DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY
ACQUISITION LOGISTICS AND TECHNOLOGY
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WASHINGTON DC 20310-0103

23 SEP 2004

SAAL-ZG

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Final Strategic Plan for the Office of the Assistant Secretary of the Army, Acquisition, Logistics and Technology (OASA(ALT))

I am pleased to provide the final OASA(ALT) Strategic Plan. This plan is a culmination of cooperation, collaboration, and a great deal of hard work by all. This plan represents a significant undertaking on the part of our organization–at all levels. Each of you had a role in creating this solid foundation for the OASA(ALT) future direction. Your commitment and dedicated effort are greatly appreciated.

This final version of the Strategic Plan incorporates comments, where appropriate, received during the staffings of the Plan. Comments were also received from a panel of Independent Advisors whom I selected to provide their perspective and wisdom. My thanks to the Honorable Gil Decker, General John Tilelli, and Lieutenant General Ron Hite for their input, which has been incorporated into the final Strategic Plan.

While the development and publication of the OASA(ALT) Strategic Plan represents a notable achievement, our efforts do not end here. It is through implementation that we will make the Plan "real;" Goal Owners have already begun implementation efforts through the Management Plans defined for each Goal. As a way ahead, we will continue to monitor and track progress against the Strategic Plan through monthly videoteleconferences (Goal Owners) and quarterly In-Progress Reviews (all DASAs, PEOs, FOAs) that will cover implementation status, including updates in performance metrics associated with the OASA(ALT) strategic goals and objectives.

Thank you for your continued support in the strategic planning effort; this is truly our plan!

Claude M. Bolton, Jr.
Assistant Secretary of the Army
(Acquisition, Logistics and Technology)

U.S. Department of Defense
Department of the Army

Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology (OASA(ALT))

Strategic Plan
2004-2009

Washington, D.C.
September 2004

OASA(ALT) Vision: Equip and sustain the world's most capable, powerful and respected Army

OASA(ALT) Mission: Effectively and efficiently develop, acquire, field, and sustain materiel by leveraging domestic, organic, commercial, and foreign technologies and capabilities to meet the Army's current and future mission requirements

PREFACE

> *"We are at war. Our individual and organizational approach to our duties and tasks must reflect the seriousness and sense of urgency characteristic of an Army at war. Our Soldiers and nation deserve nothing less."*
>
> U.S. Army Theme

Operating in an environment of increased national security threats with enemies committed to mass destruction, domination, and even martyrdom, we cannot conduct business as usual. Whether our enemies come in the form of Nation-states or rogue organizations pursuing their own agendas, they will challenge us asymmetrically–not where we are strong, but where they think we are vulnerable.

Our Army is the world's pre-eminent, most capable, and most respected land force. Still, there is no natural law that says it will always remain that way. We must constantly strive to improve–to be better and to do better.

The Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology (OASA(ALT)) plays a vital role in efforts to reduce and respond to national security threats to the United States. The organization must address not only the traditional acquisition and logistics management concerns related to capabilities development, operations safety, and equipment and process failures, but also the new challenges posed by terrorism. As we continue to wage the War Against Terrorism, it is imperative that we continually take stock of how we can reduce the risk to our Soldiers and, at the same time, eliminate obstacles to mission accomplishment.

This OASA(ALT) Strategic Plan presents a clear way ahead for the organization. It sets forth the OASA(ALT) vision and mission, and establishes well-defined goals, objectives, and performance measures. The OASA(ALT) Strategic Plan provides a focused and comprehensive roadmap to continue our success in providing our Soldiers with an Army acquisition management process that delivers the right capability at the right time, to meet their needs.

In response to today's changing threat environment, we must change the way we deploy, fight, sustain, and use information to become more strategically responsive, anticipatory, and dominant across the spectrum of operations. Our commanders and Soldiers in the field are doing an outstanding job protecting our national security interests. Security of our nation demands tireless commitment. With the development and implementation of the OASA(ALT) Strategic Plan, we are well positioned to continue to fulfill our role in helping the Army succeed and remain the most respected land force to our friends and the most feared ground force to those who would threaten the interests of the United States and its allies.

Claude M. Bolton, Jr.
Assistant Secretary of the Army
(Acquisition, Logistics and Technology)

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EXECUTIVE SUMMARY

OASA(ALT) commenced a strategic planning process to achieve organizational and programmatic focus for long- and short-term activities, as well as to enable more informed decisions and responsiveness to changes in the environment. The resulting OASA(ALT) Strategic Plan provides a directional framework that allows the organization to better align with the future course of the Army and to anticipate and respond to the future needs and priorities of the Department of Army (DA) and Department of Defense (DoD). OASA(ALT)'s vision, mission, goals, and objectives – described in detail in the body of the plan – are as follows:

OASA(ALT) Vision

Equip and sustain the world's most capable, powerful and respected Army

OASA(ALT) Mission

Effectively and efficiently develop, acquire, field, and sustain materiel by leveraging domestic, organic, commercial, and foreign technologies and capabilities to meet the Army's current and future mission requirements

OASA(ALT) GOALS AND OBJECTIVES			
Goal		**Objectives**	
GOAL 1.	Develop and institutionalize a process that provides a single integrated view of lifecycle management	**Objective 1.1:**	Create a lifecycle management structure that invests lifecycle authority and responsibility in one person at the lowest possible level
		Objective 1.2:	Implement an acquisition, logistics, and technology collaborative environment that better facilitates decisions
		Objective 1.3:	Create an optimized integrated decision process including acquisition, logistics, and technology across program objective memorandum (POM) and extended planning annex (EPA) to define appropriate investment requirements
GOAL 2.	Develop flexible acquisition, logistics, and technology processes to field supportable capabilities quicker (systems and system of systems)	**Objective 2.1:**	Develop and codify a "quick reaction" acquisition process for immediate operational needs
		Objective 2.2:	Maximize use of acquisition streamlining processes currently in existence
		Objective 2.3:	Reconcile the evolutionary process with other processes
		Objective 2.4:	Develop a system of systems management plan
GOAL 3.	Shape an acquisition workforce that is poised to succeed to meet the needs of the Army	**Objective 3.1:**	Develop and implement an acquisition leadership strategy for the acquisition corps
		Objective 3.2:	Understand, leverage, and influence the application of National Security Personnel System (NSPS)
		Objective 3.3:	Institutionalize human capital forecasting, development and resourcing for the acquisition workforce
GOAL 4.	Build and cultivate strategic partnerships and outreach to provide better products to the Soldier	**Objective 4.1:**	Develop and implement an OASA(ALT) strategic communications campaign plan
		Objective 4.2:	Expand and improve strategic partnerships
		Objective 4.3:	Improve Soldier satisfaction with products and services

INTRODUCTION

> *"In the near-term, we must demonstrate a commitment to change…We expect to accelerate the transformation of the Army's doctrine, training, materiel, leader development, people, and facilities. And we must constantly work to discover what we can bring forward from the future to the current force to increase our capability."*
>
> *GEN Peter J. Schoomaker, Jr.*
> *Chief of Staff of the Army (CSA)*
> *October 2003*

The collapse of the Soviet Union and the end of the Cold War threat significantly altered the security environment of the United States. With the end of one threat, a new challenge has emerged: terrorism. The destructive motivation and tactics posed by these new enemies again alters the security environment, making it both more multifarious and treacherous. Given the recent developments and continually changing threat situations, the Army, OASA(ALT), and the Army Acquisition Community must strive to position itself to best respond to the current and anticipated conditions.

Purpose and Scope

OASA(ALT) commenced a strategic planning process to achieve organizational and programmatic focus for long- and short-term activities, as well as to enable more informed decisions and responsiveness to changes in the environment. The resulting OASA(ALT) Strategic Plan provides a directional framework that allows the organization to better align with the future course of the Army and to anticipate and respond to the future needs and priorities of the Department of Army (DA) and Department of Defense (DoD). As part of the framework, the Strategic Plan outlines the OASA(ALT) vision, mission, goals, objectives, actions, and measures. Through the use of performance metrics, the OASA(ALT) Strategic Plan will enable evaluation of progress and the extent to which the organization meets its goals.

The OASA(ALT) Strategic Plan encompasses the entire organization including all Deputy Assistant Secretaries of the Army (DASAs), Program Executive Offices (PEOs), and Field Operating Agencies (FOAs), as well as links with OASA(ALT)'s stakeholders in Army Acquisition. The initiatives described represent the major priorities and the broad range of activities OASA(ALT) will undertake to position itself for mission success. Implementation of the goals and objectives will also have implications for the entire Acquisition Community.

Strategic Plan Structure

To provide a clear roadmap toward achieving the OASA(ALT) vision and executing its mission, the OASA(ALT) Strategic Plan is composed of six sections. Each section is structured to illustrate how OASA(ALT) will accomplish its mission and goals through an examination of the changing environment, shifting priorities, and budget constraints.

The OASA(ALT) Strategic Plan is comprised of the following sections:

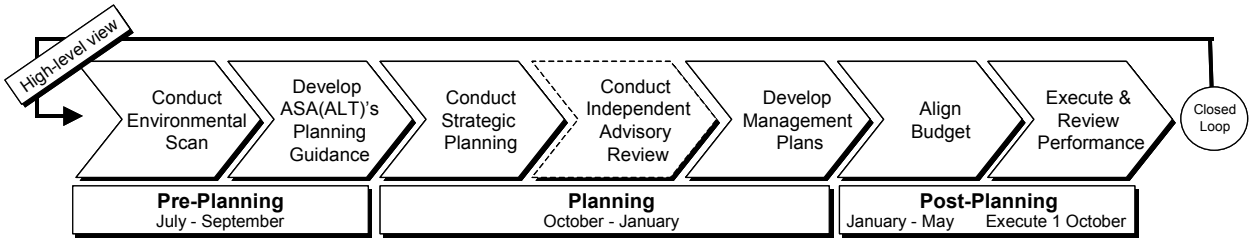
- **Introduction:** Provides background to the OASA(ALT) Strategic Plan to include its purpose and scope, and planning approach and methodology
- **Organization:** Provides information on the OASA(ALT) organization's leadership, construct, and overarching responsibilities
- **Environment:** Explores the landscape in which OASA(ALT) operates by examining at a high-level policies, guidance, trends, and challenges impacting the organization at either a strategic or tactical level
- **Strategic Direction:** Provides the OASA(ALT) vision and mission, and sets forth in detail the goals and objectives established to move the organization forward. This section additionally provides performance metrics against which OASA(ALT) will be able to gauge progress in its efforts
- **Way Ahead:** Discusses the implementation process of the OASA(ALT) Strategic Plan
- **Appendices:** Provides supplemental information including information regarding the management plans, detailed summary descriptions of each OASA(ALT) organization, a description of the OASA(ALT) strategic planning process, the memorandum of agreement governing the Life Cycle Management Command initiative, and a glossary of terms

Strategic Planning Approach

OASA(ALT) developed, and began implementing this year, an annual, deliberate strategic planning process that will be executed throughout the year. The strategic planning process links strategy, budget, and performance to promote program stability, enabling better organizational responsiveness and agility in addressing factors and trends impacting the acquisition environment.

For this first year, strategic planning activities focused on defining the OASA(ALT) strategic direction. Moving forward with an established strategic plan, OASA(ALT) will conduct annual updates and major strategy efforts to update and revise the plan once every three years. During intervening years, strategic planning activities will focus on refining the strategy based on major environmental shifts identified in the environmental scan, as well as on organizational progress and results in executing the plan. The closed loop process, which connotes incremental integration of environmental factors and organizational performance into the strategy, undertaken by OASA(ALT) to develop this Strategic Plan will be continued on an annual basis as depicted in Figure 1. A more detailed description of the process has been included in Appendix C – OASA(ALT) Strategic Planning Process.

Figure 1: OASA(ALT) Strategic Planning Process



OASA(ALT) Headquarters, PEOs, and FOAs, work in unison to develop, acquire, and sustain the right capability to enable Soldiers to perform at their best and to successfully complete their missions. The distinct activities performed by each organizational element are bound together by the common theme of enabling the warfighter. This unifying requirement is key to the OASA(ALT) overall strategy and is reflected in Figure 2, Strategic Plan Components.

This approach provides the foundation for the individual leaders of the organization to come together to build and implement a strategy based upon a common vision and mission. At the peak of the pyramid, the vision describes the desired end state the leaders are trying to achieve. The mission is a succinct statement of the organization's purpose and focus. While the goals state how the vision will be accomplished, the objectives provide another level of detail for their execution. The strategy is then translated into action and assigned to one or more DASAs, PEOs, and FOAs who, in turn, develop their own management plans to coordinate and collaborate with their stakeholders in support of strategy implementation.

Figure 2: Strategic Plan Components

OASA(ALT) will implement the actions, objectives, and goals, and assess their outcomes. The results will provide valuable performance information that will be fed back into the next iteration of the plan. Additionally, based on the performance data, the OASA(ALT) structure will be periodically reexamined to assess the organization's ability to effectively and efficiently execute its mission and meet its goals and objectives given its current structure. The strategic planning process is thus a self-assessing and self-correcting one that drives the organization towards continual improvement in pursuit of providing the Soldier with the right product at the right time at the right place at the right price.

