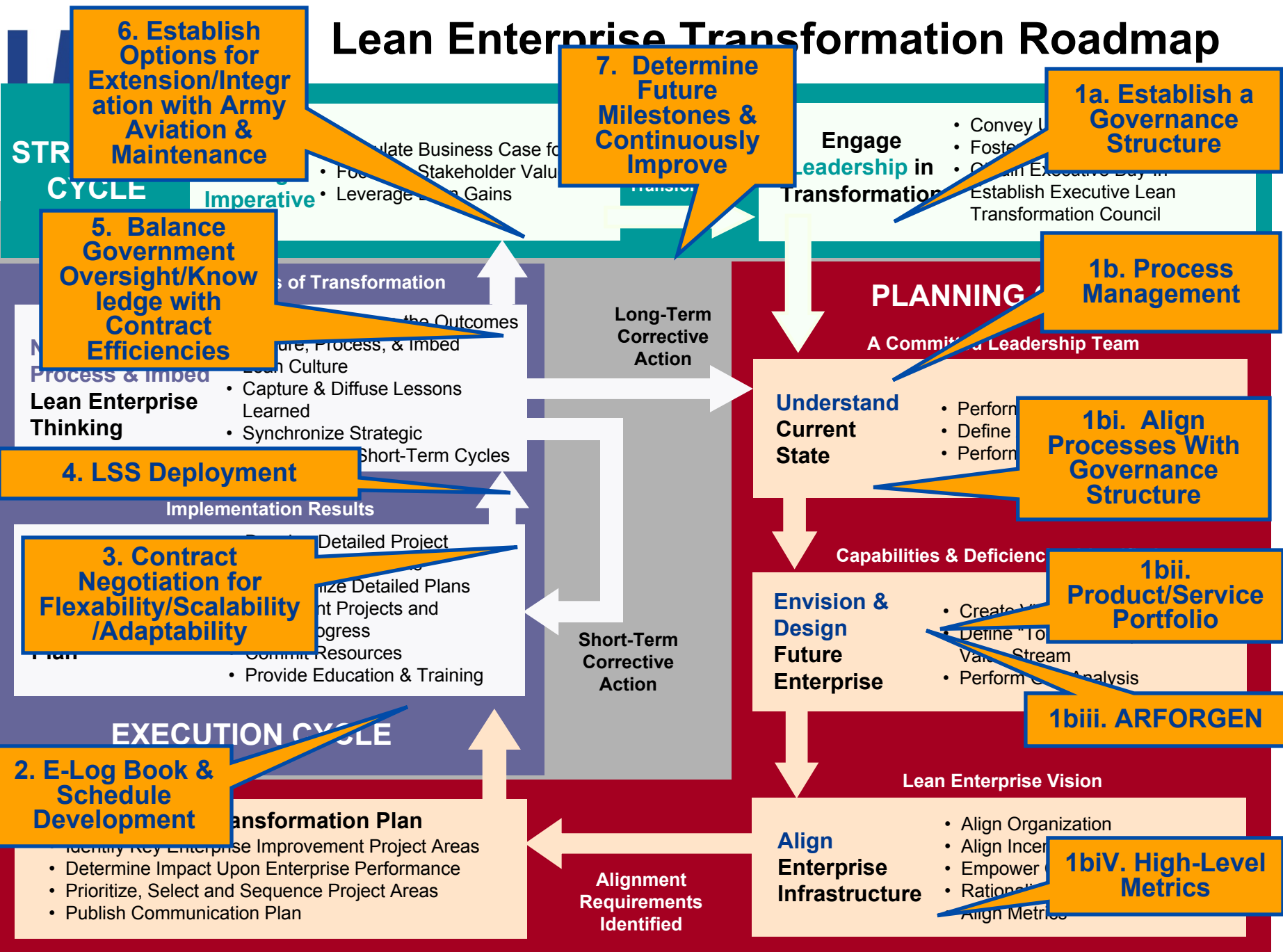
USAIS
USAADASCH
USAAWC
USCACS
USAIC

TRADOC

CECOM **AMCOM** **TACOM**
