LMP EXPRESS

July 2015

What's Next at LMP

July/ August: Wave 3 Full Deployment
Training Kickoff

August: Wave 3 Critical Business
Process Validation (CBPV)

25-26 August: Full Deployment
Training Summit

Increment 2 Wave 3 Goes Live!

On 19 June 2015, the Logistics Modernization Program (LMP) received written notification from the Assistant Secretary of Defense, Acquisition to proceed with Wave 3 Go-Live. On 24 June 2015 at 6:07 a.m. (ET), the LMP successfully completed Go-Live of Wave 3 functionality to three Army Materiel Command (AMC) sites as part of the Initial Operational Test and Evaluation (IOT&E) phase of the acquisition lifecycle.

The Increment 2 Wave 3 release deploys National Maintenance Program (NMP), Ammunition, and Expanded Industrial Base (EIB) capabilities into the LMP operating system at Corpus Christi Army Depot (CCAD), Joint Manufacturing and Technology Center-Rock Island Arsenal (JMTC-RIA), and McAlester Army Ammunition Plant (MCAAP).

Go-Live is a carefully coordinated effort among numerous organizations, including the LMP Product Management Office (PMO), Army Enterprise Systems Integration Program (AESIP), AMC, Program Executive Office Enterprise Information Systems (PEO EIS), and stakeholders throughout the test community and up the Army and Office of the Secretary of Defense chain of command. The meticulously choreographed efforts of our experienced Enterprise Resource Planning (ERP) working-level teams is creating a Go-Live success story. The test team worked with users to test thousands of scripts ensuring the functionality works at the transaction level. The data team partnered with sites to migrate nearly 7 million data records into the system. And the training team traveled to the sites to educate and train sites' cadre, who will in turn educate and train end users.

Congratulations to the entire team on a work effort that was second to none, bringing critical, advanced functionality to further strengthen the strongest Army in the world!

Next up...the march to a Full Deployment Decision (FDD) in January 2016!

Looking Back on One-Year at LMP *by LTC Robert Williams, LMP PdM*

First, I would like to extend both a congratulations and a thank you to the LMP and AMC teams that worked hard and spent countless hours in support of our successful 24 June 2015 Wave 3 Go-Live. Special recognition goes to the three limited fielding sites - JMTC-RIA, CCAD, and MCAAP - as they supported the readiness of the LMP Increment 2 while simultaneously performing their day-to-day missions.

I joined the LMP team as Product Manager (PdM) one year ago after spending the last four years in the Pentagon. I was brought into the Army Acquisition Corps 10 years ago after spending the previous decade in the Military Intelligence Corps. My time in the acquisition field was conventional (i.e. assignments to a program office, Operational Test Command, and the Pentagon) and I gained valuable experience supporting the acquisition of weapon systems, including time in Iraq. However, I had very little experience regarding Major Automated Information Systems acquisition and none vis-à-vis ERP systems. Coming into this type of program with a Milestone C less than one year away certainly gave me pause to think. As a former boss told me early in my career, "the Army isn't looking for brain surgeons, it's looking for leaders." I decided with this type of program to do just that...to lead... and leave the 'brain surgery' to the experts - the LMP team.

In speaking about this team, I want you all to know that prior to my arrival, all comments I heard about the LMP were positive and what I have witnessed is certainly congruent with those statements. Your reputation both in and around "the building" (i.e. the Pentagon) is impeccable and that is due to each of your commitment to this program's success.

I've spent the last year learning about ERPs and what it takes to successfully implement one. This has involved self-directed learning and many one-on-one sessions with LMP PMO personnel. Those many meetings gave me the ability and confidence to go into the Pentagon and brief senior Defense Department officials and decision makers in a way conducive to gaining permission to Go-Live.

We now pivot to execute IOT&E, which will inform a January 2016 FDD for the remaining Increment 2 sites. I know that the same expertise and dedication applied to the successful 24 June 2015 Go-Live will keep the next milestone on track. In parallel, we will continue the Transition of Services (ToS) efforts, as the first work package is slated to go to the Army Shared Services Center (SSC) for sustainment during October 2015, as well as focus on Increment 1 sustainment.