ORGANIZATION: THE OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY FOR ACQUISITION, LOGISTICS AND TECHNOLOGY (OASA(ALT))

General Order (GO) 3[1] establishes the Army Acquisition Executive (AAE) and assigns responsibility for a broad set of acquisition, logistics, technology, and cross-cutting functions to the Assistant Secretary of the Army for Acquisition, Logistics, and Technology/Army Acquisition Executive (ASA(ALT)/AAE). The ASA(ALT) is responsible for approving all requests to initiate new acquisition programs that are supported by approved capability documents, requisite funding, and program documentation.[2]

The AAE has authority for decisions on all Army acquisition matters as well as responsibility and authority for the career development of all Army acquisition professionals. The Director for Acquisition Career Management (DACM) and the Deputy Director for Acquisition Career Management (DDACM) assist the AAE in carrying out these responsibilities. The DACM and DDACM establish the policies and procedures that train, educate, and develop the workforce to ensure professional development opportunities are provided for the Acquisition workforce.[3]

GO 3 designates the Deputy Chief of Staff, G-4, to be the ASA(ALT)'s Responsible Official for Sustainment (ROS) to serve as the principal military advisor for the functional area of logistics, and to oversee integration of supportability and sustainment in the acquisition process through a directed integrated logistics support (ILS) organization in OASA(ALT).

To execute its broad areas of responsibility, the Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology (OASA(ALT)) is structured around:

- An Executive Office of the Headquarters (EOH) that provides an oversight authority for the Headquarters, OASA(ALT) operations
- Eight Directorates headed by Deputy Assistant Secretaries of the Army (DASAs), a Deputy for Acquisition and Systems Management, and an Executive Director for Strategy and Performance Planning
- Two Field Operating Agencies (FOAs)
- Twelve Program Executive Offices (PEOs) supported by Program Managers (PMs)
- Additional relationships with the Medical Research and Materiel Command, the Chemical Materials Agency (CMA), the Joint Tactical Radio System Joint Program Office (JTRS JPO), PM Unit of Action (PM), and the Single Integrated Air Picture (SIAP) being developed by the Joint SIAP System Engineering Organization (JSSEO)

Each DASA is responsible for policy development, oversight and management of some facet of the plans, programs, security and resources of Army acquisition, logistics and technology.

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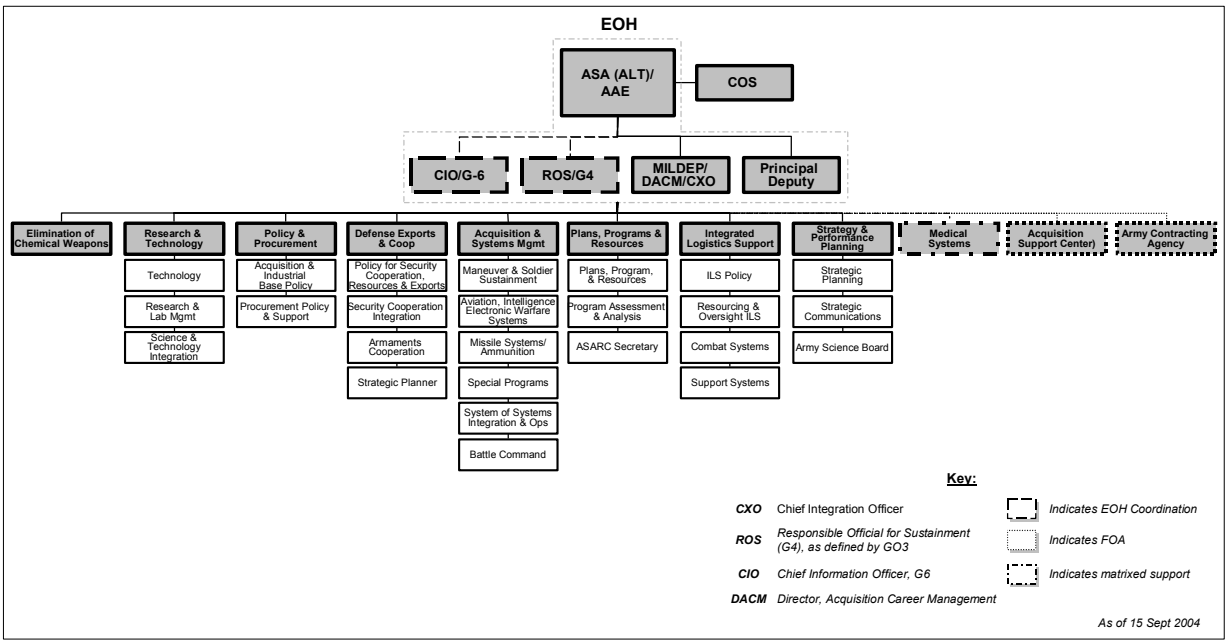
1 *General Orders No. 3, Assignment of Functions and Responsibilities Within Headquarters, Department of the Army, 9 July 2002. Please see Appendix B for a summary of GO 3.*

2 *AR 70-1.*

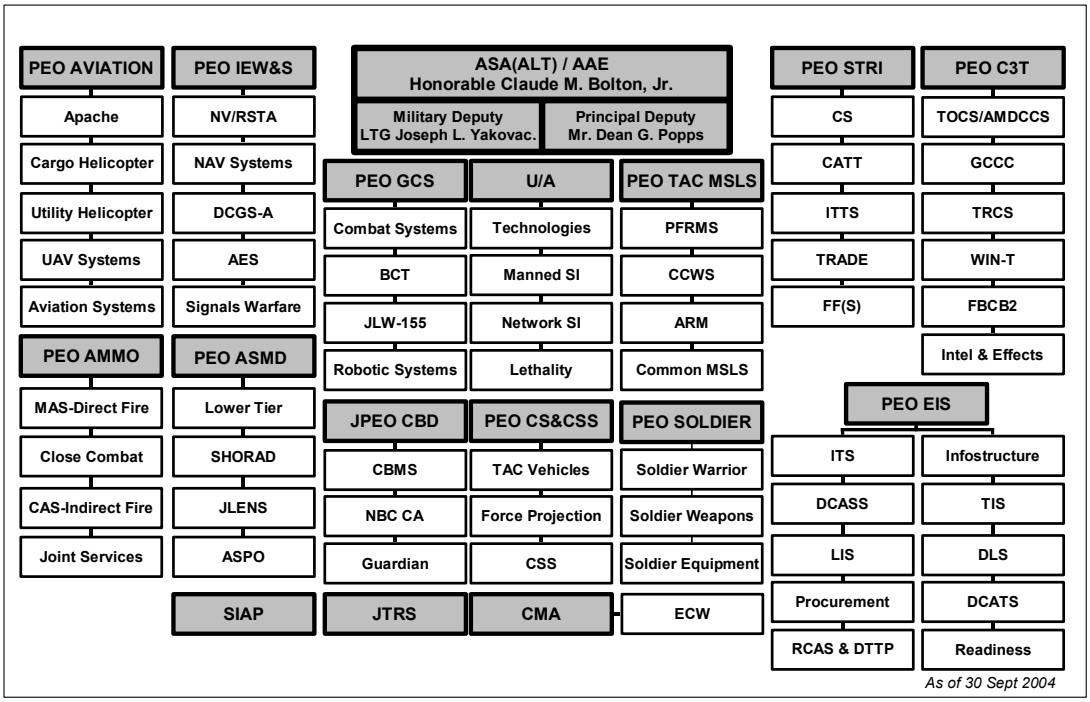
3 *Army Acquisition Corps Career Management Handbook, 2003, pg. 7.*

Figure 3: OASA(ALT) Headquarters Organization Chart



All Army acquisition programs are managed by a program, project, or product manager who reports to an assigned milestone decision authority (MDA). The MDA can be the Defense Acquisition Executive (DAE), the Department of Defense Chief Information Officer (DoD CIO), the AAE, or a PEO. The PEO, who reports directly to the AAE, is responsible for guiding the planning, programming, budgeting and execution of assigned programs.[4]

Figure 4: OASA(ALT) PEO Organization Chart



4 *AR 70-1.*

In August 2004, the ASA(ALT)/AAE and the Commander, U.S. Army Materiel Command (CDR, AMC) formalized the Army's Life Cycle Management (LCM) initiative with the creation of Life Cycle Management Commands (LCMCs)[5]. The LCM initiative is intended to provide an integrated, holistic approach to product development and system support. The LCMCs align AMC systems oriented Major Subordinate Commands (MSCs) with the PEOs with whom they already work, as shown in Table 1. PEO reporting relationships to the ASA(ALT)/AAE remain unchanged.

Table 1: LCMCs

LCMCs	
Aviation/Missile LCMC (formerly AMCOM)	PEO Tactical Missiles
	PEO Aviation
Soldier/Ground Systems LCMC (formerly TACOM)	PEO Soldier
	PEO Ground Combat Systems
	PEO Combat Support and Combat Service Support
Communications/Electronics LCMC (formerly CECOM)	PEO Intelligence, Electronic Warfare and Sensors
	PEO Command, Control, and Communications (Tactical)
Joint Communications LCMC (formerly JMC in AFSC)	PEO Ammunition

ENVIRONMENT

> *…the most salient aspect of the current security environment is that we are a Nation and an Army at war –a war unlike any we have experienced in our history. As the National Security strategy makes clear, "the enemy is not a single political regime or person or religion or ideology. The enemy is terrorism—premeditated, politically motivated violence perpetrated against innocents."[6] This war is being conducted across the globe and throughout the full range of military operations against rogue states and terrorists who cannot be deterred, but nevertheless must be prevented from striking against the United States, our allies, and our interests.*[7]

OASA(ALT) is leading the Army Acquisition Community through a time of profound change, a time when the operational environment has expanded exponentially to accommodate the global war on terrorism. Challenges in the defense environment have increased pressures on the Army Acquisition Community to respond rapidly and decisively. OASA(ALT) has met and continues to meet these demands by realigning priorities, reorganizing the organization to meet current initiatives, and implementing new and effective business approaches.

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[5] *Memorandum of Agreement Between the Assistant Secretary of the Army for Acquisition, Logistics and Technology and the Commander, U.S. Army Materiel Command, Life-Cycle Management (LCM) Initiative, 2 August 2004. Please refer to Appendix D for the full text of the Memorandum.*

[6] *The National Security Strategy of the United States of America, 2002, http://www.whitehouse.gov/nsc/nss.html (link valid as of 20 May 2003), 5-15.*

[7] *The Army Strategic Planning Guidance 2006-2023.*

Fundamentally, the Defense Acquisition System, the Army Acquisition Corps (AAC), and the Army Acquisition Workforce are characterized and shaped by three pieces of overarching legislation: the Goldwater-Nichols Department of Defense Reorganization Act of 1986, the Defense Acquisition Improvement Act of 1986, and the Defense Acquisition Workforce Improvement Act (DAWIA) enacted in 1990.

The Goldwater-Nichols Act, sponsored by Senator Barry Goldwater and Representative Bill Nichols, effected the most significant defense reorganization since the National Security Act of 1947. It centralized operational authority through the Chairman of the Joint Chiefs, as opposed to the Service chiefs, and it designated the Chairman as the principal military advisor to the President, National Security Council, and Secretary of Defense. The Act streamlined the operational chain of command from the President to the Secretary of Defense to the Unified Commanders, as well as apportioned responsibilities between the Office of the Secretary of the Army (Army Secretariat) and the Army Staff and, in the acquisition context, made clear that the Office of the Secretary of the Army has sole responsibility for the Army's acquisition function.

The Defense Acquisition Improvement Act of 1986 (which actually consisted of three identical public laws) enacted shortly after the Goldwater-Nichols Act, is the foundation for the current Defense acquisition system. It provided that a civilian acquisition executive, now referred to as the Under Secretary of Defense for Acquisition, Technology, and Logistics, would oversee all of DoD acquisition; it established other DoD civilian acquisition officials; and it established requirements for program baseline and deviation reports.

On October 13, 1989, the Army Chief of Staff approved the creation of the AAC, dedicated corps of both military and civilian acquisition leaders, to emphasize the need for the Army to intensively manage its acquisition specialists. The DAWIA, enacted in November 1990, established the AAC through its mandate for the creation of an Acquisition Corps in each of the Services and at least one corps for DoD agencies.[8] The Act also prescribes education, training, and experience requirements. In November 2003, the FY 04 National Defense Authorization Act (NDAA) revised DAWIA requirements to include a consolidation of the military departments' acquisition corps into a single corps.[9] An OSD taskforce is developing the framework to implement changes.