AMC

Lead Responsibility
Process

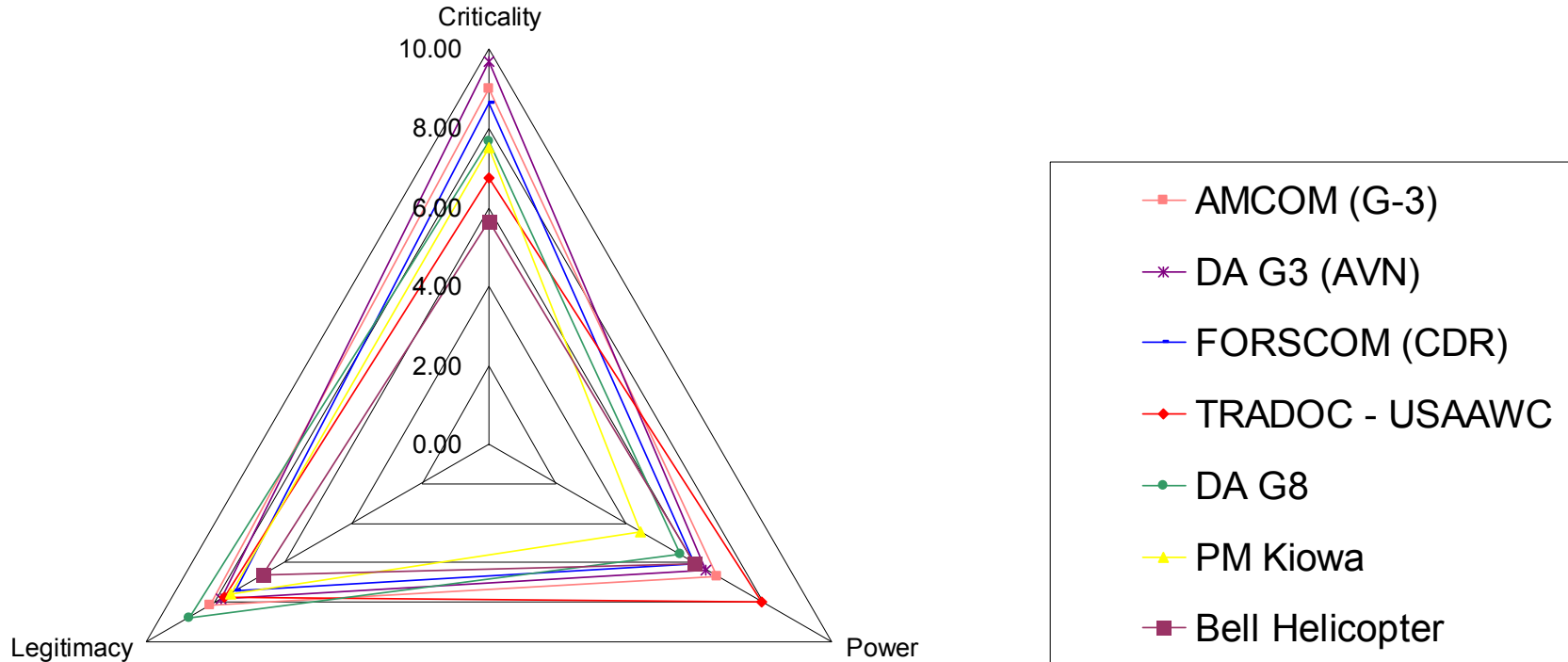
Lean Enterprise Transformation Roadmap



