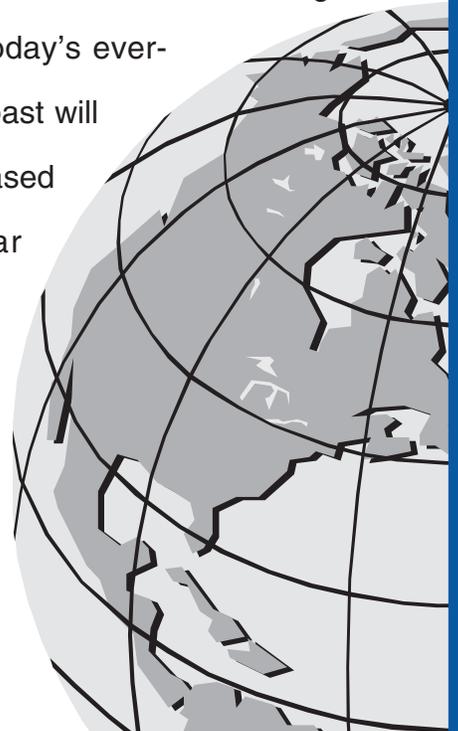




ECSS and Transformation

the way ahead

To effectively support the Expeditionary Air Force, an integrated logistics chain must establish better ways to respond to two critical warfighter questions: “Where is our part?” and “When will we get it?” Clearly, this is no small task in today’s ever-changing world. The solutions of the past will not work for the future. The garrison-based processes born out of the Cold War posture must be fundamentally rethought. Air Force logistics must also become more expeditionary—satisfy operational requirements, be rapid in its response, flexible in its structure, consistent in its delivery, reliable, and economical in its actions.





