



Integrating & Leveraging

Leading Practices

For Effective

Environmental Program Transformation

Joint Services Environmental Management (JSEM)

Conference - 21 May 2007

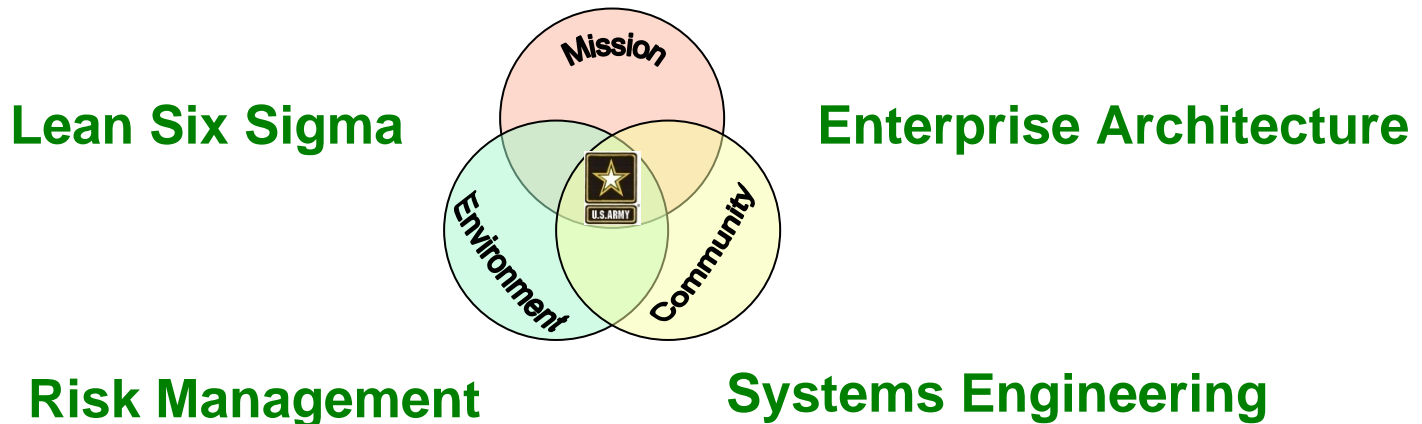




Purpose

To present how the U.S. Army is using an integrated portfolio of leading management practices to improve the effectiveness of Army Environmental Programs business transformation and integration efforts.

Strategic Planning





Bottom Line Up Front

Effective Business Transformation is possible, but requires successful integration and use of a portfolio of leading management and systems engineering practices in order to optimize desired outcomes.





Outline

- Situation – Need for Change
- Background – “5 W’s”
- How – “Eaches” & Integrated
- Results & Status
- Lessons Learned
- Summary & Conclusion



Situation

- Changing World
- Changing Nation
 - Changing Defense Department
 - Changing Army
 - Army Environmental Programs...



“The significant problems we face cannot be solved at the same level of thinking we were at when we created them.”

– Albert Einstein



Background – What & Why

Desired Outcomes

- ❑ Align organizations' strategic objectives and establish performance metrics
- ❑ Define business processes and their data requirements
- ❑ Ensure IT investments generate business value



Background – What

OACSIM Business Groups

MILCON
Real Property
Housing
Stationing
BRAC
Safety...