Since 1986, Goldwater-Nichols has made tremendous changes in the way DoD operates, specifically making joint operations the norm. Implementation of the Act is ongoing with Joint Vision 2010 (1996) and Joint Vision 2020 (2000). Both documents emphasize that for greatest effectiveness and lethality, the forces must be fully joint: intellectually, operationally, organizationally, doctrinally, and technically. The joint force, because of its flexibility and responsiveness, is the key to future operational success.[10]

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8 *Army Acquisition Corps Career Management Handbook, 2003, pg. 7.*

9 *National Defense Authorization Act for Fiscal Year 2004 (Section 833), http://www.fedgovcontracts.com/pe03-169.htm (link valid as of 18 March 2004).*

10 *National Defense University Library, Goldwater Nichols Department of Defense, Reorganization Act of 1986, http://www.ndu.edu/library/goldnich/goldnich.html (link valid as of 18 March 2004).*

The publication of National Security Decision Directive (NSDD) 219 in 1986 was instrumental in shaping the evolution of acquisition responsibility in the DoD and in each service. NSDD is one of the foundation documents for current Defense acquisition organization and procedures. In anticipation of the 1986 acquisition reform legislation discussed above, NSDD 219 directed the Military Department Secretaries to establish service acquisition executives (SAE) and to appoint PEOs who were to be responsible for a reasonable and defined number of acquisition programs. NSDD 219 also provided that program managers for these programs would be responsible directly to their respective PEO and report only to him on program matters; thus, no program manager would have more than one level of supervision between himself and his SAE, and no more than two levels between himself and the Defense Acquisition Executive. NSDD 219 established important principals that were subsequently codified into the DoD 5000 series regulations and remain in force today.

Following the issuance of the directive, the Army created over twenty PEOs. Over the next decade, however, this number was reduced to fewer than ten. The PEOs were, like the Army Materiel Command (AMC) major subordinate commands (MSCs), focused on a particular commodity, e.g., Aviation, Communications, Ground Systems, etc. In 1997, the decision was made to transfer some programs back to the AMC, and to create three Deputies for Systems Acquisitions (DSA). These were placed at the larger commodity commands of the Aviation and Missile Command (AMCOM), the Communications and Electronics Command (CECOM), and the Tank-automotive and Armaments Command (TACOM). The chain of command for the DSA was through the MSC commander to the AMC commanding general. The Army decided to eliminate the three DSAs in 2001, and the instruction was promulgated to group all programs under a PEO. Currently the number of PEOs stands at twelve.

The June 2003 approval of the Joint Capabilities Integration and Development System (JCIDS) (replaces the existing Requirements Generation System) further stresses and brings to the forefront the need to enhance joint readiness. Developed in conjunction with the DoD 5000 objectives, JCIDS seeks to "foster efficiency, flexibility, creativity, and innovation in the acquisition process"[11] by providing a framework and an enhanced methodology to identify, document, and prioritize capability gaps. The identification of the gaps and duplications will enable DoD to address issues, and develop and enhance current capabilities that enable the provision of interoperable, joint capabilities to focus on the needs of future warfighters. It will also allow for the leveraging of domestic, organic, commercial, and foreign technologies and capabilities. Establishment of JCIDS formalizes and emphasizes the transition of the current acquisition process to one that is founded on joint concepts, integrated architectures, and enhanced coordination and collaboration between departments and agencies.

DoD and DA Policy and Guidance Planning Considerations

The Chairman of the Joint Chiefs of Staff is responsible for preparing strategic plans and for assisting the President and the Secretary of Defense in providing strategic direction to the Armed Forces. The Chairman develops the National Military Strategy,

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[11] *DoD Receives New Capabilities Development System, http://www.acq.osd.mil/dpap/acqtoday/vol8no3/ai_fall03_news2.htm (link valid as of 24 February 2004).*

the Chairman's Guidance, and The Joint Vision from the strategic guidance contained in the President's National Security Strategy and the Secretary's Defense Planning Guidance, Quadrennial Defense Review, and other major policy documents.[12] Thus, the Army receives its primary guidance from the President, the Secretary of Defense, and the Chairman of the Joint Chiefs of Staff.[13]

Within the Army, The Army Plan outlines and integrates the National Security Strategy, the National Military Strategy, and the Defense Planning Guidance for the Army. It sets the course and provides the direction for developing the program and budget.[14] The Army Strategic Planning Guidance is the Army's institutional strategy and Army senior leadership's vision of how the Army will fulfill its mission.[15]

The OASA(ALT) Strategic Plan draws from this higher level guidance a number of DoD and Department of the Army (DA) leadership goals and priorities; the linkage between the OASA(ALT) strategy and the body of higher level guidance is critical. Table 2 highlights goals and priorities established by the Secretary of Defense (SECDEF); the Under Secretary of Defense for Acquisition, Technology and Logistics (USD ATL); the Deputy Under Secretary of Defense (DUSD) for Logistics and Materiel Readiness; and the Chief of Staff of the Army (CSA) most directly relevant to OASA(ALT).

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12 *How the Army Runs, Chapter 4, The Relationship of Joint And Army Force Planning.*

13 *How the Army Runs, Chapter 4, The Relationship of Joint And Army Force Planning.*

14 *How the Army Runs, Chapter 4, The Relationship of Joint And Army Force Planning.*

15 *The Army Strategic Planning Guidance 2006-2023.*

Table 2: DoD and DA Policies and Guidance

Policy / Guidance
SECDEF's Priorities
▸ Successfully pursue the global war on terrorism ▸ Strengthen joint warfighting capabilities ▸ Transform the joint force ▸ Optimize intelligence capabilities ▸ Improve force manning ▸ New concepts of global engagement ▸ Counter the proliferation of weapons of mass destruction ▸ Homeland security ▸ Streamline DoD processes ▸ Improve interagency process, focus and integration
USD ATL Goals
▸ Improve the credibility and effectiveness of the acquisition, technology and logistics support process ▸ Revitalize the acquisition, technology and logistics workforce ▸ Improve the health of the defense industrial base ▸ Rationalize our weapon systems and infrastructure with the new defense strategy ▸ Initiate those high leverage technologies that will provide the warfighting capabilities and strategies of the future
DUSD Logistics and Materiel Readiness
▸ Future Logistics Enterprise (FLE): Transform the logistics operation of the military into an advanced synergistic collaborative supply chain; Align the logistics systems to support weapons systems vs. segments of the supply chain; Three main categories: Weapon Systems Support, Total Lifecycle Systems Management, and Enterprise Integration
The Army's Focus Areas
▸ The Soldier: Develop flexible, adaptive and competent Soldiers with a Warrior Ethos ▸ The Bench: Prepare future generations of senior leaders. Identify and prepare select Army leaders for key positions within joint, interagency, multinational and Service organizations ▸ Combat Training Centers/Battle Command Training Program: Focus training at CTC and BCTP to meet requirements of current security context, and Joint and Expeditionary team ▸ Leader Development & Education: Train and educate Army members of the Joint Team ▸ Army Aviation: Conduct a holistic review of Army Aviation and its role on the Joint battlefield ▸ Current to Future Force: Accelerate fielding of select Future Force capabilities to enhance effectiveness of Current Force. Army transformation is part of constant change ▸ The Network: Leverage and enable interdependent, network-centric warfare ▸ Modularity: Create modular, capabilities-based unit designs ▸ Joint and Expeditionary Mindset: Retain our campaign qualities while developing a Joint and Expeditionary Mindset ▸ Active Component /Reserve Component Balance: Redesign the force to optimize the active and reserve component (AC/RC mix across the defense strategy ▸ Force Stabilization: Ensure unit stability and continuity, and provide predictability to Soldiers and their families ▸ Actionable Intelligence: Provide situational understanding to Commanders and Soldiers with the speed, accuracy and confidence to impact current and future operations ▸ Installations as Flagships: Enhance Installation ability to project power and support families ▸ Authorities, Responsibilities, and Accountability: Clarify roles and enable agile decision-making ▸ Resource Processes: Redesign resource processes to be flexible, responsive and timely ▸ Strategic Communications: Tell the Army Story so that the Army's relevance and direction are clearly understood and supported

Trends

The DoD and the Department of the Army face significant institutional changes by 2020, many of which are driving change within OASA(ALT). Major trends impacting OASA(ALT) include:

- Increased focus on jointness
- Need to rapidly deliver advanced capabilities to the warfighter
- Need to address changing acquisition workforce demographics (e.g., recruitment, retention, military to civilian conversion, and retirement eligibility)

Jointness: The concept of jointness is foremost in the DoD and DA priorities. The Army is striving to align its transformation with the greater Defense transformation and strategy. This requires implementing a culture that places the needs of the Joint Team first and focuses on the central imperatives of Joint Vision 2020: dominant maneuver, full dimension protection, precision engagement, focused logistics, and information superiority. OASA(ALT)'s mission to develop, acquire, field and sustain materiel will directly contribute to achieving the Joint vision while emphasizing support for the true centerpiece of the Army – the Joint Soldier. OASA(ALT)'s challenge will be to embrace the renewed emphasis on jointness and ensure alignment of Army Acquisition priorities with the JCIDs process, as well as to facilitate Army interoperability within the Acquisition Community.

Capabilities Delivery: At the forefront of the Army's contemporary experience is its wartime status – a third of Army's fighting force is currently in Iraq and Afghanistan. The ongoing Global War on Terrorism (GWOT) and the Army's role in supporting it, for which there is no end in sight, demands rapid delivery of advanced capabilities to the warfighter. Quicker fielding of capabilities is an emphasized priority for the CSA. Also under consideration are proposed changes posited by the CSA to use the Future Combat System (FCS) program to generate ideas and technology for both current and future programs, essentially to "start putting tomorrow's technology into troops' hands today".

Acquisition Workforce: Currently 19% of the civilian acquisition workforce is eligible to retire and another 17% will be eligible in five years.[16] To date, dire predictions that over half of civilian acquisition workforce would retire between 2005 and 2007 have not come to fruition, but analysts believe that these predictions will still happen, only at a slower rate. [17] As the economy continues to improve, indicators suggest retirements will accelerate. A large number of OASA(ALT)'s acquisition workforce may thus be poised to retire in the near future.

Additionally, the acquisition workforce faces retention challenges for personnel holding technical and scientific skills that are in demand in the private sector. Two concerns OASA(ALT) faces include the changing demographics of the acquisition workforce and determining the appropriate mix of military/civilian/contractor personnel. Given the current operations tempo (OPTEMPO) and movement towards converting military

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[16] *Acquisition Support Center (ASC) Data, 31 December 2003.*

[17] *George Cahlink, "Pentagon Still Awaiting Mass Exodus of Acquisition Employees," Government Executive, 26 November 2003.*

positions to civilian positions, attaining the right mix will be a challenge. Organizations continue to rely on contractors to provide support; this reliance is only growing, especially in the field of logistics support. This series of events further affects the orderly transfer and capture of institutional knowledge.

OASA(ALT) Strengths and Challenges

In addition to aligning with DoD/DA policy and guidance and responding to major trends, OASA(ALT) must build on the organizational enablers advancing it towards mission accomplishment, and overcome the challenges that hinder its success. Two areas that are both key strategic enablers and challenges affecting OASA(ALT) are:

- People/Workforce: The highly professional and committed people that comprise both OASA(ALT) and the broader Acquisition Community are an enabler, yet impediments to recruiting, developing, and maintaining the workforce are a challenge
- Acquisition Process/Requirements Process: The clear and well understood structure of these processes is an enabler, but the complexity, speed, and lack of nimble flexibility present a challenge

People/Workforce: OASA(ALT)'s most valuable resource is its people. OASA(ALT) has excellent people, both military and civilians. The Acquisition Corps is considered highly professional, highly qualified, highly motivated and talented. Our workforce is one of the organization's primary strengths, recognized as experts with the right experience and situational awareness, understanding technology and how to use innovative acquisition approaches. However, the acquisition workforce trends highlighted previously represent a significant challenge for OASA(ALT). With acquisition workforce retirement eligibility on the rise, surge capability is limited and the continuous operational support in a high OPTEMPO environment, as is currently occurring, is unsustainable. Staffing levels need to be properly resourced and take into consideration time for training, leave, turnover and a reasonable amount of overtime for civilians. Recruitment, training and mentoring of the workforce are ongoing concerns. In addition, achieving the proper mix of military/civilian/contractor personnel within the acquisition workforce is a challenge.

Acquisition Process/Requirements Process: The formal structure and codified procedures for the acquisition and requirements processes represent a significant strength and advantage. These processes are well defined to enable decisions and measurement, and foster improvement. However, the acquisition and requirements processes also present several inherent challenges. We must reduce the acquisition process cycle time while accelerating the delivery of advanced capabilities to the warfighter. Increased trends toward capability development and jointness drive the need to better ensure a lifecycle perspective throughout the requirements and acquisition processes. In addition, the processes must recognize and support a balance between current and future force priorities that embeds "jointness" into every aspect of the lifecycle.

Imperative/Response to Environment

The greatest challenge currently facing the Acquisition Community is its need to focus on technological capabilities for the future force (e.g., FCS) while at the same time, outfitting the current force for battle. OASA(ALT) leadership is keenly aware that it must respond to and reconcile the warfighter's increased needs due to the OPTEMPO environment and the CSA's directive for faster capabilities fielding.

Recognizing this, OASA(ALT) leadership united to address these critical imperatives and to develop a common view of their strategic direction. They came together in a three-day offsite to act as a governing body and set the long-term strategy for their common, crosscutting issues. Recognizing the need to look at the future through the lens of programs, people, production, and improvement, Acquisition Community senior leaders affirmed the OASA(ALT) vision, calibrated the organization's mission, and developed four strategic goals to position OASA(ALT) for the future.

The aim was not solely to make the organization as efficient and effective as possible. The broader aim was, and still is, to provide all Soldiers with an Army acquisition management process that delivers the right product to the right place at the right time and for the right price, while acknowledging the most difficult part is getting the "right" right. To that point, the ASA(ALT)/AAE intends for the metrics developed as a result of the strategic planning process to inform organizational decisions.

