



# **Transforming the Department of the Army**

**Overview for  
NDIA Atlanta Executive Seminar**

**April 29, 2003**

# Key Points

- Army continues to pursue change aggressively to build the most effective, efficient organization possible.
  - *Change is hard.*
  - *Many changes are cultural --- half-generational?*
  - *Warfighting, as well as force generation capabilities!*
- Efficiencies in the “business” side of the Army are being re-invested.
  - *More than 1,000 military and civilian spaces in major headquarters, another 1,500 likely in the next 12-18 months.*
  - *With Human Resources reorganization, could re-allocate up to 10,000 spaces to warfighting elements*
  - *More spaces in logistics transformation*
- Next few months critical for a very busy Army!

# Key Factors and Considerations

## Evolving perspectives

- Future threats unknown --- uncertainty = capabilities-based forces
- Accounting for surprise required in US planning
  - Iraq and Afghanistan as models for warfighting concepts
  - Implications for forces and stationing
- Concern for reliance on RC mobilization
- Opportunity in “*strategic pause*” of major power competition
- Joint network-centric warfare

## Emerging thoughts

- Forward deterrence and early combat power at the point of crisis
- Flexible headquarters and forces, rapid tailoring, fight as joint force
- Information-enabled operations and support
- Highly integrated joint fires
- Decreased logistics footprint and burden

***Transformation --- a real concept??***

# Phase 1 Realignment Outcomes

## Installation Management

- Centralized into 7 regions
- Common services and standards
- Restore the infrastructure
- Aggregate and compete demand
- Direct funding
- *Focus warfighter on training/operations*

## Acquisition

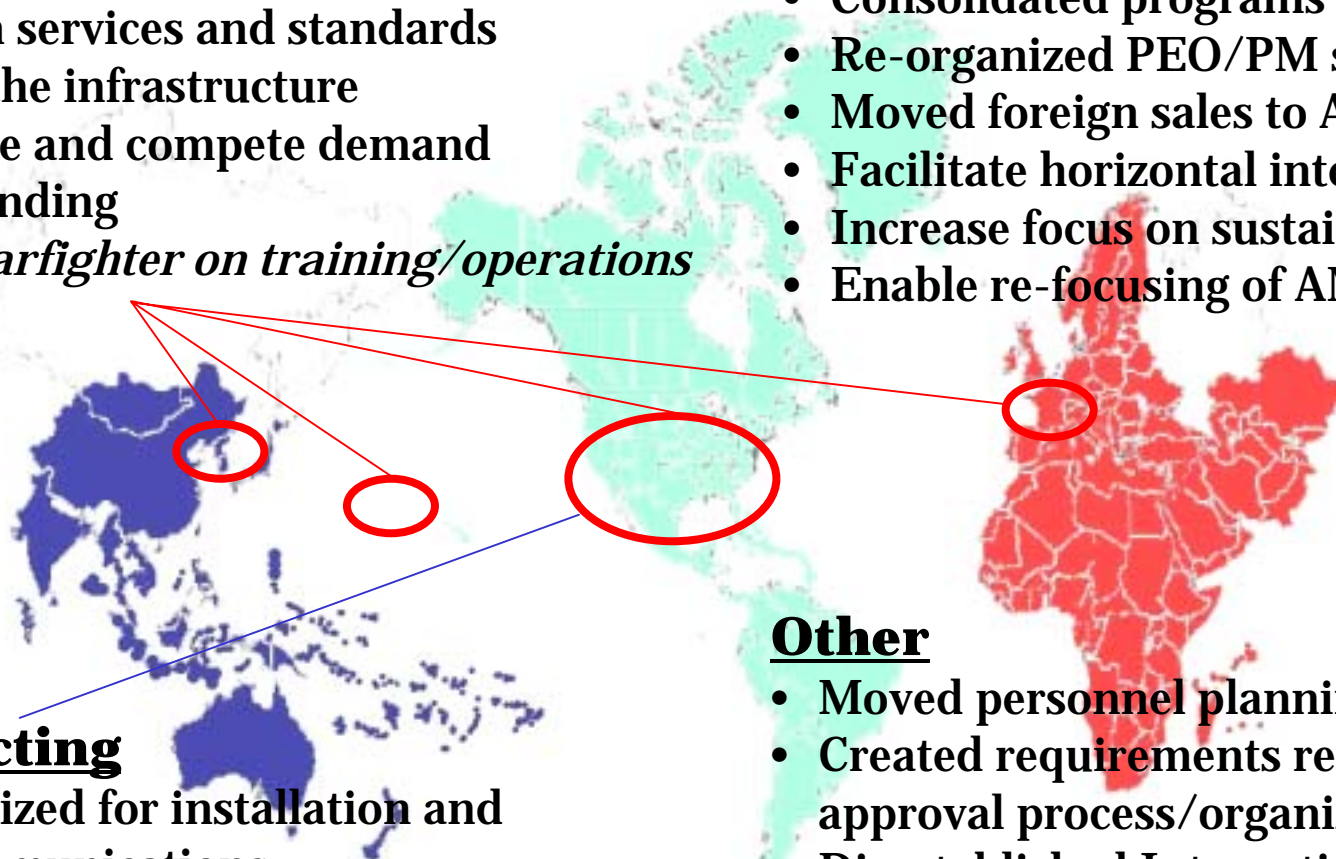
- Consolidated programs under AAE
- Re-organized PEO/PM structure
- Moved foreign sales to AAE
- Facilitate horizontal integration
- Increase focus on sustainability
- Enable re-focusing of AMC

## Other

- Moved personnel planning to G-1
- Created requirements review and approval process/organization in G-3
- Disestablished International Affairs
- Integrated Reserve components