In the end, your efforts give Soldiers an edge over current and future adversaries, which is the goal…we never want them to enter into a fair fight. Thanks to this team for a great first year and I look forward to continue to learn from each of you as we grow LMP together.

Happy Birthday Army!

Secretary of the Army John McHugh (center), U.S. Army Chief of Staff Gen. Ray Odierno (left), and Sgt. Maj. of the Army Daniel A. Dailey (right), cut the Army Birthday cake during the 2015 Army Ball in Washington D.C. on 13 June 2015. The Army celebrated 240 years of service since it was established on 14 June 1775.

Photo Credit: Mr. John G. Martinez

LMP Priorities - What's Next
by Mr. Gabe Saliba, LMP Deputy PdM

With Increment 2 Wave 3 Go-Live complete and functionality turned on at the three IOT&E locations, our sights are now set on FDD in January 2016. So for Increment 2 over the next several months, there will be a lot of work fixing tickets that come into the help desk, along with additional testing and data efforts to get the remaining 13 Increment 2 sites ready for Full Deployment (FD).

For Increment 1, there is a major functional release set for November 2015 that is a big turning point on the auditability front. This release puts into the production several major fixes to ensure we meet the Department of Defense (DoD) mandate of being fully auditable by Fiscal Year (FY) 2017. Increment 1 also continues to support the CENTCOM/SOCOM mission, and they have asked us to add more locations and functionality for their users.

ToS continues to gain more and more visibility as we get closer to the end of the CSC contract in December 2016 and Army SSC continues to hire both government staff and contractors to support the sustainment activities moving there. The Government hosted a Post Award Conference in June 2015 with the selected small business contractors and on-boarding for their teams began earlier this month and continues through August 2015. Additionally, the LMP PMO is working with AMC to coordinate the realignment of Army SSC from Headquarters (HQ) Research, Development, and Engineering Command (RDECOM) to HQ Communications Electronics Command (CECOM) effective 1 October 2015 in accordance with a draft HQ AMC Operation Order. It's important to note that this change does not impact LMP PMO or Army SSC day-to-day activities. This is more of an administrative change and we are working with each organization to ensure clear communication with every team member.

Finally, we have to think about the future of LMP and what additional capabilities we can provide to AMC. While we don't have any details yet, we know that future increment conversations are starting and draft requirements are beginning to make the rounds at HQ AMC.

The fact that we have so many major efforts as part of our mission is a testament to what this team does for the Army every day. We juggle many different things affecting many different areas of the program and the Army mission, and it's because of this team that it all gets done - and the Army keeps coming back for more. HOOAH to our great LMP team!

PEO EIS June Hero of the Month: LMP's Noreen Bartley

Noreen Barltey (Increment 2) was recently recognized by PEO EIS as one of the June Heroes of the Month!

Noreen has selflessly dedicated herself to the LMP while serving as the team lead for the latest Expanded Industrial Base (EIB) solution, the largest and most complex of LMP Increment 2 implementations. Noreen's successful delivery efforts covered the full scope of the Increment 2 EIB solution, which included 541 component requirements supporting Shop Floor Automation, Item Unique Identification, Plant Maintenance, Equipment Master, and Automatic Identification Technology. She coordinated with the data, training, business transformation, and testing team leads, interfaced with the customer, and provided oversight and guidance to industry partners. Noreen also traveled to Corpus Christi Army Depot where she supported a Wave 3 Business Operations Test and ensured proper reporting documentation. Her coordinated and diligent efforts ensured a quality EIB solution was accepted by the AMC customer, resulting in Wave 3 Go-Live on 24 June 2015.