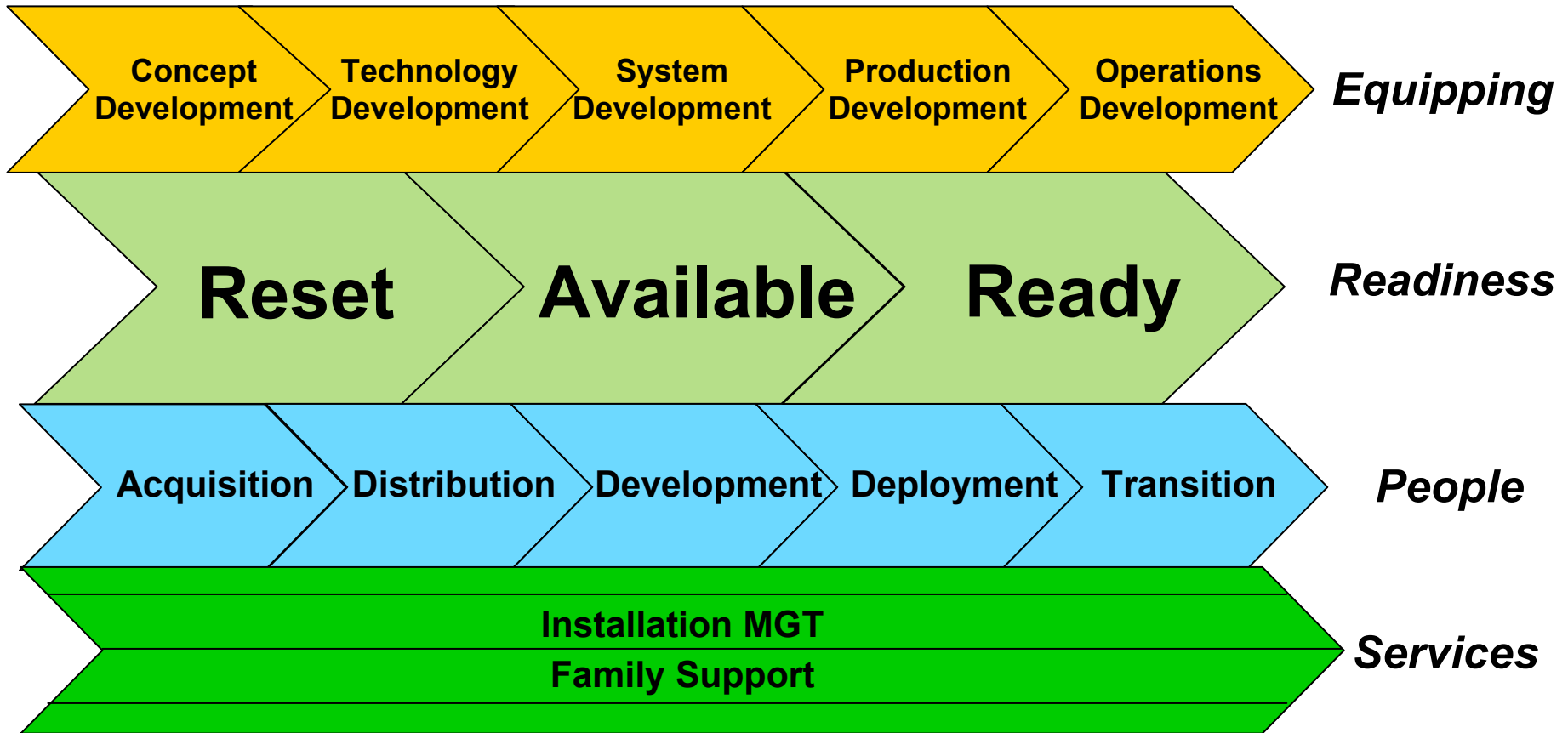


OH58 – Kiowa Program Enterprise

Stakeholder Salience (IPR)