OASA(ALT) STRATEGIC DIRECTION

As an organization focused on the broad mission of overseeing the technology development, materiel acquisition, and lifecycle sustainment function for the Army, OASA(ALT) developed this Strategic Plan to articulate a common strategic direction and message to the Army Acquisition Community of the priorities OASA(ALT) is compelled toward in order to realize the OASA(ALT) vision and support the Army vision. Its various initiatives describe OASA(ALT)'s path forward. This section presents OASA(ALT)'s vision, mission, goals, objectives, and performance measures.

OASA(ALT) Vision

The vision of OASA(ALT) is to:

> *Equip and sustain the world's most capable, powerful and respected Army*

OASA(ALT) Mission

The mission of OASA(ALT) is to:

> *Effectively and efficiently develop, acquire, field, and sustain materiel by leveraging domestic, organic, commercial, and foreign technologies and capabilities to meet the Army's current and future mission requirements*

OASA(ALT) Goals and Objectives

Based on the vision and mission, OASA(ALT) developed strategic goals, and corresponding objectives to guide organizational focus:

Goal	Objectives
GOAL 1. Develop and institutionalize a process that provides a single integrated view of lifecycle management	**Objective 1.1:** Create a lifecycle management structure that invests lifecycle authority and responsibility in one person at the lowest possible level
	Objective 1.2: Implement an acquisition, logistics, and technology collaborative environment that better facilitates decisions
	Objective 1.3: Create an optimized integrated decision process including acquisition, logistics, and technology across program objective memorandum (POM) and extended planning annex (EPA) to define appropriate investment requirements
GOAL 2. Develop flexible acquisition, logistics, and technology processes to field supportable capabilities quicker (systems and system of systems)	**Objective 2.1:** Develop and codify a "quick reaction" acquisition process for immediate operational needs
	Objective 2.2: Maximize use of acquisition streamlining processes currently in existence
	Objective 2.3: Reconcile the evolutionary acquisition process with other processes
	Objective 2.4: Develop a system of systems management plan
GOAL 3. Shape an acquisition workforce that is poised to succeed to meet the needs of the Army	**Objective 3.1:** Develop and implement an acquisition leadership strategy for the acquisition corps
	Objective 3.2: Understand, leverage, and influence the application of National Security Personnel System (NSPS)
	Objective 3.3: Institutionalize human capital forecasting, development and resourcing for the acquisition workforce
GOAL 4. Build and cultivate strategic partnerships and outreach to provide better products to the Soldier	**Objective 4.1:** Develop and implement an OASA(ALT) strategic communications campaign plan
	Objective 4.2: Expand and improve strategic partnerships
	Objective 4.3: Improve Soldier satisfaction with products and services

GOAL 1. Develop and institutionalize a process that provides a single integrated view of lifecycle management

Goal 1 addresses the growing importance of lifecycle management for the Army Acquisition Community. Lifecycle management is "a management process, applied throughout the life of a system, that bases all programmatic decisions on the anticipated mission-related and economic benefits derived over the life of the system."[18] Lifecycle management is currently comprised of multiple disparate processes with no single entity in charge of the entire piece resulting in a stove piped and un-integrated approach compounded with conflicting policy guidance and execution. Increased focus will be placed on the sustainment of materiel, an aspect frequently overlooked in program planning.

Goal 1 seeks an integrated lifecycle management approach to materiel (including software) management in which all aspects of the lifecycle (i.e., concept refinement, technology development, systems development and demonstration, production and deployment, and operations and support) are understood, considered, and acted on during decision-making. The three objectives developed for this goal focus on creating an effective lifecycle management structure (Objective 1), establishing a communicative environment (Objective 2), and developing an optimized decision process (Objective 3). Together, the objectives ensure the different components that comprise lifecycle management are addressed in a coherent and aligned manner.

Objective 1.1: Create a lifecycle management structure that invests lifecycle authority and responsibility in one person at the lowest possible level

Given the increasing number of competing priorities leaders are expected to accommodate, the intent of Objective 1.1 is to develop an overarching lifecycle management structure that delegates lifecycle authority and responsibility down to a single individual. This person is empowered to make effective and timely decisions.

To accomplish this objective, a concept plan will be developed at the Headquarters, Department of the Army level. This will require both ASA(ALT) and AMC leadership participation and concurrence, as well as the realignment of the development and sustainment function. Implementation will be conducted using a phased approach that is aligned and timed with the General Officer (GO) rotations. This will also allow introduction to be sequenced through commodity areas to minimize disruption. Critical to ensuring implementation success and community awareness will be the development and propagation of a communications plan.

Objective 1.2: Implement an acquisition, logistics, and technology collaborative environment that better facilitates decisions

Open and collaborative communication among the different components of the materiel community is crucial to the accomplishment of PEO and sustainment communities' missions. A collaborative environment will enable the efficient dissemination and open

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18 *AR 70-1.*

discussion of information with full participation by the appropriate parties. The intent of Objective 1.2 is to design a collaborative environment that enables and facilitates the exchange of acquisition, logistics, and technology information, while ensuring adequate knowledge capture and management.

To accomplish this objective, an OASA(ALT) knowledge management strategic plan will be developed that will include initiatives to engage and involve external organizations (e.g., DLA). Requirements and an acquisition strategy for a compliant architecture will also be established and finalized to formalize an acquisition, logistics, and technology collaborative environment. A successful architecture will be one in which the appropriate data is stored, controlled, and available to enable a balance between technical and business decisions.

Objective 1.3: Create an optimized integrated decision process including acquisition, logistics, and technology across program objective memorandum (POM) and extended planning annex (EPA) to define appropriate investment requirements

Objective 1.3 addresses the resource allocation process aspect of lifecycle management by creating an optimized integrated acquisition, logistics, and technology decision process that spans across the POM and EPA to compel appropriate investments.

Multiple initiatives will be undertaken to realize this objective. Among them is PEO/PM community integration in the ongoing MSC integrated product teams (IPTs) reviewing industrial enterprise, materiel management, contracting acquisition, and strategy to synchronize lifecycle management efforts, leverage momentum, and create synergy.

This objective also seeks to redesign quarterly reviews to be joint ASA(ALT)/AMC to ensure the totality of acquisition, logistics, and technology is taken into consideration during decision processes.

Additionally, with the concurrence, support, and commitment of senior leadership, the Program Evaluation Group (PEG) process (i.e., Equip, Sustain, Train) will be redesigned to incorporate a true lifecycle management approach. This initiative will include intensive database work to ensure alignment and integration of the PEGs as well as the appropriate mechanisms to monitor progress.

To ensure full life cycle consideration, this objective will seek to engage the Program Analysis and Evaluation Directorate (PA&E) (G8) to expand sustainment resource planning into extended planning annex. It also seeks to create a post full rate production system review to effect transition to sustainment. This review will concern itself primarily with insuring that adequate resources are programmed for sustainment across POM and EPA.

Goal/Objective	Measures of Success
Goal 1	• % of lifecycle management initiatives implemented
Objective 1.1	• % negative variance from established plan/schedule • % of programs operating within the new structure
Objective 1.2	• % of programs receiving MDA approval on schedule and at their first ASARC appearance • % variance from established plan/schedule to implement Army ACE • % of community using domain-standard solutions for monitored business processes • % reduction in domain software costs/increase in efficiency • % time reduction of programs receiving MDA approval during ASARC process • % and # of “stove-pipe”, “home-grown” and stand-alone systems integrated into Army ACE and/or eliminated
Objective 1.3	• Weapons System Metrics: 1. Weapon system performance (system funded to meet threshold performance requirements) 2. PBL issues, contractual stability, etc. 3. Review Support Strategy & LCCE • Programs functioning w/Life Cycle PEG

GOAL 2. Develop flexible acquisition, logistics, and technology processes to field supportable capabilities quicker (systems and system of systems)

The intent of Goal 2 and its corresponding objectives is to effect improvement in the overarching acquisition, logistics, and technology processes for both systems (current force) and system of systems (future force), ensuring program stability. Recognizing the demands to field capabilities to the warfighter as quickly as possible, while focusing long-term on applying system of systems approaches in developing the FCS, OASA(ALT)'s intent is to increase efficiency through codifying innovative techniques to "quick response," affect cultural change among leaders in capability development and program management, and ensure common thinking on the scope and priorities of the system of systems futuristic capabilities.

Objective 2.1: Develop and codify a "quick reaction" acquisition process for immediate operational needs

Given the emphasis on "quick reaction" and rapid equipping, the intent of this objective is to systematically capture best practices already in place in Army Acquisition environment and codify them in policy. In undertaking this initiative, OASA(ALT) will harness the best practice elements and lessons learned of "quick reaction" processes supporting Operations Enduring and Iraqi Freedom, G3/G8, the Joint Staff Urgent Needs Statement (UNS), the OSD Strategic Review Oversight Council (SROC), Special Operations Command, as well as other interdependent processes (e.g., procurement and logistics). These innovative techniques will be harvested and institutionalized through their integration into a revision of Army Regulation 70-1.

Objective 2.2: Maximize use of acquisition streamlining processes currently in existence

In order to meet the demands of stakeholders' expectations for development of futuristic warfighting capabilities for the Army of today and tomorrow, OASA(ALT)'s leadership recognizes the need for embracing innovation and calculated risk as critical success factors for program management. Today, various innovative acquisition processes and risk-taking are being employed in components of the Acquisition Community, but not shared enterprise-wide. This emphasizes the criticality of cultivating a culture of innovation and risk-taking among our Acquisition leaders and managers. The intent of Objective 2.2 is to capture and document effective processes as best practices and case studies, while identifying conflicting processes, and to formally communicate and encourage application in a tailored acquisition approach through the use of rewards, recognition, and incentives.

Through the use of Road Shows to educate and raise awareness, as well as formal courses (e.g., through the Defense Acquisition University (DAU)) to institutionalize efforts, this objective seeks to affect prevailing cultural change in the Acquisition Community. By fostering, rewarding, and institutionalizing behaviors and norms Objective 2.2 will increase our effectiveness and efficiency in developing capabilities for the warfighter.

Objective 2.3: Reconcile the evolutionary acquisition process with other processes
With the increased emphasis on fielding capabilities to the warfighter quicker and the requirements of JCIDS, the importance of evolutionary acquisition (i.e., spiral and incremental development) and systems engineering has become increasingly critical in Army Acquisition. With the increased emphasis on spiral development, attention is needed to reconcile acquisition processes (e.g., requirements and resources) and aligning and creating a bridge between old ORDs (Operational Requirements Documents) and new requirements, which include spiral development approaches.

The intent of Objective 2.3 is to ensure tighter alignment between Army Acquisition ORDs/Capability Documents and the requirements of JCIDS. In so doing, futuristic Army acquisition capabilities will be inventoried to assess the level of integration of spiral development and incremental capability fielding in their design, development, and management approaches.

Objective 2.4: Develop a system of systems management plan
Coupling the criticality, expectations, and challenges associated with developing futuristic Army warfighting capabilities with the emergence of system of systems thinking, the need for a common definition, scope, and approach to system of systems management is critical. Herein, OASA(ALT) leaders are committed to institutionalizing the concepts of system of systems through a management plan, as a tool to promulgate these complex, yet critical concepts throughout the Army Acquisition Community.

Goal/Objective	Measures of Success
Goal 2	• % of capabilities developed and fielded using evolutionary acquisition
Objective 2.1	• % of identified and appropriate PMs using "quick reaction" acquisition process for immediate operational needs
Objective 2.2	• % of identified and appropriate ACAT I & II programs using acquisition streamlining processes (Best Practices)
Objective 2.3	• % of identified and appropriate ACAT I & II programs using evolutionary acquisition • % of capabilities fielded quicker than baseline using evolutionary acquisition • % of reduction time to field initial capability vs baseline • % of capabilities fielded that incorporate joint requirements
Objective 2.4	• % negative variance from established plan

GOAL 3. Shape an acquisition workforce that is poised to succeed to meet the needs of the Army

Goal 3 and its corresponding objectives seek to position OASA(ALT) to meet the human capital challenges with both the military and civilian components of the Acquisition Workforce. Throughout DoD, emerging human capital trends are impacting organizations' ability to effectively and efficiently perform their missions. Within Army, the acquisition workforce faces a potential loss of institutional knowledge due to an increasing number of individuals eligible for retirement, exacerbated by a lack of emphasis on corporate succession planning.

For OASA(ALT), voluntary retirement eligibility is anticipated to increase to 41% (31 employees) in Headquarters and 31% (717 employees) in PEOs by 2007.[19] The PEO/PM retirement eligibility poses potentially significant impacts in achieving key Army priorities, as well as a significant potential competency loss in the technical and science domains affecting PEO/PM core mission capacity.

Objective 3.1: Develop and implement an acquisition leadership strategy for the acquisition corps

This objective seeks to ensure qualified personnel, with the appropriate mix of civilian and military professionals, are in place to perform the organization mission. One initiative under this objective seeks to modify the AAC Board for the 05 and 06 command selection process. The intent is to keep the structured discipline of the current process, but to move the process under OASA(ALT) control.

Other initiatives deal with changing military and civilian career tracks and with how military and civilian positions are distributed. The intent is to remove bureaucratic impediments, enhance the skill base of both military and civilian members, to centrally manage the senior executive service (SES) positions to include geographic mobility so as to contribute to the overall flexibility and agility of the AAC.