Congratulations to Noreen!
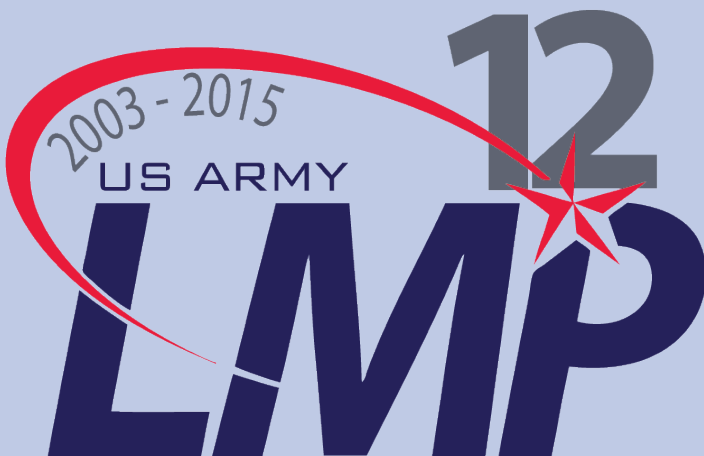
Happy Birthday LMP!

On 3 July 2003, the LMP first went live to CECOM. Twelve years later, the LMP continues to strengthen the strongest Army in the World through expanded capabilities, and most recently, Increment 2 functionality. Happy Birthday LMP!

2003 - 2015
US ARMY LMP
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LMP Better Buying Power Initiative Promotes Effective Competition and Increases Prime Awards for Small Business

PdM LMP began execution of a contract strategy for ToS services from a large, single source system integrator to a Government-managed organic capability augmented by small business prime contractors. The strategy culminated with the June 2015 award of three Task Orders (TOs) to the small businesses holding Indefinite Delivery Indefinite Quantity contracts. By making multiple TO awards, the work requirements were broken into components that are supportable by small businesses and will help mitigate the risks associated with a single contractor supporting all of the LMP requirements.

This new strategy captured two key Better Buying Power (BBP) initiatives: 1) Promote real competition and 2) Increase the role of small businesses in the defense marketplace.

Historically, LMP has been supported by a large single source contractor who designed, built, deployed, and sustained the LMP system. The Army SSC, headquartered at Picatinny Arsenal in New Jersey, is ramping up an integrated workforce consisting of Government civilians augmented by a small business contractor workforce to completely transition the sustainment of LMP.

DEPARTMENT OF DEFENSE
BETTER BUYING POWER

The use of the Army SSC Government organic sustainment and BBP initiatives will:
- Promote effective competition by transitioning intellectual property to a Government-managed organic capability augmented by small business through on-going, multiple award competitions
- Increase small business opportunities through new small business prime contract awards and focusing on strengthening the SAP ERP marketplace for small business support to the Government

The bottom line is that this innovative contract strategy allows the Government more control and agility in managing the LMP, as well as provides cost effectiveness through the use of its small business partners. These awards will help deliver effective and efficient sustainment to LMP users for many years to come, while supporting a major DoD effort to "do more without more."

Eight Tips for Organizational Effectiveness

The most recent PEO EIS Climate Survey identified organizational effectiveness as a critical area to share information to strengthen our teams. This article offers eight things we all can do to improve organizational effectiveness and support the LMP mission.

To create an effective organization (or team), you must review your capabilities and identify areas for improvement. With gaps identified, you can develop a plan to build the necessary capabilities to support your goals. Here are eight steps to follow:

1. Identify your mission: Know your goal and what the end state is supposed to be

2. Put together the right team: Find the right people with the right skills to meet your goal

3. Assign the right managers: Assign managers who have a critical eye to ask the right questions and lead the team to success

4. Have experience on your side: Make sure team members have a variety of knowledge and skills in order to collect and present information in a way that enables effective delivery of requirements

5. Have the right tools: Make sure the team has the right technology and resources to get the job done

6. Clearly identify roles and responsibilities: Review organizational (or team) structure to make sure it's organized in a manner that is most conducive to meeting your objectives

7. Utilize processes: Follow defined steps and proven processes to successfully execute specific tasks and functions

8. Build effectiveness: Once you've identified the potential capability gaps, you can establish a framework to build those capabilities using the seven steps above... and drive organizational effectiveness to meet your goal

Rugged Tablets and Notebooks at Work for the LMP Increment 2

Included in the recent Increment 2 Wave 3 implementation is Expanded Industrial Base (EIB) Automatic Identification Technology (AIT) functionality, which includes shop floor/production execution, production reporting, and material management. Bottom line, EIB AIT makes inventory tracking more efficient while reducing user burden by employing the latest technology to track and manage assets.