Kiowa Enterprise Processes

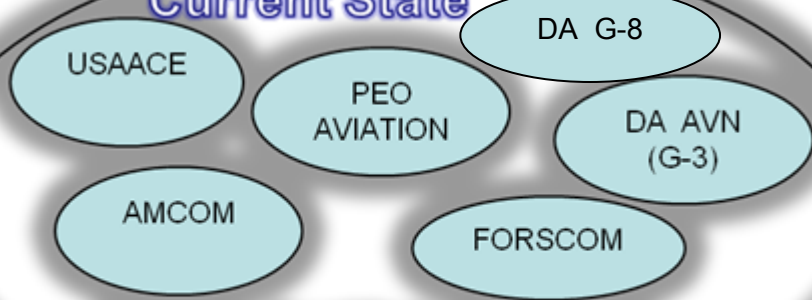




Aviation Enterprise

Aviation Enterprise ARFORGEN Implementation

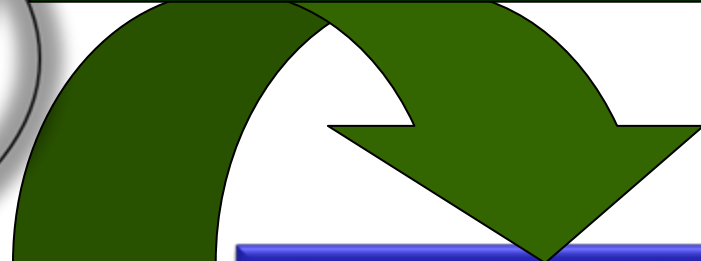
Current State



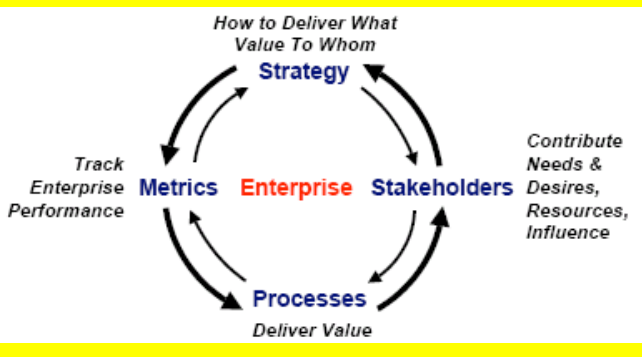
Operates Semi-Independently in Support of Aviation ARFORGEN

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

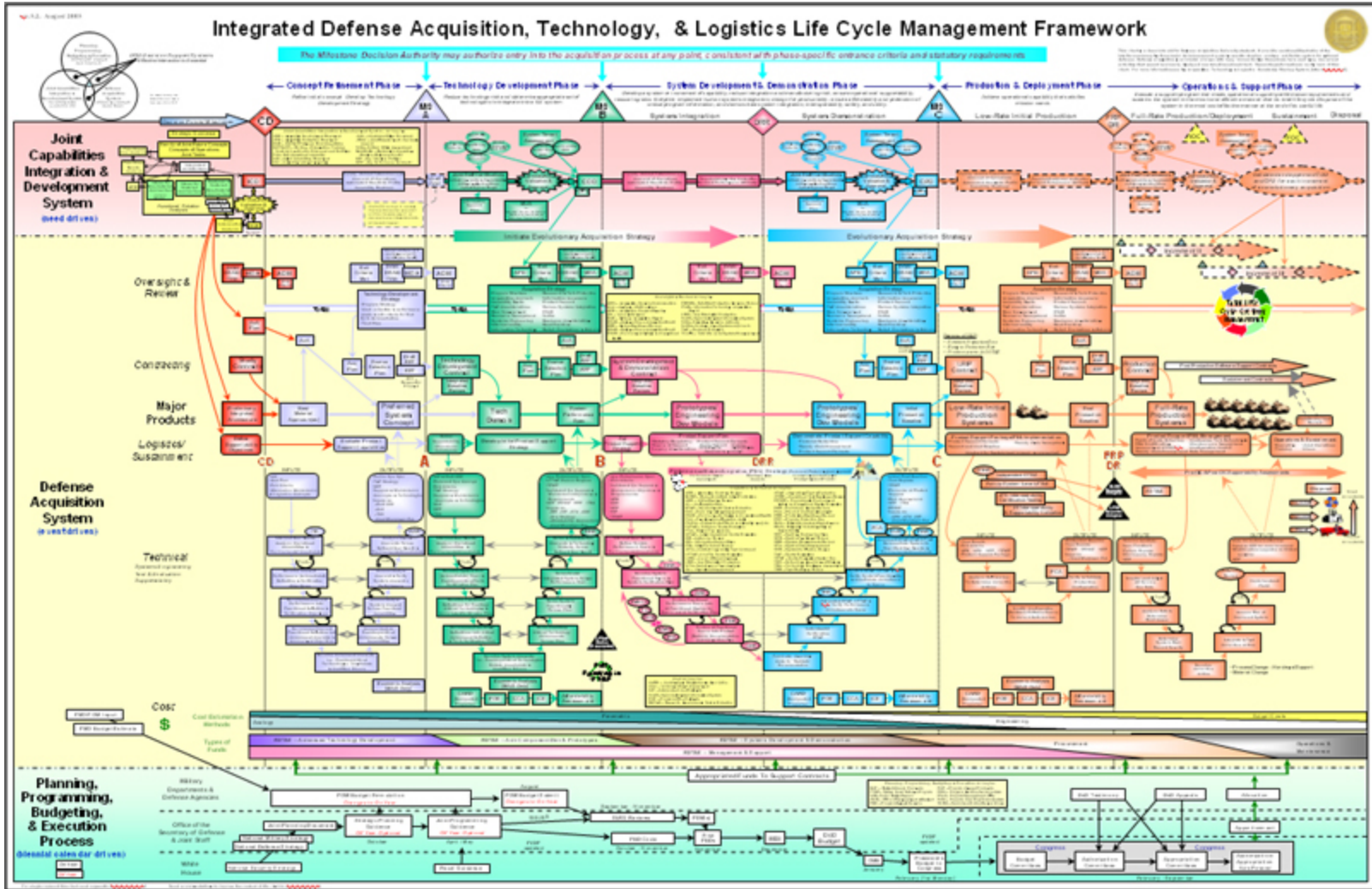


ARFORGEN

- 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/Qtrly to Ensure on Course on Glide Path