Objective 3.2: Understand, leverage and influence the application of National Security Personnel System (NSPS)

> *"National Security Personnel System…represents the most significant improvement to civilian personnel management since the Civil Service Reform Act of 25 years ago. These reforms will provide senior managers greater flexibility in managing our dedicated civil service, empower them to compete for high quality talent, offer compensation competitive with the private sector, and reward outstanding service. It will build greater pride in the civilian workforce and attract a new generation of civilians to public service."*
>
> *Donald Rumsfeld*

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19 *ASC Data, 31 December 2003.*

Secretary of Defense
November 7, 2003

The 2004 National Defense Authorization Act established the NSPS as a new human resources management system for DoD civilians. NSPS is a new personnel framework of rules, regulations, and processes that govern the way civilian employees are hired, compensated, promoted, and disciplined. The intent behind NSPS is to implement a more flexible and fair system that emphasizes and rewards individual performance.

While the Department of Navy (DoN) has volunteered to be the first Defense Department to migrate to NSPS, the Army must position itself, become educated on the lessons learned shared by the DoN, and anticipate the changes accordingly. Objective 3.2 begins the education process by analyzing the implications of the NSPS with the purpose of developing a strategy to influence the application on OASA(ALT) and communicating to staff early and often to ensure understanding prior to the actual transfer of personnel to the new system.

Objective 3.3: Institutionalize human capital forecasting, development and resourcing for the acquisition workforce

In anticipation of future human capital challenges, Objective 3.3 aims to position and enable the organization to address these issues through the development of a human capital forecasting framework. The framework will guide the development of the workforce by establishing the appropriate mix of civilian, military, and contracting staff, projections for manpower resource requirements, and level of competencies (e.g., growing the bench). Current staff will be trained/retrained based on the guidelines and new staff will be selected based on their meeting the delineated competencies.

Goal/Objective	Measures of Success
Goal 3	• % workforce matched to needs (in numbers and in skills)
Objective 3.1	• % of initiatives achieved • Effectiveness of AAC strategic partnerships • Effectiveness of change processes
Objective 3.2	• % of key staff having received a NSPS awareness briefing
Objective 3.3	• % workforce matched to needs (in numbers and in skills) • Gains in acquisition workforce meeting or exceeding losses in the last 4 quarters (quarterly)

GOAL 4. Build and cultivate strategic partnerships and outreach to provide better products to the Soldier

Goal 4 focuses on the increased importance of building strategic partnerships and engaging in outreach. The Army acquisition management process has an overriding imperative outcome it must deliver – to provide the Soldier the right capability at the right time, at the right place to meet their needs. Scalable capabilities that are mobile and deployable are essential for Soldiers to successfully execute their missions. Strong relationships with strategic partners throughout the acquisition lifecycle must be forged, maintained, and strengthened to accomplish this task. In addition, we must ensure that the Soldier's perspective is not only understood, but also deeply ingrained throughout the lifecycle.

Goal 4 addresses the need for OASA(ALT) to effectively communicate its message (Objective 1), and to establish strategic partnerships to ensure effective capabilities and products are developed and delivered to the Soldier (Objective 2). Complementing the cultivation of key relationships, this goal also focuses on the importance of outreach to the product/capability end user as a means to gauge Soldier satisfaction and determine potential improvements (Objective 3).

Objective 4.1: Develop and implement an OASA(ALT) strategic communications campaign plan

Effectively developed, coordinated, and disseminated communications between OASA(ALT), its staff, and stakeholders ensure internal and external understanding of OASA(ALT)'s strategic direction and priorities and further its ability to advance the OASA(ALT)'s mission and Army Acquisition programs. A well crafted strategic communications plan enables a coherent and consistent OASA(ALT) message to be presented to the public, industry, and Congress.

Objective 4.1 focuses on developing an OASA(ALT) strategic communications campaign plan. As part of the development efforts, OASA(ALT) will ensure alignment of its plan with the Army Strategic Communications Campaign Plan.

Objective 4.2: Expand and improve strategic partnerships

OASA(ALT) must collaborate and work in unison with its strategic partners to ensure products, services, and capabilities to meet the needs of Soldiers. Recognizing the importance of effective partnerships, Objective 4.2 addresses the need to both further cultivate existing relationships and develop new relationships.

This objective enhances OASA(ALT)'s partnerships by reviewing existing relationships, and determining means to augment and improve partnerships (e.g., including additional organizations, embedding staff within partner organizations, formalizing MOAs, etc).

Objective 4.3: Improve Soldier satisfaction with products and services

The "voice of the operator" must be interjected throughout the acquisition lifecycle, to ensure that the end products or capabilities delivered meet the needs of the Soldier in the field.

Objective 4.3 concentrates on establishing and institutionalizing a formal feedback process for assessing Soldier satisfaction, and identifying and implementing improvements. In addition, this objective also focuses on collocating and/or embedding acquisition representatives in the customer base to ensure direct customer input throughout the acquisition process.

Goal/Objective	Measures of Success
Goal 4	• % Soldier satisfaction • % Partner satisfaction
Objective 4.1	• % negative variance from established schedule (31 MAR 05) • % strategic communication events aligned with OASA(ALT) strategic communications campaign plan (e.g., speeches, articles)
Objective 4.2	• *Long Term:* % Partner satisfaction – *Interim:* # of identified partnerships • % of partners reviewed for currency and validity
Objective 4.3	• *Long Term:* % Soldier satisfaction – *Interim:* # of identified best practices organization contacts

PERFORMANCE MANAGEMENT

Balanced and relevant performance measures play a critical role in linking the elements of organizational performance – people, processes, technology, organizational structure, infrastructure, and budgeting – to achieve mission success and drive results. Performance data enable fact-based decisions and inform OASA(ALT) of its ability, given its current construct, to effectively and efficiently execute its mission and responsibilities in accordance with GO 3. Based on performance data, OASA(ALT) will periodically review its current organizational structure and GO 3 designated functions, refining the structure and recommending changes to GO 3 as appropriate.

OASA(ALT) will manage and monitor organization performance against the goals and objectives described in this plan by conducting quarterly integrated product reviews (IPRs) and aligning metrics with the Army's Strategic Readiness System (SRS).

IPRs: Integrating the use of performance measures, the ASA(ALT)/AAE will conduct quarterly IPRs to monitor and manage performance against plan throughout the year. The IPRs represent the strategic planning governance function for implementing the OASA(ALT) Strategic Plan. Senior leaders are expected to attend and brief out the status of implementing the OASA(ALT) Strategic Plan and Management Plans within their organizations. The execution and performance phase of the strategic planning process, signified by the IPRs, represents the closed loop aspect of the process and ensures OASA(ALT) senior leaders achieve desired mission results through the monitoring and reviewing of organization performance.

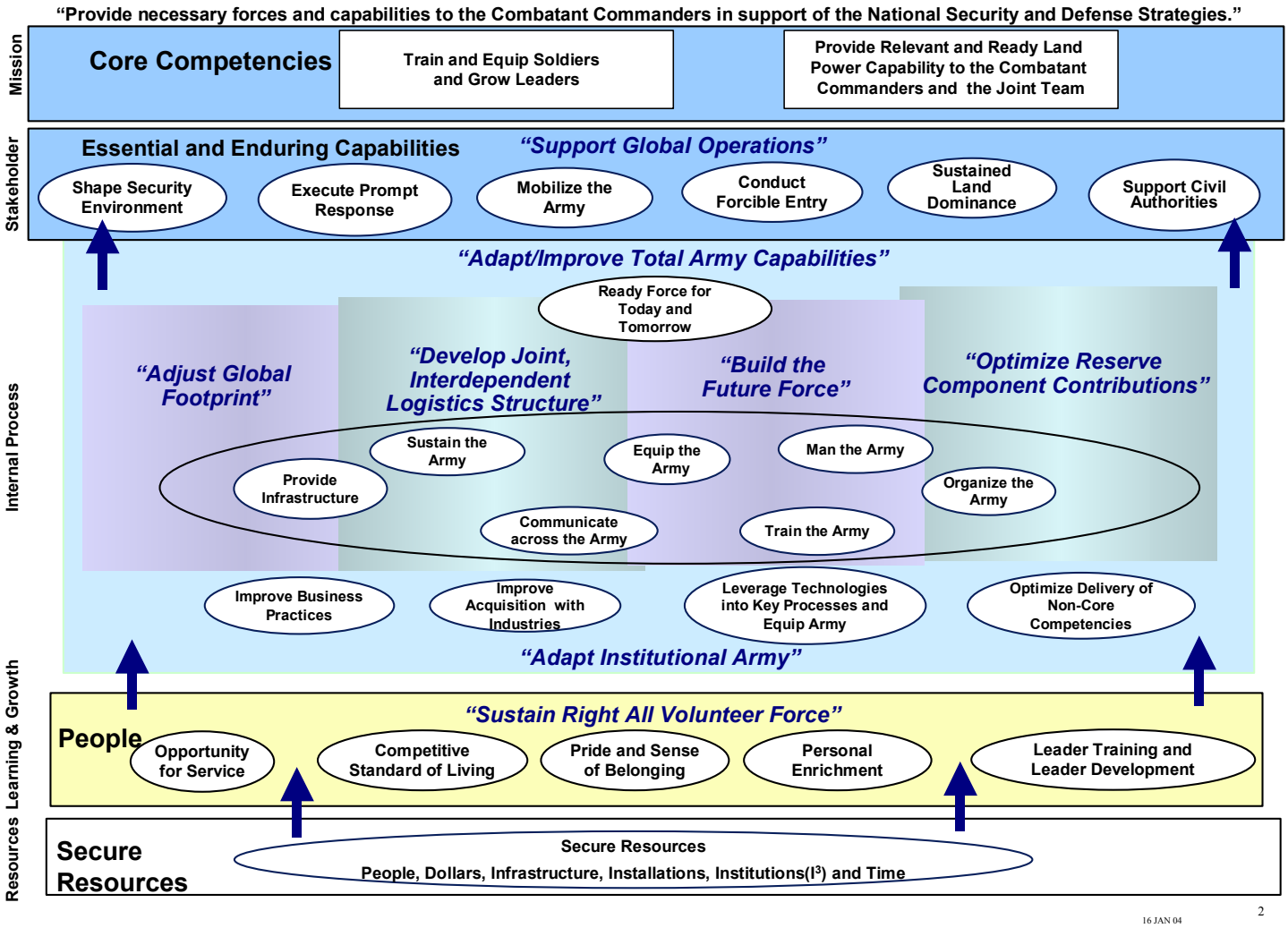
SRS: The Department of Defense has directed the Defense Agencies and the Military Services to utilize the Balanced Scorecard (BSC) as a means to manage performance as strategies are translated into operational terms. The Army's response to this initiative is the Strategic Readiness System (SRS), "a strategic management and predictive readiness tool intended to provide the Army leadership with a single system that communicates the Army's mission, vision, strategic objectives, priorities and focus."[20] The SRS applies the Balanced Scorecard methodology to translate strategy into action, measure success of strategic objectives, and track results in a focused manner and standardized context. Starting at the highest organizational level, the Army is building a set of cascading scorecards in the SRS, each of which will drill down and link with the next higher or next lower scorecard as appropriate.

The SRS establishes twenty-four strategic objectives in the following major categories:

- Essential and Enduring Capabilities: Support Army Core Competencies and are linked to Joint Operating Concepts (JOCs) and desired Joint capabilities
- Internal Processes: Support the accomplishment of all essential capabilities
- People
- Resources

[20] *ASA(ALT) Strategic Readiness System (Balanced Scorecard) Implementing Instructions, January 13, 2004.*

Figure 5: Army Strategy Map – Strategic Readiness System (SRS)



SRS provides a framework and vehicle for tracking and reporting strategic measures. Application of the SRS within OASA(ALT) will allow proactive management and promote vertical and horizontal alignment between organizational elements ("scorecards") to ensure shared understanding and cognizance of the mission, vision, and strategic objectives of the organization as a whole and within subordinate organizational entities. In addition to linking measure performance to supporting databases to facilitate decisions, SRS will also link Army readiness to resources.

While the SRS remains in its early stages of application, OASA(ALT) developed the measures shown in this Strategic Plan in accordance with the SRS principles and framework. To enable adequate monitoring and assessment of progress against plan, OASA(ALT) will ensure direct linkage between SRS, OASA(ALT) strategic measures, and OASA(ALT) operational measures (e.g., MAPR, MAR).

Figure 6: OASA(ALT) Strategy Map

CONCLUSION/WAY AHEAD

> *"In every generation, the world has produced enemies of human freedom. They have attacked America because we are freedom's home and defender. The commitment of our fathers is now the calling of our time."*
>
> *President George W. Bush*

Operating in an environment of increased national security threats with enemies committed to mass destruction, domination, and even martyrdom, we cannot conduct business as usual. Whether our enemies come in the form of nation-states or rogue organizations pursuing their own agendas, they will challenge us asymmetrically – not where we are strong, but where they think we are vulnerable.

Our Army is the world's pre-eminent, most capable, and most respected land force. Still, there is no natural law that says it will always remain that way. We must constantly strive to improve – to be better and to do better.