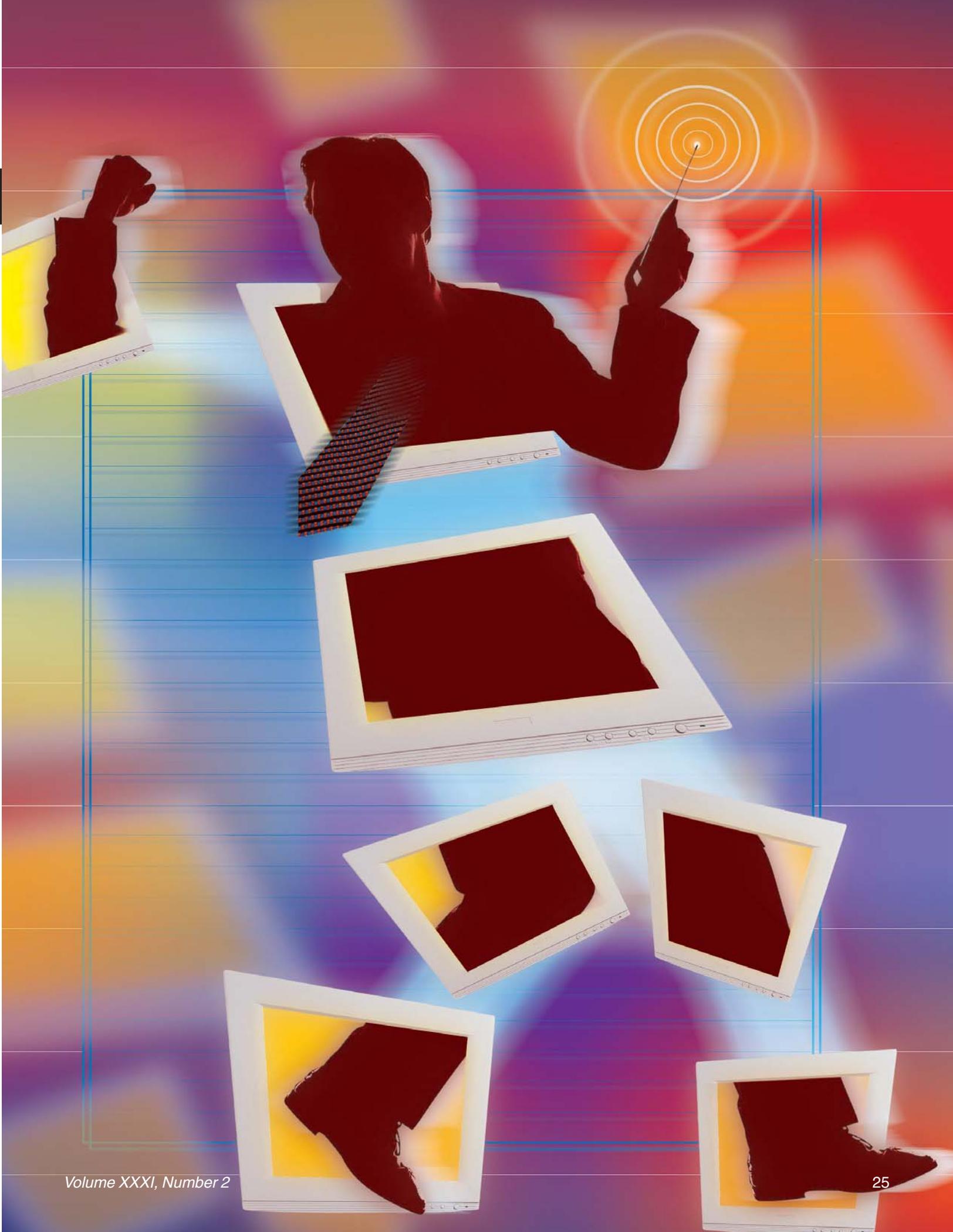
ECSS Change Management

How would you have done it? That really is the fundamental question that arises after years of high-level meetings, strategic studies, systems engineering analysis, and expenditure of millions of dollars. Unfortunately, the answer one often finds is that the business savings or improvements expected to be achieved with implementing an enterprise resource planning (ERP) product suite have partially or completely failed. More often than not, one also finds a string of very similar and very predictable patterns of chaos which could have been overcome through the use of end-user input and ideas, superior leadership, and the well-developed, structured approach clearly spelled out in an overarching organizational change management plan (OCMP).

By late calendar year 2013 (CY13), the Air Force will have successfully completed the implementation of the world's largest, single instance ERP. With over 250,000 primary, secondary, and casual users, the Expeditionary Combat Support System (ECSS) will have enabled transformation of every process, policy, system, and job skill within the end-to-end (E2E) supply chain (E2E supply chain refers to core traditional logistics functional area disciplines, as well as several enabling disciplines such as contracting and finance). ECSS will afford unprecedented opportunities to increase weapon system availability, decrease operations and support costs, and dramatically improve logistics readiness and maintenance support to the warfighter.

In order to accomplish this significant level of transformation, each member of the Air Force logistics enterprise (active duty, Air National Guard, Air Force Reserve, civilian, and contractor) must answer for themselves, "How would you have done it?" and ensure that the answer that works for them as an individual is woven into the overarching ECSS OCMP. This single document establishes the framework and outlines the core processes and procedures the ECSS systems integrator, Computer Sciences Corporation (CSC), believes will best guide the Air Force logistics enterprise through the multiyear stretch of unparalleled transformation. You may be wondering how the Air Force Logistics Transformation Office (LTO) and ECSS Program Management Office (PMO) will ensure that your answers and ideas make it into CSC's OCMP framework. LTO and CSC representatives will come to your installation, your shop, your office, and ask you for your input. CSC has built a dynamic, integrated approach for gathering and assessing





your ideas through the use of interviews, surveys, and questionnaires. Let's address the reasons why your individual input is so critical to the success of the overall ECSS program.

In his 1996 article for the *Harvard Business Review*, "Why Do Employees Resist Change," Paul Strebel provides the following perspective.

Despite the best efforts of senior executives, major change initiatives often fail. Those failures have at least one common root: executives and employees see change differently. For senior managers, change means opportunity—both for the business and for themselves. But for many employees, change is seen as disruptive and intrusive.

The challenges of controlling the impact of predictable disruption and intrusion rest with the LTO. As the organization focuses on ensuring that ECSS end-user interests are kept at the forefront of every organizational change management (OCM) engagement, the LTO will provide the operational lens and filter from which CSC will view all below the major command (MAJCOM) level or tactical OCM activities.

In its capacity as the *single voice of the user*, the LTO will provide CSC initial operational perspectives (to include early warning chaos assessments provided by the MAJCOM champions) on scheduled or phased activities as a way to minimize (where possible) the predictable but necessary disruption of and intrusion into the Air Force logistics enterprise. Achieving success or heading off potential failure of a particular phase, or in some cases the overall effort, may well rest on the timeliness and accuracy of your individual feedback. The LTO and ECSS PMO need your input, via the OCMP interview, survey, and questionnaire processes, to be honest, candid, and constructive when identifying potential disruptive and intrusive activities scheduled for your work center or shop. While disruption and intrusion are necessary components of enterprise-wide

transformational change, each is both predictable and, within reason, controllable.

In addition to your individual ability to increase awareness of potentially disruptive or intrusive transformation activities associated with ECSS implementation, your role as a leader at the flight-, squadron-, group-, wing-, MAJCOM- or headquarters-level cannot be understated. If achieving small, incremental, and measurable change within a single organization requires good leadership, then successfully implementing the world's largest ERP and totally transforming the entire Air Force logistics enterprise requires superior leadership. Superior leadership is the nontechnical, nonsoftware related element that sets the Air Force ERP implementation apart from so many others. Many commercial and government organizations have implemented an ERP application; however, none were individually as large and complex as the ECSS effort. As the Air Force Materiel Command Director of Logistics, Major General Morrill, recently said, "When we've successfully implemented ECSS it will be equivalent to a fundamental DNA change for the entire logistics enterprise—everything about the way we do business will have changed."

