LMP EXPRESS

May 2014

What's Next at LMP

19 Jun: Logistics Enterprise Steering Committee (LESC) Meeting*

Jul: Increment 2 Wave 2 Limited Fielding Decision

17 Jul: Assumption of Charter*

24 Jul: Logistics Enterprise Management Review (LEMR)*

SES-level meeting

AMC and LMP PMO Hit the Road
to Talk Increment 2 with Commands and Sites
by Mr. James Dwyer, AMC G-3/4

We all know how important it is to join together as a team for a successful LMP Increment 2 deployment. That's why Headquarters Army Materiel Command (HQ AMC) G-3/4 and the LMP Product Management Office (PMO) hit the road starting this past January to conduct collaboration sessions at more than 20 AMC locations set to receive Increment 2 functionality. Joining together ensures open communications, plausible discussions from organizations and personnel, and allows leadership to solicit ideas, concerns, questions, and inputs from sites and users so we can answer specific needs surrounding Increment 2 deployment.

The collaboration team's primary objective is to ensure site leadership and key staff understand the LMP Increment 2 capabilities and schedule, the areas where sites have responsibility to execute in support of the deployment, and address issues and concerns. The three primary areas each site is responsible for is data migration and cleansing, Business Process Reengineering (BPR) to ensure the Increment 2 capabilities are supported, and training their workforce on the new capabilities.

The collaboration meeting agenda has included overviews of the LMP Increment 2, business transformation and BPR, as well as updates on the collaborated training approach and status of training progress to date, testing approaches to include overall concept and schedule, the integrated data migration approach to include data cleansing and readiness progress updates, and wrap up sessions that cover any issues, concerns, risks, migration preparations, and the timelines needed to synchronize these activities. Each site also facilitated their own sessions focused on their current progress to date which ensure HQ AMC and the LMP PMO understand where they are in preparation for the LMP Increment 2.

To also help track Increment 2 deployment, leadership is utilizing and sharing the LMP Increment 2 Go-Live Readiness Scorecard (GLRSC) to enable an effective snapshot of deployment progress. While a separate effort from the collaboration meetings, the team reviews the GLRSC in multiple forums with multiple audiences to ensure correct visibility among the right groups of stakeholders, including the

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Message from LMP PD:
How to be Effective *by Mr. Gabe Saliba, LMP PD*

Being effective translates to all levels within in an organization. So no matter your role here at LMP, consider these five attributes as keys to your success. Together we can continue to strengthen our individual roles and how they impact our overall team, program, and the Army.   HOOAH!!!

1. Surround yourself with the right people. Whether you're a manager or part of a team, be sure to surround yourself - and your project - with the right people. Identify gaps in resources and seek out the right talent to fill the holes and put together a complete team that can cover every aspect of the work at hand.
2. Build a highly effective team. Once you have all the right people, work together to be efficient. Utilize tools, timelines, and other people's experiences to deliver work products on time and on budget.
3. Experienced resources. Everyone on a team must have experience in order to ask the right questions. They need to know how all of the pieces fit together and how to solve problems when a piece doesn't fit or is missing altogether. Without each individual's specific experience, the team loses ground, so be sure to know and appreciate what everyone brings to the table.
4. Flexibility. It's a fact...things change all the time, especially at LMP! You have to be flexible and patient, and learn to adjust course at a moment's notice.
5. Communication. Be sure to provide the right information and details to get the job done. Make sure whoever you are working with knows what is expected of them and by when. And be sure to follow up and continue to communicate to ensure progress is on track.

AMC & LMP PMO Hit the Road:
Cont'd from page 1

twice-monthly LMP Increment 2 Integrated Product Team (IPT) meetings, weekly AMC collaborative forums, including the Organic Industrial Base Reviews (OIBR) and the Logistics Enterprise Team (LET) Huddles, and the Logistics Enterprise Steering Committee (LESC) meeting and Logistics Enterprise Management Reviews (LEMR), held alternately approximately every four to six weeks.

Aditionally, AMC and LMP have teamed up to produce videos promoting the implementation of LMP Increment 2 within the AMC organic industrial base (IB) to provide another means of promoting a better understanding of the LMP Increment 2 and the productivity enhancements of Wave 3 automation. (The videos are due out this summer.)

HQ AMC and LMP PMO are committed to ensuring sites and users are prepared for the LMP Increment 2, and truly believe that the use of our collaboration approach will aid the AMC's organic IB to minimize rework, causative research, and material costs, as well as improve labor efficiency and effectiveness, ultimately leading to a more capable, leaner IB in support of the joint Warfighter.

Deputy Corner: Interim DoDI 5000.02 *by Mr. Dan Martinez, LMP DPD*

In Nov 13, the Deputy Secretary of Defense issued new, interim guidance for the Department of Defense Instruction (DoDI) 5000.02 (Operation of the Defense Acquisition System) in order to "create an acquisition policy environment that will achieve greater efficiency and productivity in defense spending and effectively implement the department's Better Buying Power (BBP) initiative." Since the LMP Increment 1 is in sustainment, this new guidance only impacts the LMP Increment 2.