This OASA(ALT) Strategic Plan represents a significant effort, but it is only a first step. Since the creation of the Acquisition Corps in 1989, the Army Acquisition Community has made many advances in its ability to provide leadership in management of Army Acquisition, the workforce that supports it, and the Acquisition Community's ability to field capabilities to meet the needs of the warfighter at the right time. This plan represents an opportunity for OASA(ALT) to enhance its ability to continue in this mission at a critical juncture in our Nation's history.

The OASA(ALT) Strategic Plan represents a snapshot in time and a commitment on the part of the organization's leadership to put a stake in the ground and to move forward together. As OASA(ALT) sets out to undertake this plan, it is incumbent on OASA(ALT)'s leaders to monitor progress and results and make decisions that enable OASA(ALT) to stay the course toward realizing its vision.

More important than the plan is the inclusive and iterative process that has been put into place. This process brings together the DASAs, PEOs, FOAs, and their stakeholders as partners, so that they can debate the issues and with the results of that informed debate, improve the decisions they make regarding the future of the Acquisition Community. They can then communicate their decisions, via the strategic plan, from a position of consensus. Drawing upon their consensus in crafting OASA(ALT)'s strategic direction, leadership's commitment to this plan is unquestionable.

But that is not enough. While the creation of the strategic foundations, the vision, mission, goals, and objectives takes place in the spotlight, implementation takes place in the trenches. As Dr. Peter Drucker, author of The Practice of Management, states, the plan must degenerate into work. It must be implemented, and the implementation must be supported by resources, both the people and the funds, to put the goals into action.

There is still much to be done to implement the goals, objectives and actions of this strategic plan. Action officers must be assigned; working groups such as IPTs must be chartered. Data must be collected and the candidate measures tested and refined.

Strategies will become a reality only when they are embedded within the organization's day-to-day operations. Each DASA's and PEO's Management Plan will delineate their internal strategy for supporting the OASA(ALT) strategic plan. And finally, the progress achieved against the actions, objectives and goals and the information derived from the measures must be fed back into the next iteration of the strategic plan.

After all, this plan represents only interim results. It is the first, but not the last, OASA(ALT) strategic plan. With each iteration, the organization stretches to achieve transformational change that better positions it for success.

APPENDIX A – MANAGEMENT PLANS

The OASA(ALT) Management Plans serve as the detailed action plan component of the OASA(ALT) Strategic Plan. In addition to providing the detailed, actionable framework for implementing OASA(ALT) strategic goals and objectives, the Management Plans delineate implementation responsibilities and ensure alignment of organizational mission priorities, initiatives, and resources with the OASA(ALT) strategy.

To develop the OASA(ALT) Management Plans, designated DASA/PEO/FOA Goal Owners will draw upon the OASA(ALT) Strategic Plan and utilize management planning templates.

Figure 7: Management Plans Notional Content

MGMT PLAN SECTION	DESCRIPTION
I. Goal Overview	▸ Goal statement ▸ Designated goal owners and identified coordinating offices ▸ Brief description of the goal ▸ Goal-level performance measure(s) ▸ Identification of assumptions that may affect goal achievement ▸ Objectives associated with the goal
II. Performance Measures Summary	▸ Goal performance measure(s) and description(s) ▸ Objectives performance measures and descriptions
III. Action Plan for each Objective	▸ Objective statement ▸ Designated objective lead and listing of identified coordinating offices ▸ Brief description of the objective ▸ Objective performance measure(s) to include: – A description of the metric – Potential data source(s) for the metric – Preliminary target level of performance – Recommended frequency of data collection – Recommended responsibility for data collection ▸ Identification of assumptions that may affect objective achievement ▸ Identification of resource requirements needed to accomplish the objective ▸ Overview of implementation actions ▸ Implementation considerations to include: – Role(s) of coordinating offices – Potential implementation challenges and mitigation strategies ▸ Detailed project plan to include: – Implementation actions – Responsible offices: lead and coordinating – Planned schedule: estimated start and completion dates – Performance measures

Notional

APPENDIX B – OASA(ALT) ORGANIZATION

This section contains a summary of OASA(ALT) responsibilities as delineated in General Order (GO) 3[21], as well as brief descriptions of each of the OASA(ALT) organizational components.

GO 3 establishes the Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA(ALT)) as the Army Acquisition Executive (AAE), the Senior Procurement Executive, the Science Advisor to the Secretary, and the senior research and development official for the Department of the Army. GO 3 assigns responsibility for a broad set of acquisition, logistics, technology, and cross-cutting functions to the ASA(ALT) (see Figure 8).

Figure 8: GO 3 Assignments of Responsibility to the ASA(ALT)

Acquisition	▸ Executing the acquisition function and the acquisition management system of the Department of the Army (DA) ▸ Exercising the procurement and contracting functions ▸ Ensuring the production readiness of weapon systems ▸ Managing the DA Competition Advocate Program ▸ Appointing, managing, and evaluating PEOs and direct-reporting program/project/product managers ▸ Administering and overseeing research, development, test, evaluation, and acquisition Programs ▸ Developing, defending, and directing the execution of the Army's acquisition policy ▸ Managing the Army Acquisition Corps and the Army Acquisition Workforce ▸ Chairing the Army Systems Acquisition Review Council (ASARC) ▸ Overseeing the Army Industrial Base and Defense Preparedness Programs
Logistics	▸ Overseeing the acquisition logistics management function
Technology	▸ Executing the research and development function, including scientific and technical information ▸ Serving as the SECARMY's single executive for providing export policy oversight ▸ Directing the Army Science Board (ASB)
Cross-cutting	▸ Advising the SECARMY on all matters relating to AL&T management ▸ Representing the DA on the Defense Acquisition Board (DAB), and associated committees ▸ Providing the Army policy representative to the Defense Acquisition Regulatory Council ▸ Formulating and overseeing policies and programs within the AL&T arenas, consistent with statutes and objectives of the SECARMY ▸ Ensuring that the Chief of Staff of the Army (CSA) is provided with support as the CSA considers necessary in performing CSA duties and responsibilities ▸ Ensuring effective coordination of AL&T policies and programs within the DA ▸ Developing and presenting Army policies, plans, and programs to appropriate decision making authorities in the DA and DoD and justifying those policies, plans and programs to appropriate officials in the executive branch and Congress, as directed by the SECARMY ▸ Representing the Army with counterpart offices in OSD and Defense agencies ▸ Communicating and advocating Army policies, plans, and programs to external audiences ▸ Providing guidance to and oversight of the responsible Deputy or Assistant Chief of Staff in developing, implementing, executing, and/or supervising, where appropriate, the execution of Army policy, plans, programs, budgets, and activities ▸ Exercising direct tasking authority over the Army's designated Executive Agents for the execution of their delegated security cooperation responsibilities ▸ Overseeing the development, coordination, and implementation of policies and programs associated with the Army's security cooperation activities ▸ Integrating Reserve Component matters within AL&T policies, plans, and programs

GO 3 (5.l) designates the ASA(ALT) as the secretariat principal for all Army matters and policy related to the logistics management oversight of readiness, supply, services, maintenance, transportation, and related automated logistics systems management. GO3 designates the Deputy Chief of Staff, G-4, as a member of the Army Staff, with responsibilities that include current logistics operations and contingency plans; and the execution of Army logistics policies, programs, budgetary inputs and activities regarding supply, maintenance, transportation, distribution, strategic mobility, aviation, munitions, war reserves/prepositioning of supplies and equipment, and readiness. In addition to the responsibilities and authorities of the G-4, GO3 further designates the G4 to be the ASA(ALT)'s Responsible Official for Sustainment (ROS) to serve as the

[21] *General Orders No. 3, Assignment of Functions and Responsibilities Within Headquarters, Department of the Army, 9 July 2002.*

principal military advisor in the functional area of logistics; to integrate supportability and sustainment functions throughout the acquisition life cycle management process for new and existing weapon systems; to ensure ILS requirements are included in the materiel acquisition process to support unit set fielding and full material release of systems; to develop policies and maintain oversight of ILS programming, planning and execution; and to direct an organization in the office of ASA(ALT) for ILS that will oversee supportability integration into the acquisition process.

To execute the broad areas of responsibility assigned by GO 3, as shown in Figure 8, the Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology (OASA(ALT)) is structured around:

- An Executive Office of the Headquarters (EOH) that provides an oversight authority for the Headquarters, OASA(ALT) operations
- Eight Directorates headed by Deputy Assistant Secretaries (DASAs), a Deputy for Acquisition and Systems Management, and an Executive Director for Strategy and Performance Planning
- Two Field Operating Agencies (FOAs)
- Twelve Program Executive Offices (PEOs) supported by Program Managers (PMs)
- Additional relationships with the Medical Research and Materiel Command, the Chemical Materials Agency (CMA), the Joint Tactical Radio System Joint Program Office (JTRS JPO), PM Unit of Action (UA), and the Single Integrated Air Picture (SIAP) being developed by the Joint SIAP System Engineering Organization (JSSEO)

Executive Office of the Headquarters (EOH)
Executive Office of the Headquarters (EOH): The EOH, comprised of the ASA(ALT))/AAE, the Military Deputy (MILDEP), Principal Deputy, Deputy Chief of Staff/G-4 (or Responsible Official for Sustainment (ROS)), and the Army Chief Information Officer (CIO)/G-6, is the authority for the Headquarters, OASA(ALT) operations. The EOH provides governance over the functions of the Army Acquisition Management process as executed by the DASAs and Directors, FOAs, and PEOs/PMs. The EOH will ensure an integrated approach to maximizing effectiveness and efficiency in the execution of the Army Acquisition Management Process

Directorates
DASA Plans, Programs, and Resources: Responsible for the planning and programming of the Army-wide acquisition program; is the focal point for program analysis of the procurement appropriation; provides OMA funding/manpower allocation planning and oversight; manages the research, development, and acquisition portion of the Army Modernization Plan, The Army Plan (TAP), the Quadrennial Defense Review (QDR), the Total Army Analysis (TAA); has primary responsibility for the development, presentation, and adjustment of the RDA portion of the Program Objective Memorandum; functions as the focal point for review and submission of all support documentation required during the acquisition process of acquisition programs; serves as the focal point for all program metrics; serves as ASA(ALT) CIO; and leads the development and implementation of ASA(ALT) Knowledge Management
DASA Integrated Logistics Support (ILS): Responsible for policy development, management and oversight of logistics supportability in the life cycle management of Army materiel. Focus of ILS is the fielding and sustainment of affordable and supportable materiel systems to use in current and projected operational environments
DASA Policy and Procurement: Responsible for the development, dissemination, and execution of Army policy for acquisition, procurement, industrial base, and related business practices. Oversees the professional development of the contracting workforce. Provides the Army policy representative to the Defense Acquisition Regulatory Council (GO#1 and AR 10-5), provides oversight of DA membership on DAR Committees, and manages DA Competition Advocate program (GO#1, AR 10-5), and promulgation
Deputy for Acquisition and Systems Management: Responsible for ensuring Acquisition Programs are fully integrated for improved system of systems capabilities. This integration extends to near term actions across OASA(ALT) and in support of current Army operations, as well as links to the Joint Requirements process

DASA Defense Exports and Cooperation: Responsible for security cooperation (security assistance and armaments cooperation), including: execution of data/information exchange programs, cooperative research and development of memoranda of understanding, participating in international forums; providing export policy oversight and chairing and directing the Technology Transfer Security Assistance Review Panel; and overseeing the development, coordination, and implementation of policy and programs associated with the Army's security cooperation activities
DASA Research and Technology: Responsible for fostering innovation and accelerating and maturing technology to enable Future Force capabilities and exploit opportunities to transition technology for the Current Force
DASA Elimination of Chemical Weapons: Responsible for the provision of oversight management of the Chemical Demilitarization Program (CDP) and Chemical Agent and Munitions Destruction (CAMD) Account within the Army. Serves as the single voice of the Army in providing the stability required in an atmosphere of diverse organizational relationships, both internal and external to DoD, to ensure the successful completion of the national program to safely destroy our chemical weapons stockpile as mandated by the worldwide Chemical Weapons Convention (CWC)
Executive Director for Strategy and Performance Planning: Responsible for administering, coordinating, and integrating OASA(ALT) strategic planning activities, and proactively developing, coordinating, and disseminating strategic communications between the OASA(ALT), its staff, and stakeholders to advance the organization's mission and programs