To make EIB AIT possible, the LMP PMO developed and purchased an LMP-only configuration of Panasonic CF-H2 ruggedized tablets, Panasonic FZ-G1 ruggedized notepads, and Honeywell SR61TG tethered scanners, all of which were shipped to the Increment 2 sites in June 2015. Sites also received a varied supply of docking stations, spare batteries, spare battery charging cradles, and carrying straps to make using the equipment easier.

To support implementation and use of the new equipment, the LMP PMO will manage the contracts with Panasonic and Honeywell, including warranties and ensuring the equipment doesn't become obsolete, as well as providing training and support guides to sites and users. The sites will ensure the equipment is synced properly to local networks, provide training, and establish procedures on how issues are addressed.

The unique configuration of these tablets and notepads was a large-scale effort to put the best commercial equipment into the hands of depot and arsenal workers, and delivering this equipment demonstrates the Army's commitment to help LMP users best track and manage materiel in support of Soldier missions.

LMP and ERPs Discussed at University of Alabama

The AMC recently partnered with the University of Alabama - Huntsville (UAH) on a pilot graduate-level program for AMC Life Cycle Management and Supply Chain Management (SCM) professionals. This program was sponsored by the former AMC Deputy Commanding General, LTG(R) Patricia McQuistion, and includes 20 AMC personnel from multiple organizations at Redstone Arsenal. In June, students began a course to learn about ERP usage in industry.

As all the students are AMC personnel, the UAH invites guest lecturers from the Army to provide a unique DoD and Army perspective on specific topics. Mr. Josh Call, AMC G-3/4 Chief of Business Process Management, and Mr. Emmett Powell, AMC Business Process Management practitioner, recently were guest speakers at several sessions. Mr. Call provided an overview of the Army's unique challenges in implementing ERP systems, its efforts to overcome cultural and organizational resistance to the changes ERPs inherently bring, and some of the uniqueness of Army business incorporated into the Army ERPs. He specifically talked about the Single Army Logistics Enterprise, the Global Combat Support System - Army, and the LMP. At a separate session, he discussed Material Requirements Planning (MRP), providing information on the standard industry uses of MRP and the AMC application of MRP at both the secondary item manager and organic industrial base levels. Mr. Powell discussed Business Process Management and Business Process Modeling, providing specific DoD and Army focus on architecture products, modeling standards, and practical applications.

Pictured above: Mr. Josh Call (r.), AMC G-3/4 Chief of Business Process Management, speaks to AMC professionals during a specialized course at the University of Alabama - Huntsville

Continuing education is a critical component to the advancement of the Army ERPs and LMP. AMC's willingness to partner with prestigious academic organizations like the University of Alabama is just one example of the Army's commitment to successfully implementing, sustaining, and expanding ERPs to support Soldiers worldwide.

INCREMENT**1**

Recent News & Activities

- April 2015 – Implemented Logistical Reassignment functional fixes into Production

- May 2015 – Implemented CENTCOM/SOCOM Phase 1 distribution requirements into Production

- May 2015 – Conducted Total Package Fielding (TPF) pre-pilot workshop at TACOM

- June 2015 – Completed Segregation of Duties (SOD) efforts at Defense Finance and Accounting Service (DFAS)

What's Next

- July-September 2015 – TPF Pilot

- November 2015 – Major Functional Release (to include auditability and functional requirements)

- December 2015 – Complete SOD efforts for Increment 2 functionality (ERP Central Component (ECC), Extended Warehouse Management (EWM), Complex Assembly Manufacturing Solution (CAMS))

INCREMENT**2**

Recent News & Activities

- April 2015 – Completed Wave 3 Business Operations Test (BOT)
- May 2015 – Completed Wave 3 BOT Fix & Re-test Phase
- May 2015 – User acceptance of Increment 2 solution
- May 2015 – Army Cost Position delivered in support of Milestone C
- June 2015 – Milestone C Army Systems Acquisition Review Council (ASARC)
- June 2015 – Milestone C "Paper" Defense Acquisition Board (DAB)
- June 2015 – Wave 3 Go-Live (i.e. turn on the system for users executing IOT&E)
- July 2015 – Full Deployment Data Summit