✓ Environment

Environmental Program Group

Environmental Quality

Environmental Cleanup

AEP LOB

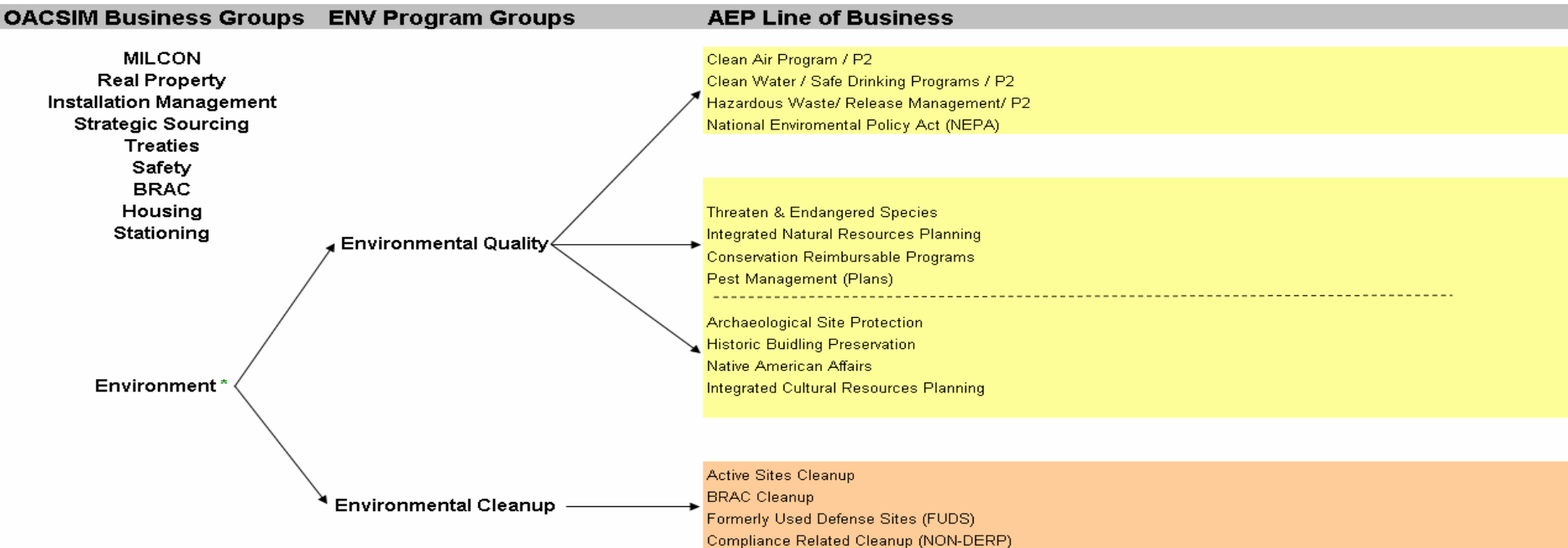
Lines
Of
Business

✓ **Program Support** - Key management functions that support execution of one or more of the AEP Lines of Business.

✓ **Program Initiatives** - Current or emerging initiatives that enhance one or more AEP Lines of Business, and/or sustain Army operations and training.



Background – What



<u>Program Support</u>	
Environmental Management Systems (EMS) Environmental Regulatory Monitoring Environmental Quality Acquisition Support Environmental Performance Assessment System (EPAS) Environmental Quality & Closure Liabilities Reporting	Environmental Cleanup and Liabilities Reporting Installations Status Report - Natural Infrastructure (ISR- NI) Installation Status Report - Services Range Management (G3 Support)