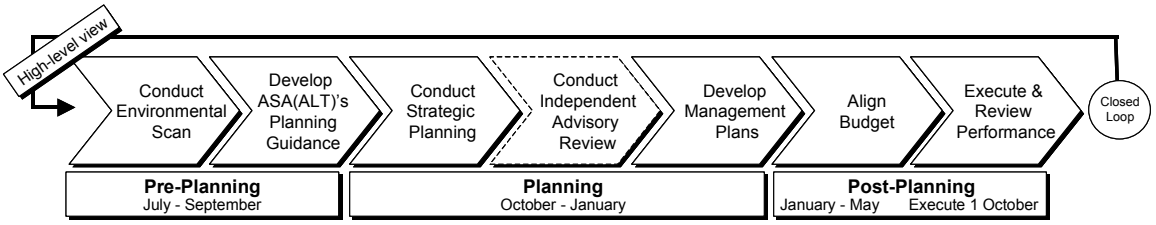
Field Operating Agencies (FOAs)
Army Contracting Agency (ACA): Responsible for providing efficient and effective contracting support to Army installations, information technology users, and the warfighters deployed in contingency environment are the most important missions of the ACA. Other responsibilities include: Standard Procurement System (SPS); End-to-end electronic commerce; Federal Procurement Data System (FPDS); procurement management assessments; Purchase Card – DoD Joint Program Office; A-76 acquisitions; and services contracting
Acquisition Support Center (ASC): Responsible for: providing oversight of the Army Acquisition Corps and the acquisition workforce; communicating the mission and vision of the Army Acquisition corps; providing MACOM-level support to PEOs in the areas of resource management, human resources management and force structure; planning, programming and overseeing/executing career management activities for the Army acquisition workforce (e.g., policies, training, opportunities, etc.); and providing policy, guidance, and support and services regarding acquisition issues and initiatives to the AAE, Director of Acquisition Career Management, OASA(ALT) staff, and the Army Acquisition Community

Program Executive Offices (PEOs)
PEO Air, Space & Missile Defense: Develops, integrates, acquires, fields, and sustains systems to enable the Army to dominate, control, and exploit aerospace in a joint environment
PEO Ammunition: Develops and procures conventional and leap-ahead munitions to increase combat power to warfighters
PEO Aviation: Serves as Army manager for the Apache, Cargo Helicopter, Utility Helicopter, Unmanned Aerial Vehicle, and Aviation Systems programs
Joint Program Executive Office Chemical and Biological Defense (JPEO-CBD): Provides the best chemical and biological defense technology, equipment and medicine at the right cost, at the right time, and at the right place. The JPEO-CBD has primary responsibility for directing assigned system acquisition programs within the Joint Service Chemical and Biological Defense Program. JPEO-CBD is responsible for research, development, acquisition, fielding, and life-cycle support of chemical, biological, radiological, and nuclear defense equipment and medical countermeasures supporting the National Military Strategy
PEO Combat Support and Combat Service Support: Provides innovation in Combat Systems Support, Force Projection Systems and Tactical Vehicle Systems for today and tomorrow's expectionary forces
PEO Command, Control, and Communications (Tactical): Rapidly develops, fields, and supports leading edge, survivable, secure and interoperable tactical, theater and strategic command and control and communications systems through an iterative, spiral development process that results in the right systems, at the right time and at the best value to the warfighter. Products and services encompass everything from tactical satellite communications and intelligence gathering systems to devices used by the combat Soldier in the field
PEO Enterprise Information Systems: Provides Joint Service and Army warfighters with information dominance by developing, acquiring, integrating, deploying and sustaining network centric knowledge based information technology and business management systems, communications, and infrastructure solutions through leveraged Commercial and Enterprise capabilities that support the total Army, every day and any where

PEO Ground Combat Systems: Serves as the System of Systems Integrator of the ground combat systems for the Armed Forces and leads the Army Transformation toward future systems as we evolve to the Objective Force. Manages the development, acquisition, testing, systems integration, product improvement, and fielding required to ensure programs meet cost, schedule and performance goals
PEO Intelligence, Electronic Warfare and Sensors: Fields and inserts state-of-the-art, interoperable sensor capabilities and products which enable the land component commander to control time, space and the environment, while enhancing survivability and lethality, through continuous technology evolution and warfighter focus in the right place, the right time, and at the best value for the U.S. taxpayer
PEO Simulation, Training, and Instrumentation: Provides the world's best Army with the world's best training and testing technologies, products, and services to increase Warfighter readiness across the full spectrum of military operations in a Joint, Interagency, and Multinational environment. PEO STRI is the Army's life-cycle manager responsible for developing and fielding interoperable training and testing capabilities, providing training products for System PMs, and providing operations and support of fielded devices world-wide as directed by the Department of the Army
PEO Soldier: Develops, produces, fields, and sustains everything that the Soldier wears, carries, and operates. The vision of PEO Soldier is to be the center of excellence for transforming Soldiers' capabilities so that they continuously dominate the battlefield across the full spectrum of war
PEO Tactical Missiles: Provides the American Soldier with the finest, combat effective, and supportable tactical missile systems in the world in a timely and cost-effective manner while fully supporting the Army's Transformation

Additional Reporting Relationships
Chemical Materials Agency (CMA): Enhance national security by eliminating chemical materiel, while protecting the public, the workforce and the environment to the maximum extent; and fulfill national defense needs by providing specialized products and capabilities for our warriors and homeland defenders
Medical Research and Materiel Command: Sustains and improves the readiness of the armed forces of the United States. Seeks to sustain the health and fighting ability of Soldiers, sailors, airmen and Marines through programs in medical research, medical materiel development, medical logistics and facility planning, medical information systems, and development of new technologies to improve military health care on the battlefield. The Command is engaged in a broad spectrum of activity, from basic research in the laboratory, to innovative product acquisition, to the fielding and life cycle management of medical equipment and supplies for deploying units
Joint Tactical Radio System Joint Program (JTRS): Provides software programmable & reconfigurable digital radio systems to meet Joint Vision 2020 requirements for interoperability, flexibility, adaptability, and information exchange
Single Integrated Air Picture (SIAP): Provides the Warfighter the ability to better understand the battlespace and employ weapons to their designed capabilities; supports the spectrum of offensive and defensive operations by US, allied, and coalition partners in the airspace within a theater of operations (e.g., attack operations, suppression of enemy air defenses, air and missile defense, intelligence preparation of the battlefield)

APPENDIX C – OASA(ALT) STRATEGIC PLANNING PROCESS



- **Conduct Environmental Scan**
  - Description: Extensive data sampling effort of key environmental and operational factors with potential strategic and tactical impact
  - Benefit: Identifies and analyzes major factors with potential tactical and/or strategic impact that emerge during the year of execution, thereby enabling OASA (ALT) responsiveness and agility regarding near-term and strategic factors
- **Develop Planning Guidance**
  - Description: ASA(ALT) issued memorandum providing direction and planning constraints to OASA(ALT) senior leadership in preparation for the Strategic Plan and Management Plan development phases
  - Benefit: Provides framework for and contextualizes strategic planning efforts by introducing the constraints and priorities for the process
- **Conduct Strategic Planning**
  - Description: Deliberative process focused on defining/refining OASA(ALT)'s strategic direction to provide organization and programmatic focus for both long- and short- term organizational activities
  - Benefit: Provides the mechanism to bring Senior Leadership together in a deliberative, consensus building dialogue to craft the OASA(ALT) long-term direction that takes into consideration DA, OSD, and Congressional priorities, as well as to begin developing a means of working towards the established direction
- **Conduct Independent Advisory Review**
  - Description: Third-party review of the OASA(ALT) Strategic Plan to provide objective and relevant feedback and perspective
  - Benefit: Provides an independent senior perspective on the OASA(ALT) Strategic Plan, and linkage of ASB focus and recommendations with Army ALT priorities
- **Develop Management Plans**
  - Description: Annual operating plans for each OASA(ALT) organization that provide the detailed, actionable framework for implementing OASA(ALT) strategic goals and objectives
  - Benefit: Provides the actionable mechanism for implementing the OASA(ALT) Strategic Plan and ensuring the alignment of organizational mission priorities, initiatives and resources with the OASA(ALT) strategy
- **Align Budget**
  - Description: Alignment of resources, including integration with the multi-year POM and budget processes, against identified and prioritized strategic initiatives
  - Benefit: Ensures adequate and appropriate resources are aligned and in support of OASA(ALT) strategic priorities contained in the strategic plan and management plans
- **Execute & Review Performance**
  - Description: Implementation of organization-specific Management Plans to include monitoring, measuring, and managing of performance against plan throughout the year
  - Benefit: Ensures accountability for implementation of the OASA(ALT) Strategy and enables OASA(ALT) senior leaders to achieve desired mission results by monitoring and reviewing organization performance

APPENDIX D – LCMC MEMORANDUM OF AGREEMENT AND LCMC CONCEPT

DEPARTMENT OF THE ARMY
WASHINGTON DC 20310

0 2 AUG 2004

MEMORANDUM OF AGREEMENT
BETWEEN
THE ASSISTANT SECRETARY OF THE ARMY FOR ACQUISITION, LOGISTICS AND TECHNOLOGY
AND
THE COMMANDER, U.S. ARMY MATERIEL COMMAND

SUBJECT: Life-Cycle Management (LCM) Initiative

1. **PURPOSE**: The purpose of this Memorandum of Agreement (MOA) is to formalize the Army's Life Cycle Management initiative. The objective of this initiative is to get products to the Soldier faster, make good products even better, minimize life cycle cost, and enhance the synergy and effectiveness of the Army Acquisition, Logistics and Technology (ALT) communities. It is intended to integrate significant elements of ALT leadership responsibilities and authority to enable a closer relationship between the Army Materiel Command (AMC) Major Subordinate Commands (MSCs) and the Program Executive Officers (PEOs). The PEOs will be able to work as an integral part of the AMC MSCs, while continuing to report directly to the Army Acquisition Executive (AAE); likewise, logisticians in AMC will have enhanced input into acquisition processes to influence future sustainment and readiness. The life cycle management initiative will provide an integrated, holistic approach to product development and system support.

2. **CONCEPT OF OPERATIONS**:

a. The concept of operation is to create Life Cycle Management Commands (LCMC) by aligning AMC systems oriented MSCs (AMCOM, CECOM, JMC, and TACOM) with the PEOs with whom they already work. The following Commands and PEOs will form the respective LCMCs:

Aviation/Missile LCMC (Formerly AMCOM)
PEO Tac Msls
PEO Aviation

Soldier/Ground Systems LCMC (Formerly TACOM)
PEO Soldier
PEO GCS
PEO CS & CSS

Communications/Electronics LCMC (Formerly CECOM)
PEO IEW&S
PEO C^3T

Joint Ammunition LCMC (Formerly JMC in AFSC)
PEO Ammo

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b. PEO STRI, PEO JCDD, PEO ASMD and PEO EIS will not be included in the LCMC construct initially. The RDECOM RDECs will be strategically and operationally linked. Alignments will be reviewed in the summer of Calendar Year 2005 and annually thereafter.

c. Additionally, the Military Deputy (MILDEP) to the Assistant Secretary of the Army for Acquisition, Logistics and Technology, ASA(ALT), will be dual-hatted as the AMC Deputy Commanding General for Acquisition and Technology (AMC DCG A&T). The dual-hatted MILDEP/AMC DCG A&T and the AMC DCG for Operations and Readiness will work closely together on issues within each individual's purview that affect the interest and mission of the other.

3. **RESPONSIBILITIES**:

a. ASSISTANT SECRETARY OF THE ARMY FOR ACQUISITION, LOGISTICS AND TECHNOLOGY/ACQUISITION EXECUTIVE. The ASA(ALT) is the AAE. The AAE's current responsibilities remain unchanged. The authority, responsibility and accountability for the development, acquisition, logistics and fielding of acquisition programs reside with the AAE. Management responsibility flows directly, without intervention, from the AAE to the PEOs to Program/Project/Product Managers (PMs).

b. COMMANDER, U.S. ARMY MATERIEL COMMAND (CDR, AMC). The CDR AMC is responsible for technology development; support to PEOs/PMs during the development, acquisition and fielding phases of the systems lifecycle; and integrated sustainment, planning, and execution. The support services that AMC provides to PEOs/PMs include technology research, development and engineering; acquisition logistics; contracting; procurement analysis; production; quality; industrial base analysis; sustainment logistics; and other support services as required.

c. MILITARY DEPUTY (MILDEP) TO THE ASA(ALT)/AMC DEPUTY COMMANDING GENERAL FOR ACQUISITION AND TECHNOLOGY (DCG, A&T). The MILDEP is the military deputy to the ASA(ALT) and will also serve as the AMC DCG for A&T. As an AMC DCG, he will monitor and direct command policy for technology and acquisition.

d. AMC DEPUTY COMMANDING GENERAL (DCG) FOR OPERATIONS AND READINESS. The responsibilities for the AMC DCG for Operations and Readiness include monitoring and directing command policy for logistics; assisting the CG in commanding subordinate units and organizations; acting as focal point for the North Atlantic Treaty Organizations for standardization and interoperability programs; acting as the Department of Defense (DoD) Executive Director for Conventional Ammunition; and acting as Command focal point for shaping AMC's future.