What's Next

- July/August 2015 – Wave 3 Full Deployment Training Kickoff

- August 2015 – Wave 3 Critical Business Process Validation (CBPV)

- August 2015 – IOT&E begins

- September 2015 – Full Deployment Capstone Training begins

- September 2015 – Cyber Economic Vulnerability Assessment-Adversarial Assessment (CEVA-AA)

- January 2016 – FDD

TRANSITION OF SERVICES

- June 2015 – Awarded Army SSC Small Business Task Order for LMP Sustainment Support; held a Post Contract Award Conference with small business contractors
- July 2015 – Onboarding for small business contractors begins; continues through October 2015

- Government hiring continues
- October 2015 - First Transition Package scheduled to transition to Army SSC management

QUESTIONS? Have ideas, comments, or suggestions for the *LMPExpress*?
E-mail **christine.mcmahon2.ctr@mail.mil**

June 2015 Town Hall Winners

Pictured below with LTC Robert Williams, LMP PdM, and Ms. Mary Lowe, Engility Program Manager, are this quarters' Town Hall honorees. Congratulations to all our winners for a job well done!

Army SSC Unsung Hero of the Quarter: Susan Meriwether (l)

Unavailable for photos:
- *Government Unsung Hero of the Quarter: LaVerne Harris*
- *Government Subject Matter Expert of the Quarter: Durrell Brassfield (TACOM)*
- *Government Employee of the Quarter: Senitra Thompson*

Army SSC Employee of the Quarter: Robert Kosek (l)

Contractor Unsung Hero of the Quarter: Kurt Phoel (r)

Contractor Employee of the Quarter: Paul Tassiello (r)

Army SSC: Learning Objective Readiness Assessment (LORA)

To support ToS efforts, the Army SSC is using the Learning Objective Readiness Assessment (LORA) process, a multi-faceted wealth of information and experiences housed in one document that tracks and improves skill and knowledge retention for Army SSC team members. By actually doing and experiencing real LMP work, our people develop critical thinking skills, as well as discover advanced enterprise management concepts. LORA is a system of well-planned activities and experiences in a well-engineered program underpinned by a quality instructional approach. The steps for an individual's LORA include:

- The initial review includes an evaluation of a teammates skills and experience against the requirements of the defined role they are taking over. From this review, the individual's educational requirements are identified and scheduled.
- Job Shadow-Observing consists of "left-seat-right-seat" observation/mentorship with a CSC counterpart. The timeframes required to accomplish this knowledge transfer vary by person and based upon exposure needed to learn the job.
- Once Observing is complete, the team member can move onto Job Shadow-Doing, which consists of working specific LMP job duties. At this time, the roles are reversed and the individual's day-to-day activities are observed by a CSC counterpart to solidify the experience of performing the work.
- Full Readiness demonstration is the final phase. This is the final milestone review where not only the resource, but the entire transition package, is reviewed to transition the work from CSC to the government team member.

As of 11 June 2015, 14 government resources moved past the initial review and are taking advantage of educational opportunities. For the Job Shadow-Observing phase, 38 government and 11 contractors are working with CSC counterparts. All work observed is being captured and documented on individual LORAs. There are 23 government and 10 contractors in the Job Shadow-Doing phase, performing the work and addressing LMP requirements.

A resource from the Army SSC uses their individual LORA to progress through the job learning phases. The LORA Board reviews and approves all recommend changes of the Army SSC resources to move from one phase of the ToS to the next. The LORA Board will determine the date of the change, verify the LORA form, and ensure consistency across all transition packages. As additional people are hired, their experience and efforts will be facilitated by the LORA process enabling full transition.

What we'll have in the end is a fully-engaged and knowledgeable team sustaining the LMP and supporting its future mission.

Learning Objective Achieved

LMP MASTER SCHEDULE