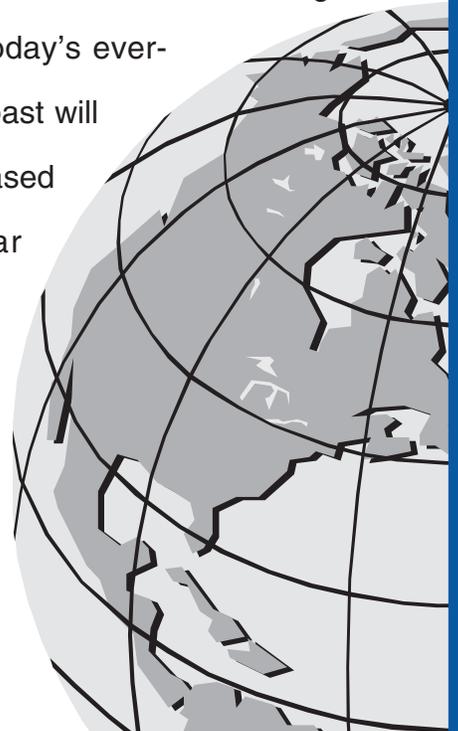




ECSS and Transformation

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.





The Logistics Transformation Office

Introduction

Expeditionary Logistics for the 21st Century (eLog21) is a transformation campaign designed to increase the combat capability of the Air Force through logistics management process improvements. The Logistics Enterprise Architecture (LogEA) contains the guiding principles for accomplishing the eLog21 goals, and the Expeditionary Combat Support System (ECSS) is the technology enabler for future Air Force logistics operations. As a key component of the eLog21 campaign, ECSS will adhere to the true vision of eLog21. It will embrace LogEA principles, and through its development, redesign Air Force logistics business processes. eLog21, LogEA, and ECSS will revolutionize Air Force logistics for the 21st century.

The Logistics Transformation Office (LTO) and ECSS

A number of LogEA tenets are used by the LTO in defining the ECSS solution. A major tenet of LogEA is the creation of an enterprise planning capability with decentralized execution. All make, buy, and repair induction decisions will be made from a centralized planning system. The algorithms built into the

planning system will be designed to reduce cost and increase weapon system availability across the entire Air Force, not for individual locations. Locations will repair weapon systems to the due dates specified by the enterprise-level plan. Simply put, the future logistics enterprise will be designed with a process-centric approach rather than a function-centric approach. As a result, the LTO will verify that defined business processes (accomplished via the blueprinting process) are based on maximizing the capability of logistics end-to-end processes, rather than individual functions.

Air Force supply chain management responsibilities are a subset of the much larger Department of Defense supply chain management responsibilities, both of which manage internal and external suppliers of goods and services as well as financial procedures. Key performance indicators (KPIs) developed throughout blueprinting will measure performance of end-to-end processes,





and those process KPIs will tie directly back to the goals of eLog21 (20 percent increase in equipment availability and 10 percent reduction in cost). The development of useful KPIs is essential to the LTO's effort to deliver the LogEA capabilities.

Purpose of the LTO

The LTO's purpose is to support realization of the Deputy Chief of Staff Installations, Logistics & Mission Support (HQ USAF/A4-7) vision of a transformed Air Force logistics enterprise by supporting eLog21 initiatives and ECSS development. The LTO is responsible for gathering end-user requirements and ultimately is the voice of, and the advocate for, the end-user community. This effort will result in successfully implementing best business practices, enabling information technology (IT) tools, and aligned organizational structures. By achieving the A4-7 vision, the Air Force supply chain will deliver total asset visibility, centralized planning, and coordinated execution across the entire logistics enterprise. The LTO maintains control over delivering the appropriate functional solution to Air Force logisticians and communicating the future ECSS configured solution to the logisticians at the field level.

The LTO is the primary organization responsible for aligning logistics requirements with the expectations of the logistics community and the capabilities of the ECSS product suite. The LTO's vision and goals make it the primary advocate for user concerns regarding the ECSS solution. The LTO is working with the systems integrator (SI) through the ECSS Program Management Office (PMO) to craft the best possible solution and also communicate the solution to the Air Force logistics community. Looking out over the next 6 years, the LTO will participate in:

Article Acronyms

COTS – Commercial Off-the-Shelf
ECSS – Expeditionary Combat Support System
eLog21 – Expeditionary Logistics for the 21st Century
IPT – Integrated Process Team
IT – Information Technology
KPI – Key Performance Indicators
LogEA – Logistics Enterprise Architecture
LTO – Logistics Transformation Office
PMO – Program Management Office
SCOR – Supply Chain Operations Reference
SI – Systems Integrator
SME – Subject Matter Expert

- Blueprinting processes
- Shaping workforce processes
- Delivering change management

LTO Resources

Within the LTO there are 45 subject matter experts (SME)—all dedicated to supporting the Air Force logistics community throughout the IT transformation process. The LTO is divided into three branches—planning, execution, and integration. Expertise within the LTO can be divided into two separate workstreams, which are represented in each LTO branch:

- Supply chain management processes
- Enterprise resource planning (ERP) and commercial off-the-shelf (COTS) systems

Most of the LTO members are SMEs whose expertise encompasses all Air Force supply chain management processes. These people are all highly experienced, previously enlisted and civilian resources, most with multicommand Air Force logistics experience. LTO SMEs have the primary responsibility for providing the SI with Air Force logistics constraints, assumptions, and knowledge of current Air Force processes. In addition, these individuals have been organizing other Air Force SMEs who are augmenting the blueprinting process by providing targeted expertise. A smaller portion of the LTO is made up of people with an in-depth knowledge of the ERP life-cycle process and the commercial-off-the-shelf (COTS) applications used to build the final ECSS product.