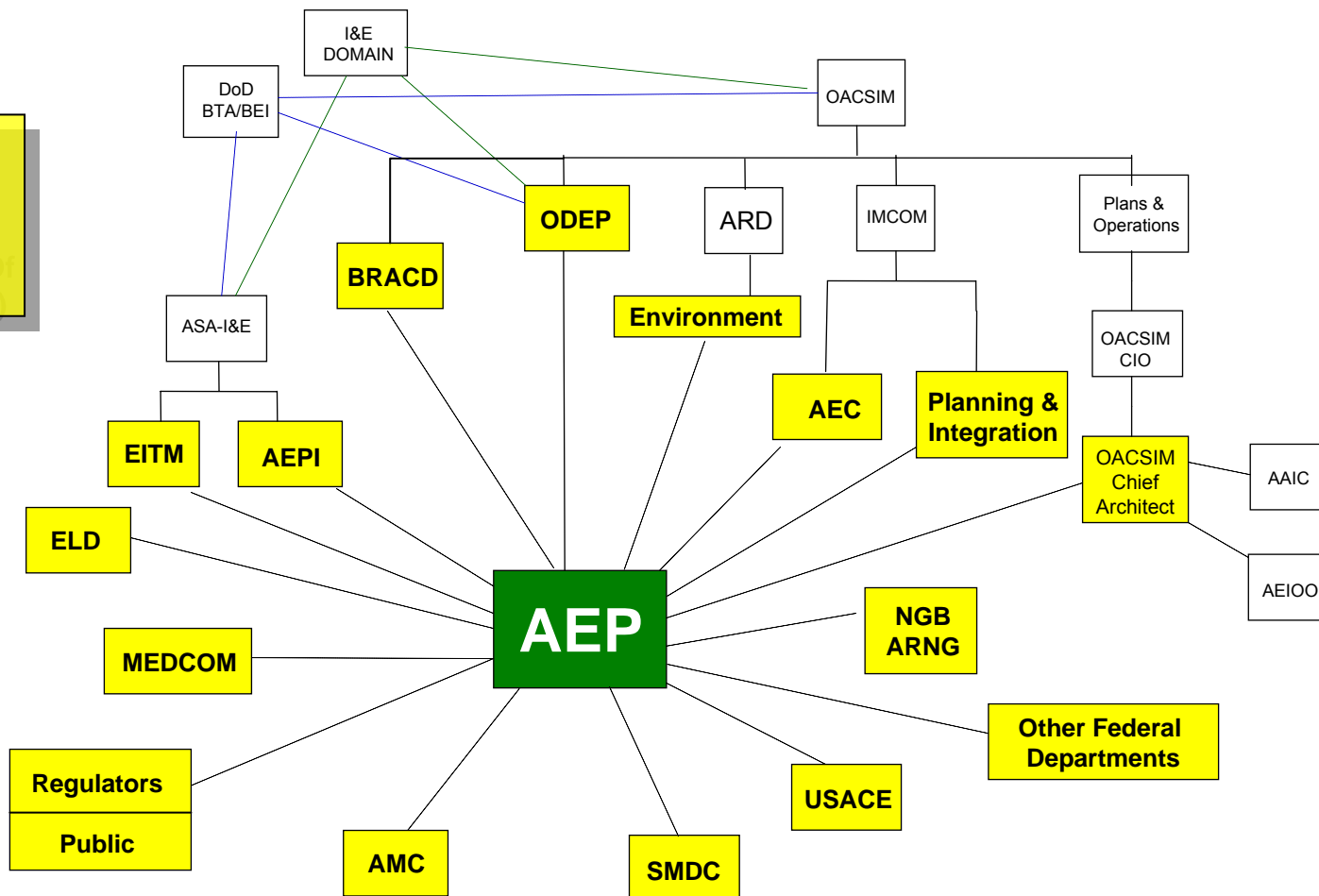
<u>Program Initiatives</u>	
Emerging Contaminants Environmental Quality Technology Range Assessments	Army Compatible Use Buffers Requirements (ACUB) Hazardous Materials Management Program (HMMP) Green Procurement Program (GPP)



Background – Who & Where

Legend:

AEP BEA Workgroup Members & Community Of Interest (COI)





Background – When

Four Major Phases: 1 October 2006 – 29 February 2008

- Phase 1 Establish AEP Business Enterprise Governance
1 October 2006 – 31 December 2006 (on-going)

- Phase 2 Develop and Implement Target Architecture and Transition Plan
Environmental Clean-up Program Group Target Architecture
1 October 2006 – 31 July 2007

- Phase 3 Develop and Implement Target Architecture and Transition Plan
for the Environmental Quality Process Group
1 January 2007 – 30 December 2007

- Phase 4 Develop and Implement Target Architecture and Transition Plan
for Environmental Support and Initiatives
1 May 2007 – 29 February 2008



Background – What & When

AEP BEA 2.0 Timeline

	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08		
Environmental Cleanup Program Group Oct 06 - Jul 07	Active Sites, BRAC, FUDS, Compliance Related Cleanup, Environmental Cleanup & Liabilities Reporting, Range Assessments, Emerging Contaminants																		
Environmental Quality Program Group Jan 07 - Dec 07				Clean Air/P2, Clean Water / Safe Drinking/P2, Hazardous Waste / Release Management/P2, National Environmental Policy Act, Threaten & Endangered Species, Integrated Natural Resources Planning, Conservation Reimbursable Programs, Pest Management, Archaeological Site Protection, Historic Building Preservation, Native American Affairs, Integrated Cultural Resources Planning, Environmental Management Systems, Environmental Performance Assessment System, Environmental Quality & Closure Liabilities Reporting															
Environmental Program Support / Initiatives (remaining) Jun 07 - Feb 08										ACUB, Green Procurement, HMMP, EQT, Environmental Regulatory Monitoring, Environmental Quality Acquisition Support, ISR-NI, ISR-S, Range Management (G3 Support)									





Strategic Planning

AEP Business Process Review (BPR)

Drivers:

- Government Performance and Results Act of 1993 (Section 306)
 - Paperwork Reduction Act of 1995 (Section 3506)
 - Clinger-Cohen Act of 1996 (Sections 5122 and 5123)
 - OMB Circular A-11 (Section 210)
-
- ✓ Mission, Vision, Governing Principles
 - ✓ Strategic Plan
 - ✓ Strategic Goals – *The Army Strategy for the Environment*, 1 Oct 04
 - ✓ Strategic Objectives – for each AEP Line Of Business
 - ✓ Performance Goals (Targets)
 - ✓ Performance Measures (Success Indicators)
 - ✓ Strategies & Means – Program Groups, Lines Of Business, Resources



Lean Six Sigma

A business improvement methodology that maximizes shareholder value by achieving the fastest rate of improvement in customer satisfaction, cost, quality, process speed, and invested capital. - Lean Six Sigma Institute

Goals:

- Accelerate Business Transformation and Process Improvement
- Increase Productivity and Reduce Costs

- Define
- Measure
- Analyze
- Improve
- Control

- Suppliers
- Inputs
- Process
- Outputs
- Customers

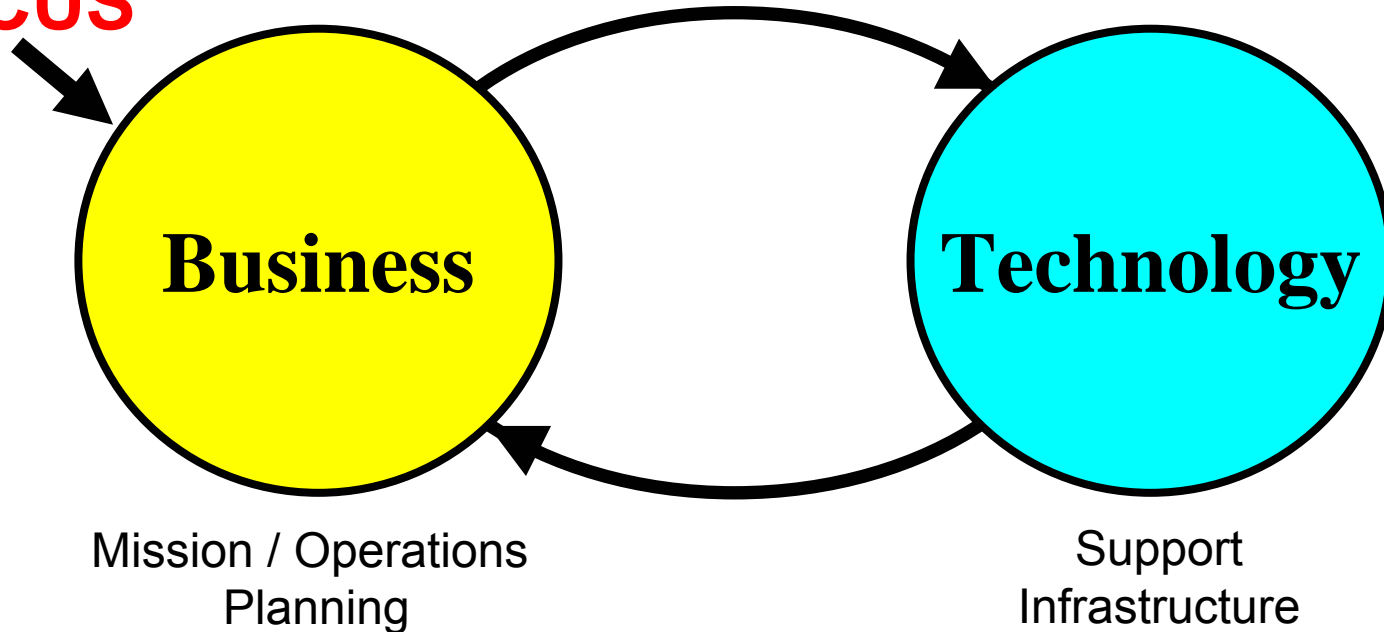
Value Stream
Mapping &
Analysis