## Contracting

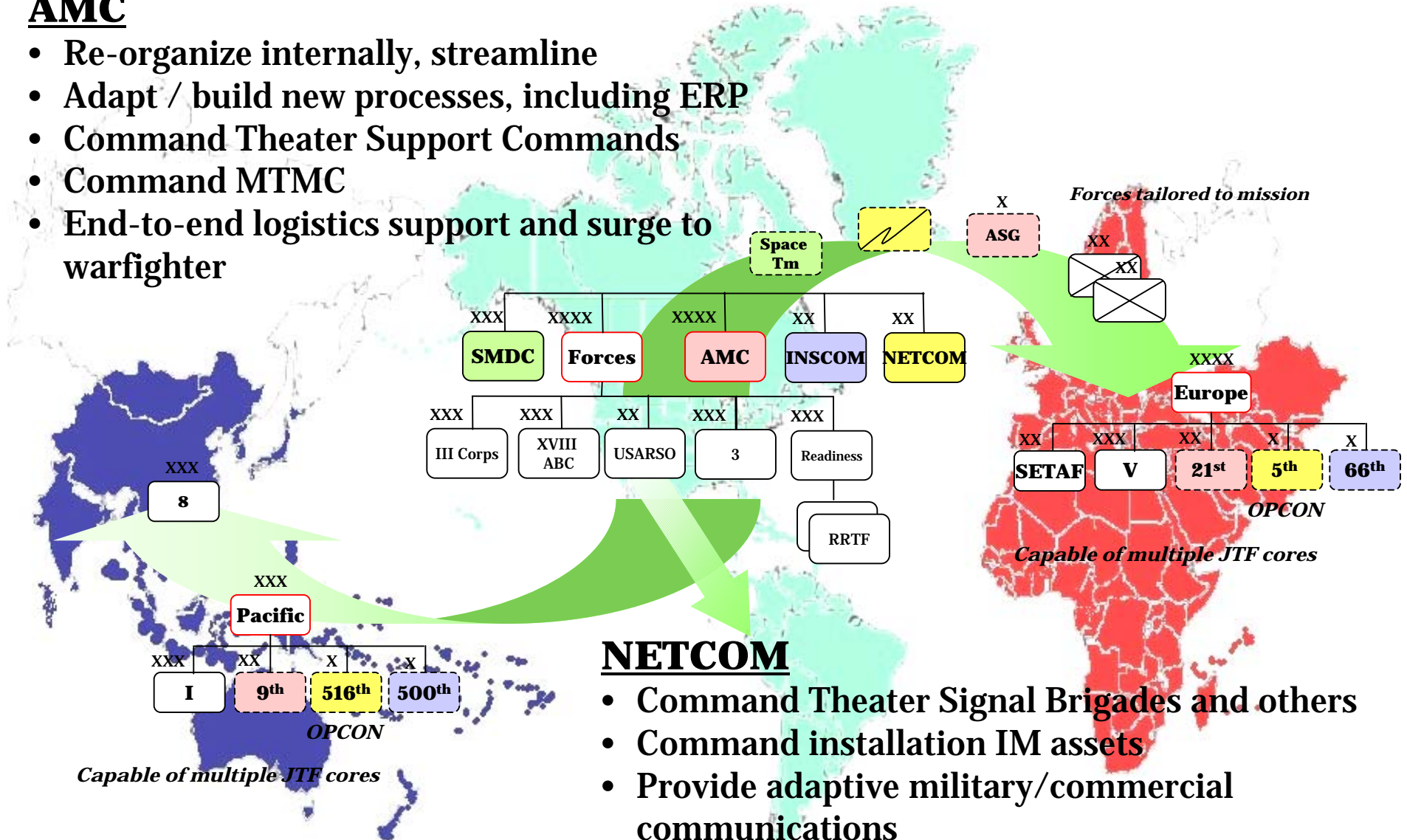
- Centralized for installation and IT/communications
- Increased efficiency
- Contract for aggregated demand
- *Provide warfighter responsive contingency support*



# Realignment to a More Global Force

## AMC

- Re-organize internally, streamline
- Adapt / build new processes, including ERP
- Command Theater Support Commands
- Command MTMC
- End-to-end logistics support and surge to warfighter



## NETCOM

- Command Theater Signal Brigades and others
- Command installation IM assets
- Provide adaptive military/commercial communications
- Control resources to build Army and Joint interoperability

# Enterprise Solutions

- **New business processes** to complement new organizational posture
  - OSD effort --- Business Systems Modernization Initiative
  - Army working several functional domains
    - *Personnel* with DIMHRS
    - *Logistics* with LMP and GCSS-A/Tactical
    - *Medical* Class VIII
  - Others under consideration
    - *Installation management*
    - *Financials* --- linked to OSD selected system
- **Challenges**
  - Changing business processes within established organizations
  - Ensuring an adequate communications infrastructure
  - Fielding a mobile capability
  - Ensuring integrated outcomes

# Complexity of Transforming

## Key Considerations

- Post-Iraq stability operations .... and others
  - Post-Iraq overseas posture and footprint
  - Concern for future roles of Reserve components
    - Balance between Defense and homeland security missions
  - Joint studies, e.g., *Joint logistics*
  - Personnel transformation
    - Impacts on organization, structure, and stationing
  - Logistics transformation
    - Impacts on layers of command and control, numbers of logisticians, distribution in the battlespace
  - Objective Force / FCS --- Increment #1, Milestone B, SDD
  - Echelons of Army command
  - 3<sup>rd</sup> Wave conversions
  - BRAC implications --- force structure, global footprint, efficiency
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