Future Work

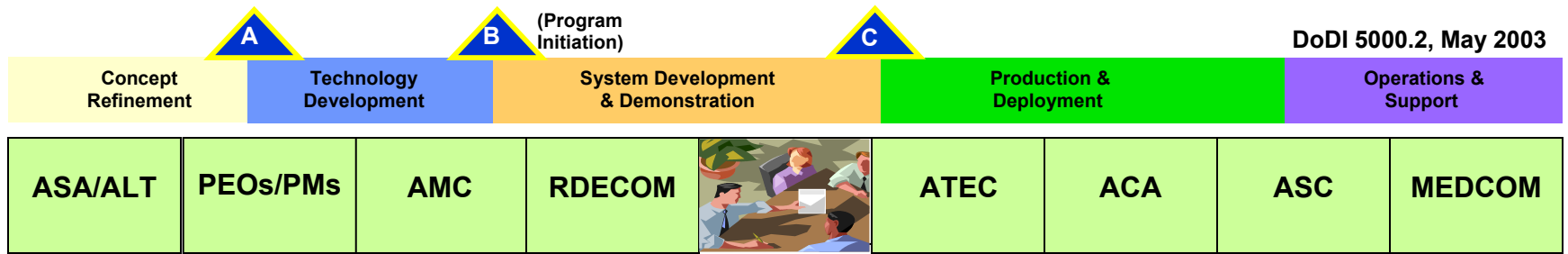


**How do you manage (eat) this process (elephant)?
 One task (bite) at a time.**

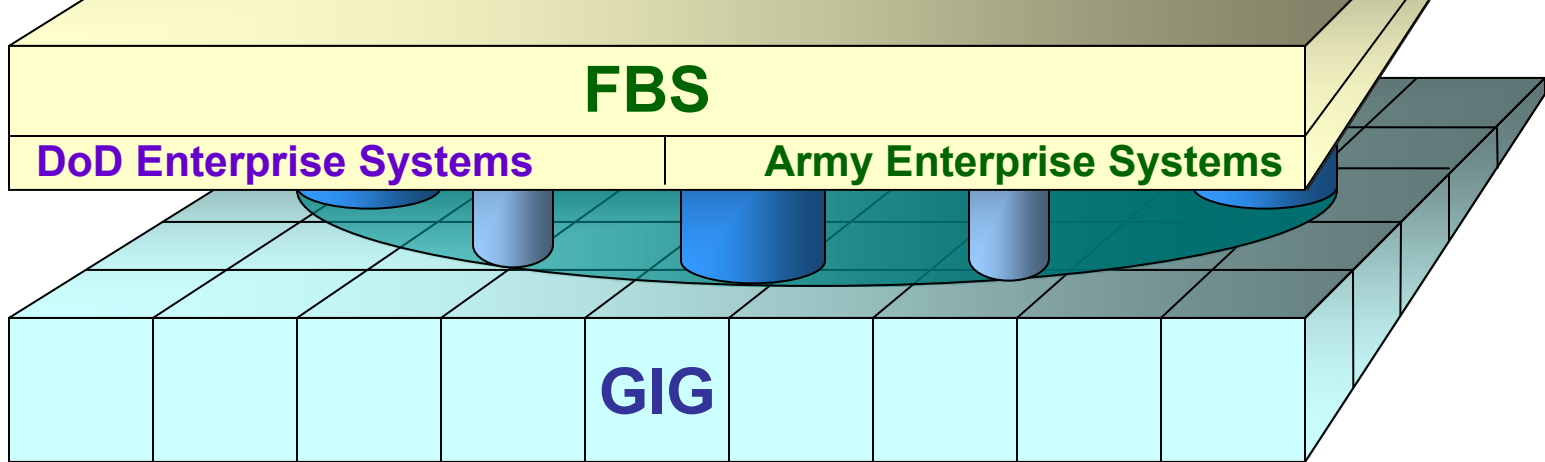
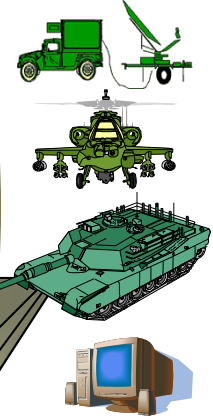
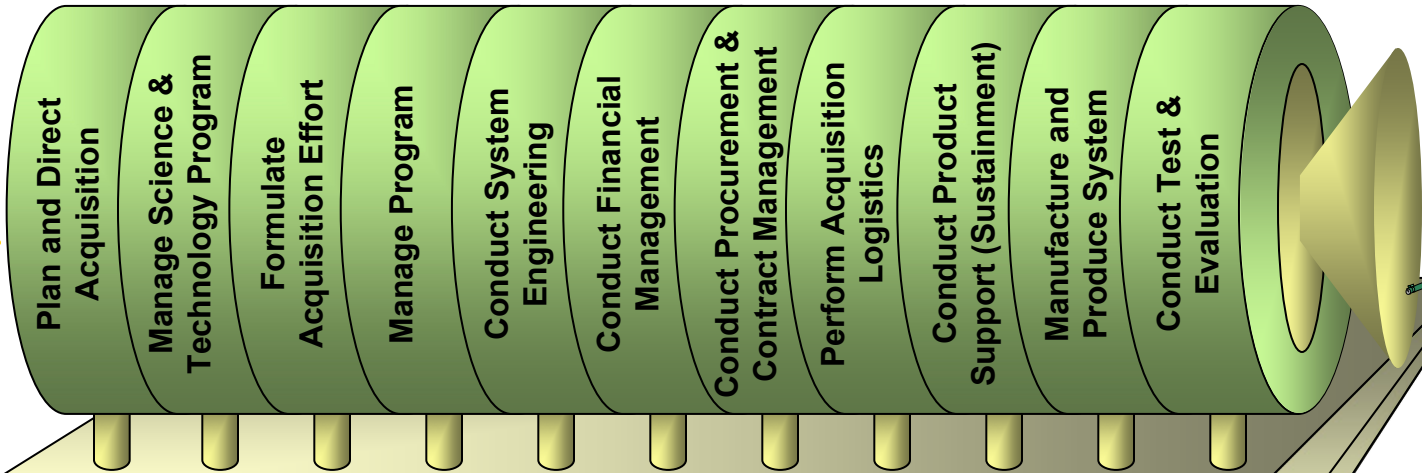
Organization – Process Levels

Functions		Critical Tasks
S T R A T E G I C	Level VIII (SA & CAA)	
	<ul style="list-style-type: none"> Set the Direction of the Whole Enterprise, and Assigns Major Areas of Accountability to Each Direct Subordinate 	
	Level VII (USA; WOSA; ASA; GER)	
O P E R A T I O N A L	<ul style="list-style-type: none"> External Affairs Policy Application Governance Resourcing Continuous Alignment 	<ul style="list-style-type: none"> Set Vision: Structure, Systems and Processes Define Mission Establish Values Create Culture Formulate Enterprise Projects Initiate Change
	Level VI (POASA; SES-4; LTO)	
	<ul style="list-style-type: none"> Policy Formulation Strategy Development Program Analysis & Integration Best Business Practices (Networking) (Command Direct Reporting Units) 	<ul style="list-style-type: none"> Maintain Global Awareness (Political, Environmental, Social, Technical, Informational) Manage Portfolio(s) Allocate Resources Design: Structure, Systems, and Processes
T A C T I C A L	Level V (SES-3; MG)	
	<ul style="list-style-type: none"> Strategy Implementation Identify Customer Needs Business Plan & Program Development Implement Continuous Improvement 	<ul style="list-style-type: none"> Manage Operational Unit(s) Manage Resources Integrate Cross-Functions Create Supportive Climate Formulate Operational Unit Projects
	Level IV (SES-4; GS-15; B&C/colored)	
<ul style="list-style-type: none"> Program Execution Meet Customer Needs Implement Continuous Improvement Manage Resources 	<ul style="list-style-type: none"> Manage people, processes, activities, and resources to achieve goals & objectives Integrate Functions Measure Customer Satisfaction 	
Level III, II, and I		
<ul style="list-style-type: none"> Produce Direct Outputs Interact with Customers Manage to Budget Implement Continuous Improvement 	<ul style="list-style-type: none"> Increase Productivity Measure Customer Satisfaction Eliminate waste Apply Lean Principles Ensure Quality 	
Functions		Critical Tasks