Enterprise Architecture

Purpose: **ALIGNMENT**

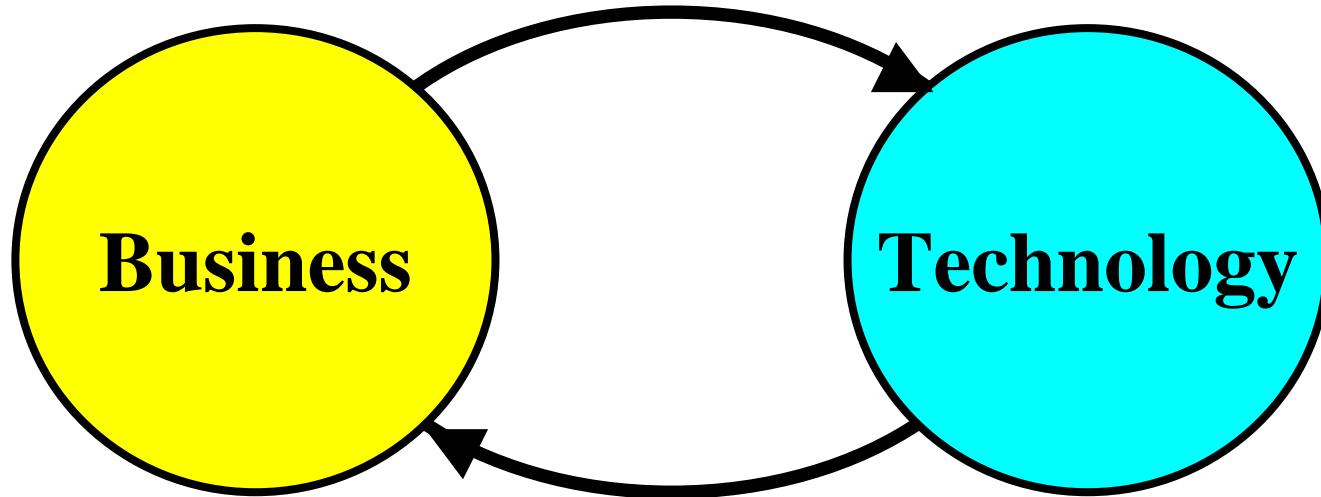
FOCUS



“A strategic information asset base, which defines the business, the information necessary to operate the business, the technologies necessary to support the business operations, and the transitional processes necessary for implementing new technologies in response to the changing business needs. It is a representation or blueprint.” – Chief Information Officers Council, 1999



Enterprise Architecture



OMB Cir A-130

Business Processes	Information Flows	Data Descriptions	Applications	Technology Infrastructure	TRM
					SP

DoDAF

Operational View	Systems View	Technical Standards View
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Systems Engineering

- Determine Target Operational Requirements
- Use Target Operational Requirements to determine Target Systems Requirements
- Use Target Systems Requirements to conduct Analysis Of Alternatives (AOA) & selection
- Use Target Systems Requirements to facilitate certification and guide systems implementation



