

Force Transformation

10-18 Army Efficiencies

The purpose of Army Business Transformation is to better utilize human and financial resources to sustain the all-volunteer force, prepare Soldiers to succeed, reset the force, and transform the Army. The Army is taking a holistic approach to Business Transformation and has combined three focus areas: Continuous Process Improvement (CPI), Organizational Analysis and Design (OA&D), and Situational Awareness.

Continuous Process Improvement aims to increase mission effectiveness and efficiency while reducing costs and cycle time. The Army's forcing function for CPI is Lean Six Sigma (LSS), which combines the principles of reducing and eliminating waste with increasing quality to improve process efficiency. The Army chose LSS because its methodology is effective with a vast majority of Army process improvement opportunities, including manufacturing, acquisition, logistics, administration, and service.

Organizational Analysis and Design (OA&D) identifies and fixes organizational pathologies such as ill-defined roles and responsibilities, excessive overhead, permanent "temporary" task forces, etc. OA&D looks at organizations from the customer's point of view, with the understanding that real reform is catalyzed by external evaluation. Through OA&D, the Army is pursuing a relentless attack on overhead.

Situational Awareness (SA) allows the Army leadership to generate actionable knowledge through the use of timely and accurate information about the Army enterprise, its processes and external factors. Enterprise Resource Planning (ERP) tools and legacy applications are key enablers in establishing this level of visibility.

We appreciate past Congressional support for shortening the acquisition cycle. Continued efforts to further improve the process will support the Army's aggressive plan to transform to the Future Force and to enhance the capability of the Current Force with emerging technologies. The Rapid Fielding Initiative (RFI) leverages current programs and commercial off-the-shelf technology to rapidly give the Soldier an increased capability and advantage on the battlefield.

Training our Soldiers under realistic battle conditions is essential in an era of persistent conflict. Land, sea and airspace have been set aside specifically for realistic training and must remain available for this purpose. While the Army is a good steward of the environment, enforcement and rulings regarding environmental laws continue to hamper realistic field training for Soldiers preparing for battlefield operations.

The investments in our Army continue to deliver superior results; however, our priority is to provide the best possible support to the warfighter at every level for present and future needs. The Army must continue to improve the way it does business.

WE THEREFORE RESOLVE to urge the Administration and Congress to:

- Provide the Army with relief from legislative and administrative requirements that hinder sound resource management
- Fund the safe and timely destruction of chemical munitions by providing requested funding and removing impediments to the prompt execution of this critical mission
- Stop the business practice of programming hypothetical privatization savings into the budget
- Fund and expand public/private partnerships initiatives
- Fund information technology improvements that enable a network enabled, knowledge-based force
- Enact legislation allowing the Army to retain funds generated through efficiency and prudent cost cutting.