The scope of the ECSS program is huge. From a pure information technology (IT), commercial off-the-shelf (COTS) software perspective, the magnitude of the ECSS program is unparalleled. By late CY13, ECSS will have eliminated (through a comprehensive legacy deconstruction and retirement program) the Air Force's reliance on more than 400 legacy systems and applications which control every aspect of the E2E supply chain. This in and of itself is impressive—imagine a future with no D200, D035, G081, CAMS, SBSS, LOGMOD, or any one of your favorite legacy systems or applications. The ECSS COTS product suite, coupled with industry best practices, serves as the enabling capability supporting the enterprise-wide transformation.

A superior leadership effort will be required to transform every underlying process and its associated policy directives in order to be consistent with industry best practices. Note that the statement emphasizes *industry*, not *commercial* best practices. The Air Force has established itself in a position of being fully qualified to develop *industry* best practices and processes through initiatives such as Air Force Smart Operations for the 21st Century, Expeditionary Logistics for the 21st Century, Repair Enterprise for the 21st Century, and the Global Logistics Support Center. The Air Force has a

Article Acronyms

CSC – Computer Sciences Corporation
COTS – Commercial Off-the-Shelf
CY – Calendar Year
E2E – End-to-End
ECSS – Expeditionary Combat Support System
ERP – Enterprise Resource Planning
IT – Information Technology
LTO – Logistics Transformation Office
MAJCOM – Major Command
OCM – Organizational Change Management
OCMP – Organizational Change Management Plan
PMO – Program Management Office

proud history of working with our industry partners to benchmark future-state technological and process-driven approaches. That same superior leadership demonstrated over the course of the last several years will be instrumental in ensuring the spectrum of activities critical to ECSS implementation are accomplished on a specified timeline. Your direct involvement and your superior leadership are just two more aspects of the focused OCMP approach and are the backbone of the ECSS transformational effort. As Fred Nickols said in his 2006 online document, *Change Management 101: A Primer*,

The honest answer is that you manage [change] pretty much the same way you'd manage anything else of a turbulent, messy, chaotic nature, that is, you don't really manage it, you grapple with it. It's more of leadership ability than management skill.

Tying user input and ideas together, as well as focusing the leadership effort, is the job of the entire ECSS Organizational Change Management Team—LTO, PMO and CSC. The OCM Team has embedded many lessons learned in its dynamic approach to OCM. CSC brings years of OCM experience to the effort. Many of CSC's specific OCM tools, methodologies and approaches are accepted industry wide as *best of breed*. From the use of *change agents* to identifying and measuring the readiness of the Air Force logistics enterprise to accept phased implementation and transformational changes, CSC's reputation in harnessing the power of the end-user community is solid. The LTO and PMO representatives assigned to the team bring years of operational logistics and COTS IT experience to the engagement. The OCM Team is responsible for creating the tools to gather your input and ideas via interviews, surveys, and questionnaires.

All information obtained from across the logistics enterprise will be compiled, analyzed, and presented to the LTO and ECSS senior stakeholders. They will then use the information to make informed decisions about upcoming scheduled events. The role of the OCM Team, simply put, is to keep its finger on the pulse of the enterprise, and ensure the LTO and ECSS PMO are well aware of the enterprise-wide health prior to proceeding with specific ECSS implementation activities. It is important to remember that CSC and all of its teaming partners (subcontractors) are focused on

assisting the Air Force logistics enterprise through this challenging and chaotic series of events. The OCM Team will be your customer-facing agent tasked to keep you informed of what's ahead and will work with the LTO, PMO, and CSC to establish the tempo by which we transform our entire way of doing business and provide support to the warfighting community.

This is an unprecedented, unparalleled opportunity to completely transform the fundamental business rules, processes, policies, and systems which comprise the Air Force logistics enterprise. ECSS is the enabling technology which will support enterprise-wide process and policy transformation. The LTO, ECSS PMO, and CSC are committed to ensuring the success of the ECSS program. The OCM Team and its representatives are posturing themselves to work with each of you on an individual and organizational basis to ensure we've captured your input and ideas at every phase of the program. Your ideas, input, and superior leadership are the nontechnical aspects of the effort which are absolutely critical to ensuring the success of the overall program.

As Major Deborah Blood outlined in her Air Force Institute of Technology thesis, "Predicting the Benefits, Barriers, and Bridges for USAF ECSS Implementation," there are several *bridges* to success for the ECSS program. Superior leadership and a strong change management program are at the top of the list. The OCM Team, capitalizing on years of logistics and IT experience, has designed the OCMP to build these bridges; however, you, as individuals, are the most important link to controlling the predictable chaos.

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