- 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”



Taxpayer
Congress
White House
OMB
OSD
Army



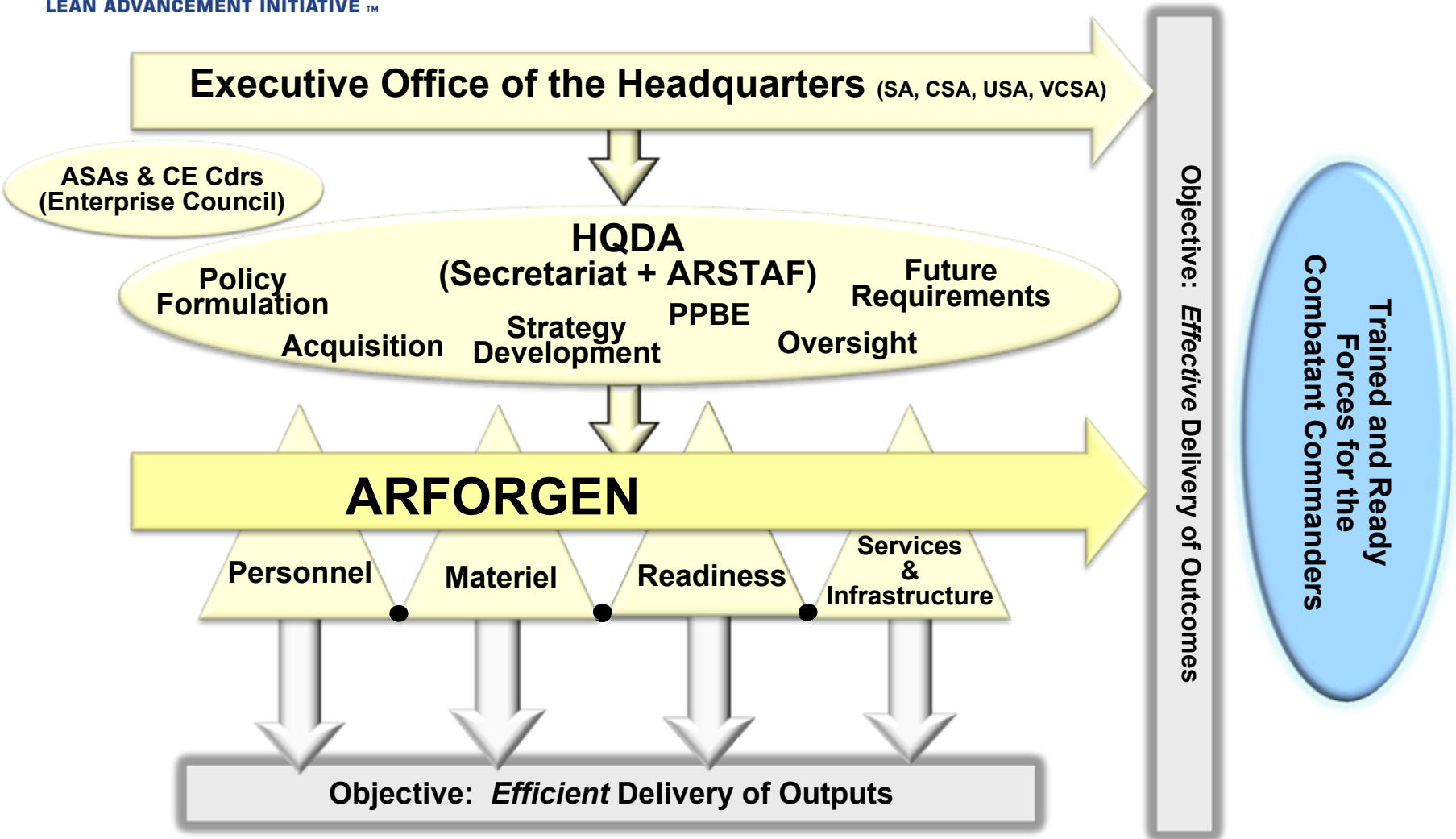
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Core Enterprise Service (CES)
- 

Standardized Acquisition Enterprise Service & Data
- 

Standardized Acquisition Unique Capability & Data

Army Enterprise Management



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