SUBJECT: Life-Cycle Management (LCM) Initiative

c. PROGRAM EXECUTIVE OFFICERS/PROGRAM MANAGERS/ PROJECT/ PRODUCT MANAGERS. The reporting chain for PEOs/PMs to the AAE is unchanged. They are responsible for, and have authority to accomplish program objectives for development, production, and sustainment to meet the user's operational needs. They will remain the single point of accountability for accomplishing program objectives through the integration of total life-cycle systems management. The PEOs remain responsible for the total life-cycle management of assigned programs. The PEOs, when delegated, exercise decision authority on milestone decisions for their programs. The PEOs will have no more than one level to the AAE and PMs will have no more than two levels to the AAE. The PMs will work closely with other LCMC elements (contracting, logistics, and industrial operations) to design and execute sustainment strategies that are both effective for the PM's system as well as synergized with larger Army sustainment concepts. The PEOs/PMs also will interface on a regular basis with LCMC Commanders, RDECOM and USASAC on technology and Security Assistance and other matters, as appropriate. Should PEOs be multi-hatted an appropriate waiver will be requested prior to assignment of any additional duty position.

f. LIFE CYCLE MANAGEMENT COMMAND COMMANDERS. The Commander, whether multi-hatted or not, is the focal point and primary responsible agent for actions across the entire life cycle of the entire groupings of systems assigned to the LCMC. The LCMC Commander also has an operational relationship with the RDECOM RDEC(s) associated with his/her LCMC for technology/engineering issues that affect the LCMC's assigned systems.

g. RESEARCH, DEVELOPMENT AND ENGINEERING COMMAND COMMANDER. The RDECOM remains a strategic partner in the LCMC concept. RDECOM provides science and engineering functional expertise to AMC LCMCs and PEO/PMs in support of their development, acquisition, sustainment and other missions.

4. **RATING CHAIN**:

Position	Rater	Intermediate Rater	Senior Raters
AMC DCG - Ops & Readiness	CG AMC		CG AMC
AMC DCG - Acq & Tech	CG AMC		AAE
LCMC CGs	AMC DCG - Ops & Readiness		CG AMC
CG RDECOM	AMC DCG - Acq & Tech		CG AMC
USASAC	AMC DCG - Acq & Tech		CG AMC
PEOs1, 2	LCMC CGs	AMC DCG - Acq & Tech	AAE
PMs	DPEO / PEO		PEO

1. "Dual-hatted" PEOs may have different rating scheme from other PEOs and will be determined individually
2. Except PEO STRI / JCBD / ARMD / ITS

3

SUBJECT: Life-Cycle Management (LCM) Initiative

5. **IMPLEMENTATION PLANS:** Implementation plans will be prepared for each LCMC outlining relationships, processes and reporting chains. These implementation plans will be developed no later than six months from the date of this document. Implementation plans will be developed by an IPT consisting of the Systems Support Alliance (SSA) (representatives from the MSCs), LCMC PEOs and RDECs. A Board of Directors, comprised of the MILDEP/AMC DCG A&T, the AMC DCG for Operations, the Commander, and the HQ AMC G-3, will provide reports on implementation progress to the AAE and CG AMC on a regular basis. The AAE has indicated that metrics will be established to evaluate the benefits of this arrangement.

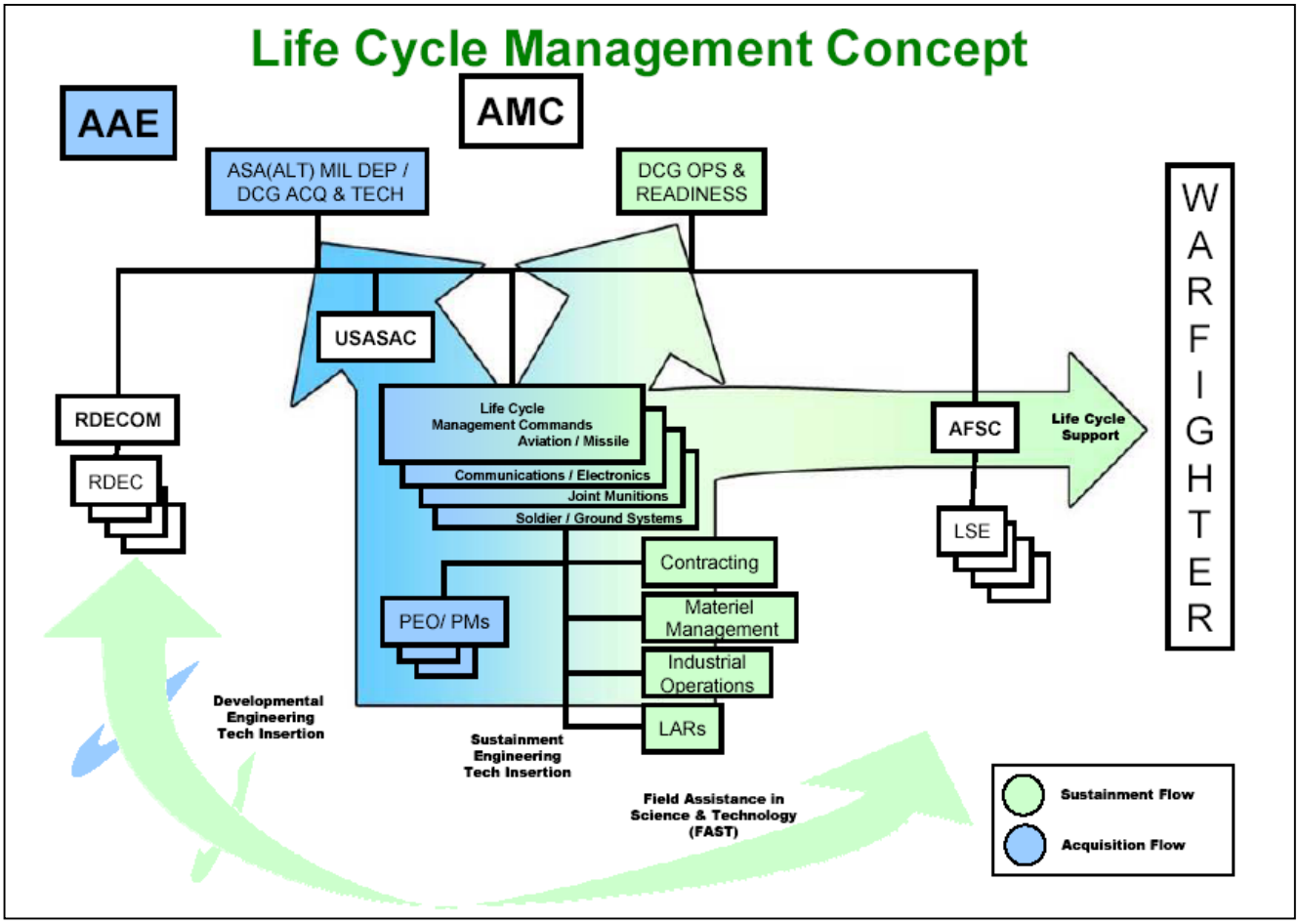
PAUL J. KERN
General, USA
Commanding

02 AUG 2004
(Date)

Claude M. Bolton, Jr.
Assistant Secretary of the Army
(Acquisition, Logistics and Technology)

02 AUG 2004
(Date)

Figure 9: LCMC Concept



APPENDIX E – GLOSSARY OF TERMS

Acquisition Management Terms:

Army Acquisition Corps: Subset of the Army Acquisition Workforce composed of acquisition professionals in the grade or O-5 or GS-14/equivalent DoD civilian workforce personnel demonstration project Broadband and above (AR 70-1) who meet DAWIA requirements

Army Acquisition, Logistics, and Technology Workforce (AL & TWF): Personnel component of the acquisition system including permanent civilian and military members who occupy acquisition positions, are members of the AAC, or are in acquisition development programs

Capability: "The ability to execute a specified course of action. It is defined by an operational user and expressed in broad operational terms in the format of an initial capabilities document or a DOTMLPF change recommendation. In the case of material proposals, the definition will progressively evolve to DOTMLPF performance attributes identified in the Capability Development Document (CDD) or Capability Production Document (CPD)" *(CJCSM 3170.01, 24 June 2003)*

Critical Acquisition Positions: Critical Acquisition Positions (CAPs) are senior-level acquisition positions at the grade of GS-14/equivalent DOD civilian Acquisition Workforce Personnel Demonstration Project broadband and LTC and above. These positions may only be filled by a member of the Army Acquisition Corps *(Army Acquisition Corps Career Management Handbook, 2003)*

Evolutionary Acquisition: "DOD's preferred strategy for rapid acquisition of mature technology for the user. An evolutionary approach delivers capability in increments, recognizing up front, the need for future capability improvements" *(CJCSM 3170.01, 24 June 2003)*

Flexibility: With regard to the acquisition workforce, the ability of people to move from one mission to another, i.e., to be mobile - does not mean changing a discipline altogether

Incremental Development: Pre-planned product improvement; developing, producing or acquiring, deploying, and sustaining a useful and supportable operational capability; each increment of capability will have its own set of thresholds and objectives set by the user *(Under Secretary of Defense, AT&L, Evolutionary Acquisition and Spiral Development Memo, 12 April 2002)*

Interoperability: "The ability of systems, units or forces to provide data, information, materiel and services to and accept the same from other systems, units or forces and to use the data, information, materiel and services so exchanged to enable them to operate effectively together" *(CJCSM 3170.01, 24 June 2003)*

Lifecycle Management: Integrated Lifecycle Management is an approach to materiel (including software) management in which all aspects of the Lifecycle (i.e., concept

refinement, technology development, systems development and demonstration, production and deployment, and operations and support) are understood, considered and acted on in decision-making. A management process, applied throughout the life of a system, that bases all programmatic decisions on the anticipated mission-related and economic benefits derived over the life of the system *(AR 70-1)*

Spiral Development: Concept-based product improvement; iterative process for developing a defined set of capabilities within one increment; requirements are refined through experimentation and risk management; continuous feedback and the user is provided the best possible capability within the increment; each increment may include a number of spirals *(Under Secretary of Defense, AT&L, Evolutionary Acquisition and Spiral Development Memo, 12 April 2002)*

Sustainability: The ability to maintain the necessary level and duration of operational activity to achieve military objectives. Sustainability is a function of providing for and maintaining those levels of ready forces, materiel and consumables necessary to support military effort *(CJCSM 3170.01, 24 June 2003)*

Sustainment: The provision of personnel, logistic, and other support required to maintain and prolong operations or combat until successful accomplishment or revision of the mission or of the national objective *(CJCSM 3170.01, 24 June 2003)*

System of Systems (SoS): A set or arrangement of interdependent systems that are related or connected to provide a given capability. The loss of any part of the system will degrade the performance or capabilities of the whole. An example of an SoS could be interdependent information systems. While individual systems with the SoS may be developed to satisfy the peculiar needs of a given user group (like a specific Service or agency), the information they share is so important that the loss of a single system may deprive other systems of the data needed to achieve even minimal capabilities *(CJCSM 3170.01, 24 June 2003 and AR 70-1)*

Transformation: "A process that shapes the changing nature of military competition and cooperation through new combinations of concepts, capabilities, people and organizations that exploit the Nation's advantages, and protect against our asymmetric vulnerabilities to sustain our strategic position, which helps underpin peace and stability in the world" *(Transformation Planning Guidance April 2003)*

Strategic Planning Terms:

Actions: Specific steps required to achieve the stated objectives

Culture: An organization's shared values, beliefs and modus operandi, as well as its ability to communicate its message and adapt to changes in the environment

Customers: People, groups, or organizations to whom OASA(ALT) provides products or services

Goals: Broad categorical areas of execution and strategic change consistent with the organization's mission that, when taken collectively, represent how the vision will be realized

Integrated Product Review (IPR): Formal quarterly, planned sessions of the OASA(ALT) leadership to monitor and review organizational performance against plan, build on performance strengths, and address identified performance issues

Management Plan: Annual organization-specific operating plan that provides the detailed, actionable framework for implementing OASA(ALT) strategic goals and objectives

Mission: Enduring and guiding statement of purpose of the organization - what the organization is about, its purpose and focus. It articulates the organization's reason for existing and defines the need the organization fulfills. The mission is defined by the needs and expectations of the group(s) it exists to serve

Objectives: Specific, measurable, and timed steps undertaken to accomplish goals

Performance Measures: Management tools and control mechanisms that better enable an organization to gauge progress executing strategy; facilitate monitoring and managing of organizational performance to identify strengths, gaps, and appropriate improvement actions; and inform management, leadership, customers, and stakeholders of status and progress

Planning: The continuing process by which the Army establishes and revises its goals or requirements and attainable objectives, chooses from among alternative courses of action, and determines and allocates its resources (manpower and dollars) to achieve the chosen course of action *(How the Army Runs, Chapter 4)*

Stakeholders: People or organizations other than customers who have some stake in the product or service being delivered and/or vested interest in the successful future of OASA(ALT). Examples might include regulators, staffs, oversight bodies

Strategic Partners: Those groups or organizations with whom OASA(ALT) must collaborate across the acquisition lifecycle in order to provide high quality products and services to the Soldier

Strategic Planning: An iterative process where an organization envisions a desired future and develops the appropriate procedures to transform the organization and achieve the desired state. Strategic Planning identifies where an organization must focus (mission), where it must be (vision), and how it intends to get there (goals and objectives)

Strategic Planning Offsite: Structured strategic planning workshop designed to provide a collaborative and deliberative dialogue that examines organization performance and issues to determine/review OASA(ALT)'s long-term strategic direction, priorities, and goals

Strategy Implementation: Process of embedding or operationalizing strategic goals and objectives within an organization's day-to-day operations to actualize achievement of the vision and execution of the mission

Vision: An idealized view of where or what the organization would like to be in the future. It describes the desired end-state; an ideal image of where an organization is going and is usually reaching forward 3-5 years

If you have any questions or comments regarding the OASA(ALT) Strategic Plan, please contact Doby Bokinsky, Director of Strategic Planning, OASA(ALT), at Doby.Bokinsky@hqda.army.mil or 703-604-7232.