Risk Management

1. Risk Identification: Name & Description
2. Risk Analysis:

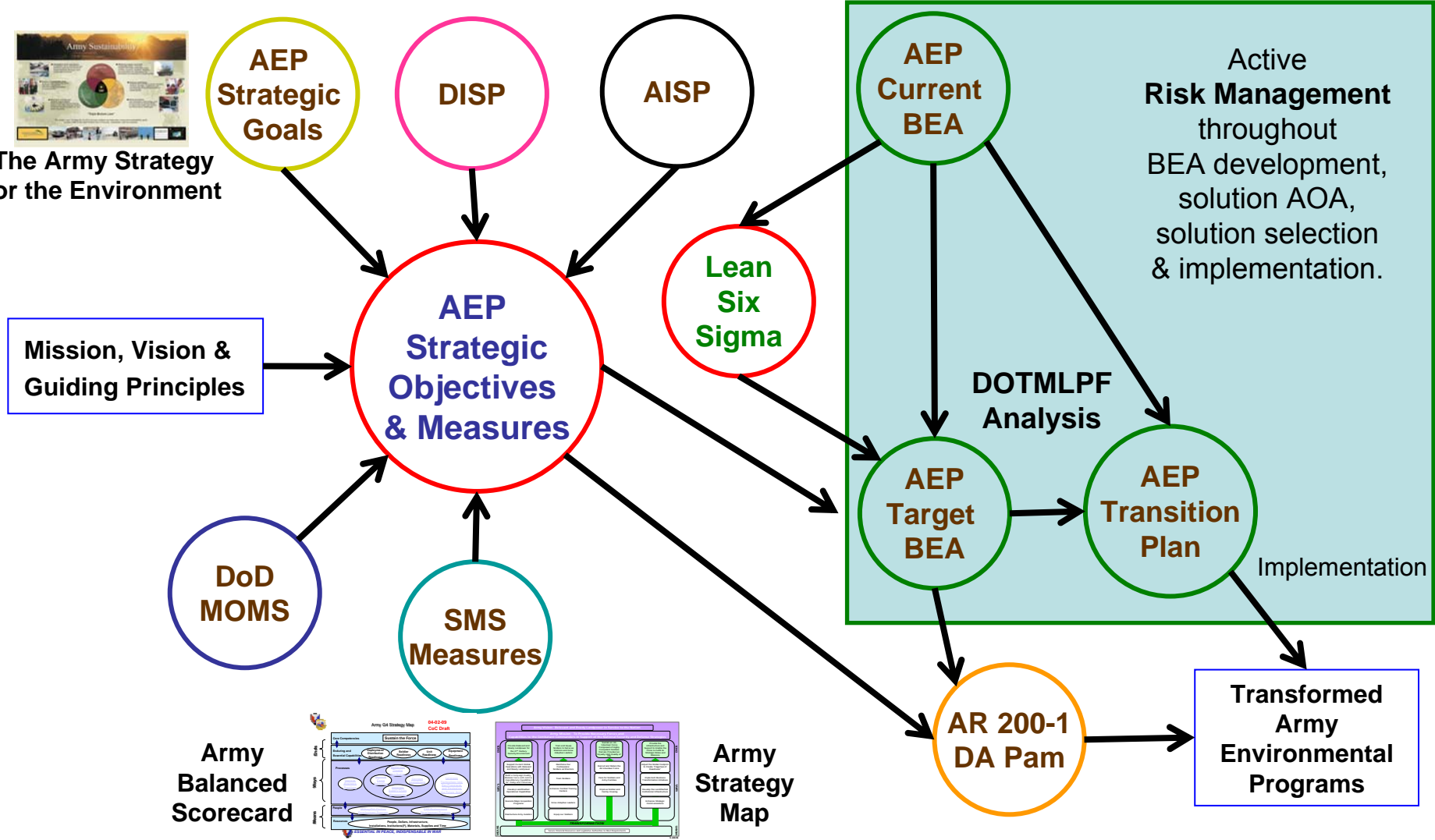
		PROBABILITY				
		Frequent	Likely	Occasional	Seldom	Unlikely
SEVERITY	Catastrophic	E	E	H	H	M
	Critical	E	H	H	M	L
	Marginal	H	M	M	L	L
	Negligible	M	L	L	L	L

3. Risk Mitigation Planning: Manager & Mitigation
4. Risk Mitigation Plan Implementation: Assign Actions
5. Risk Tracking: Assess Current Status & Trends
6. Repeat Weekly (or more frequently if needed)

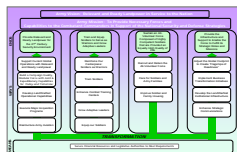
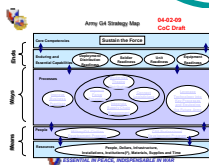
Applying the Portfolio



The Army Strategy for the Environment



Army Balanced Scorecard



Army Strategy Map



Results & Status

- Business Process Review (BPR) efforts continue to develop and refine Objectives, Performance Measures and Targets
- Lean Six Sigma (LSS) efforts can both use and contribute to BPR and Business Enterprise Architecture (BEA) efforts
- BEA development efforts contribute to and use BPR and LSS to develop Target Operational and Systems Requirements
- Continuous Risk Management helps mitigate & manage Risks
- Staff operational awareness and agility continue to improve as the process of Business Transformation continues



Lessons Learned

- Active Leadership Participation essential throughout the effort
 - Setting Business Enterprise Priorities
 - Determining Functional Scope & Organizational Span
 - Assigning Responsibilities & Allocating Resources
 - Making Decisions & Resolving Significant Issues
- Continual Planning, Coordinating, and Communicating required to successfully synchronize and integrate all efforts
- Establishing Governance structures, processes, and responsibilities early reduces friction and minimizes changes
- Continuous Risk Management helps keep the effort moving forward by avoiding or quickly overcoming obstacles



Summary

- Situation – Need for Change
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“We must strive to become systems thinkers if we are to benefit from the interrelationships of the triple bottom line of sustainability: mission, environment, and community.”

– R. L. Brownlee, Acting Secretary of the Army and GEN Peter J. Schoomaker, CSA



Conclusion

Effective Business Transformation is possible, but requires successful integration and use of a portfolio of leading management and systems engineering practices in order to optimize desired outcomes.





Questions & Comments