The LTO, Blueprinting, and Legacy Systems

LTO workstreams are aligned to best support the customer—the Air Force logistics community. In this regard, the first major task was to leverage the expertise of Air Force logistics personnel from the major commands, the Defense Logistics Agency, the Defense Finance and Accounting Service, Air National Guard, Air Force Reserve Command, and other organizations—throughout blueprinting process—for expertise on how the Air Force is doing business. The LTO is playing a major role in blueprinting as the voice of the customer and customer needs.

As ECSS development progresses, the LTO will be responsible for coordinating a consistent, clear message about ECSS to the bases. This task is typically referred to as *tactical change management*.

Throughout the Air Force, there are hundreds of databases and applications in use for each of the niche mission needs of the Air Force logistics community. In the new world of ECSS, the LTO will ask, “Can ECSS provide an equivalent functionality for system XYZ?” The LTO is responsible for coordinating, analyzing, and adjudicating all requests for legacy system persistency from organizations across the Air Force. A persistent legacy system is an IT system that will remain active after the implementation of ECSS. The goal is no persistent legacy systems. By contacting the LTO, any organization requesting persistency of its systems will begin a detailed discussion with the LTO. Essentially, any group requesting their system stay active after the deployment of ECSS must prove to the LTO that ECSS cannot provide the required functionality.

In addition to reviewing Air Force systems, the LTO continues its effort to ensure required initiatives are delivered through ECSS. For example, embedded within the eLog21 initiative are several programs intended to alter the current Air Force logistics business processes in an effort to streamline the large Air Force supply chain. Initiatives like Repair Enterprise for the 21st Century, Air Force Smart Operations for the 21st Century, and Centralized Asset Management will not be hindered by the introduction of ECSS, but will be enabled. The LTO’s responsibilities include incorporating the intent of eLog21 initiatives into the final ECSS solution.

LTO Guidance

All functional guidance provided by the LTO falls into one of the three areas—planning, execution, and integration—each of which map back to a Supply Chain Operations Reference (SCOR) model process. The SCOR methodology is the technique used to minimize gaps during the blueprinting process through a series of process divisions. These supply chain divisions for IPT purposes are:

- Plan
- Source
- Make and repair
- Deliver and return
- Enable

Just as SMEs attending the blueprinting process are assigned to an integrated process team (IPT) based upon SCOR, LTO members are dedicated to a specific IPT based on specific abilities and expertise. The LTO

Planning Branch provides resources for the plan portion of SCOR; the Execution Branch provides source, make and repair, deliver, and return resources; and the Integration Branch provides resources responsible for enable (master data management and product life-cycle management).

Defining Business Process Requirements - More About ECSS Blueprinting

Work on ECSS began with defining the business process requirements. This phase of the project is called blueprinting. Blueprinting clearly identifies the preferred Air Force configuration of the ECSS software. Blueprinting accomplishes this with a top down approach beginning with an Air Force enterprise-wide view and finishes by defining the business area-specific configurations. LTO IPT members participate in the blueprinting process to support and validate the requirements identified by the Air Force SMEs (those augmenting the blueprinting process by providing targeted expertise from outside the LTO). When there is a disagreement among Air Force SMEs in defining the configuration, the LTO member within the IPT is responsible for evaluating the viewpoints of the SMEs and deciding on a final solution. The final solution may be a compromise between two opposing viewpoints, two separate configuration solutions for differing locations or organizations, or as a last resort, moving the decision up the governance chain to obtain a final answer from ECSS management. SMEs participating in the blueprinting process have been empowered to make decisions on the configuration of ECSS and that is why it is estimated that 80 percent of decisions will be made by the SMEs and will not move to the next level of governance.

Measuring Progress - The Balanced Scorecard

The LTO uses a balanced scorecard approach to identify its goals, align initiatives to those goals, and measure progress toward the LTO goals. The balanced scorecard has the following perspectives.

- Customer
- Process integrity
- Change management resources

The customer perspective is aligned to the LTO’s goal of representing over 250,000 Air Force

logisticians. In this regard, the LTO is responsible for ensuring comprehensive and balanced participation in the ECSS blueprinting process. Additionally, the LTO must be the representative to the Air Staff and ensure the COTS solution is used without modification. Therefore, the LTO is measuring deviations from the COTS product on a continual basis and has created feedback mechanisms such as the post-blueprinting survey.

The LTO and Change Management

Once configuration is complete, the process of delivering the configured solution to the Air Force will begin. At that point, change management will become the most significant role of the LTO. The LTO is responsible for delivering information to the Air Force logisticians who will be using ECSS. This is a huge effort and will continue throughout the entire program.

Conclusion

The LTO looks forward to continuing work with the logistics community to deliver the best possible product. Success of ECSS is highly dependent on the support of the entire Air Force logistics community. The driving force behind LTO will be ensuring the voice of the logistics community is the main driver for transforming the Air Force's business processes.

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Knowledge - Technology - Innovation

Lots of organizations have catchy mottoes. Likewise, many have catchy vision statements. We do, too. But there's a big difference—we deliver on what we promise. *Generating Today's Solutions, Shaping Tomorrow's Logistics* aren't just words to us; they're our organizational culture. We use a broad range of functional, analytical, and scientific expertise to produce innovative solutions to problems and design new or improved concepts, methods, systems, or policies that improve peacetime readiness and build war-winning logistics capabilities. Our key strength is our people. They're all professionals from logistics functions, operational analysis sections, and computer programming shops. Virtually all of them have advanced degrees. But more important, virtually all of them have recent field experience. They've been there and done that. They have the kind of experience that lets us blend innovation and new technology with real-world common sense and moxie. It's also the kind of training and experience you won't find with our competitors. Our special blend of problem-solving capabilities is available to every logistician in the Air Force.

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