With the repeal in Nov 13 of the Business Capability Lifecycle acquisition approach for statutory and regulatory documentation, along with the Interim DoDI 5000.02 guidance, our team quickly set out to determine which changes apply to the LMP. They determined that we should follow Model 3 for Incrementally Fielded Software Intensive Programs, noting that Model 3 is most applicable to a Defense Business Sysem (DBS) - like LMP - that provides "rapid delivery of capability through several limited fieldings." Through Model 3, and our LMP Increment 2 limited fieldings in Jan 13, Aug 14, and May 15, we are reducing risk by breaking up the capabilities being deployed at one given time and streamlining the documentation process in order to obtain Milestone approvals.

We have received concurrence from leadership on our approach and our team is already in the process of updating and creating documentation for our next major milestone, as well as keeping up with providing required updates to our chain of command, including the Army Business Council (ABC), DoD Overarching Integrated Product Team (OIPT) lead Dr. Jost, and the Army Systems Acquisition Review Council (ASARC), to name a few. Stay tuned for important DoDI 5000.02 updates, and be sure to support the team if they come asking for documentation support, as nothing moves forward without these requirements being met!

INCREMENT **1**

What's Next

- May 14 – Business Enterprise Architecture (BEA) 10.0 compliance

- 18 Aug 14 – Deliver Source of Supply metric for LMP BusinessObjects

- Working with AMC G-8 to workload additional auditability requirements (Ongoing)

- Continuing responses to seven open audits (Ongoing)

Recent News & Activities

- Feb 14 – Completed Governance, Risk, and Compliance (GRC) training for sites / users

- Feb 14 – Received DoD Information Assurance Certification and Accreditation Process (DIACAP) Interim Authority to Operate (IATO)

- Mar 14 – Completed all additional testing and associated documentation for Phase 1 Federal Financial Management Improvement Act (FFMIA) attestation

- Mar 14 – Completed GRC Plans of Action & Milestones (POAMs) with sites

- Apr 14 – Recieved FFMIA Phase I interim report draft discussion report

- May 14 – Major Functional Release

Metrics:

As part of the LMP Increment 2 Wave 1, the LMP deployed BusinessObjects, a set of reporting tools integrated with Enterprise Data Warehouse (EDW) that allows for the creation of dashboards and other visually clear reports in a presentation format. Based on this toolset, the LMP has worked with AMC to identify high priority Enterprise metrics to develop within the BusinessObjects tool. In addition, AMC developers have been trained to develop within the BusinessObjects environment using the LMP Lifecycle to deploy Enterprise reports.

Using the LMP Integrated Program Master Schedule (IPMS) and CSC developers, the Enterprise Cost Conformance metric has been deployed and the Enterprise Source of Supply metric is targeted to be deployed in Aug 14. AMC developers are working on numerous metrics, with the first to be related to Finance metrics for Carryover, Total Revenue, Total Expenses, Net Operating Result (NOR), Total New Orders, and Productive Yield.

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GRC:

One of the major LMP compliance and auditability efforts identified by the DoD Inspector General (DoDIG) procure-to-pay audit is GRC. GRC is a work effort targeted at resolving segregation of duties (SOD) and system access controls issues.

Basically, SOD would limit one LMP user from ordering, approving, funding, and closing out the same transaction. That is, different people have to complete different levels of tasks in order to fully execute a transaction, thus avoiding fraud or conflicts of interest.

To date, all key stakeholders have been trained in GRC, all SOD conflicts have been identified, and lists of these identified issues have been provided to each site/command. In Mar 14, the LMP PMO worked with every AMC site to develop their POAMs in order to resolve all SOD conflicts by the end of Aug 14. All of these POAMs are complete and sites are tracking to complete this effort on time!

INCREMENT 2

What's Next

- Jun 14 – Wave 2 Business Operations Test complete; Wave 3 TPT begins
- Jun 14 – Wave 2 Training development complete
- Jun 14 – OIPT Interim Program Review (IPR)
- Jul 14 – Wave 2 Limited Fielding Decision (LFD)
- Aug 14 – Wave 2 Go-Live (Limited Fielding)

Recent News & Activities

- Feb 14 – Completed Critical Design Review (CDR) 3
- Feb 14 – Army Test & Evaluation Command (ATEC) submitted Abbreviated Operation Test Agency Assessment Report (AOAR) to Program Executive Office Enterprise Information Systems (PEO EIS)
- Feb 14 – Wave 1 Limited Fielding Report submitted to Army Acquisition Executive (AAE)
- Continued Collaboration Meetings at sites (through Jun 14)

Training the Increment 2 Workforce

With the LMP Increment 2 implementation underway, training is top of mind for site leadership and users slated to receive the new and added capabilities. The LMP has had proven training success, mostly from Third Deployment (D3), and has had some great input from the testing and audit communities, as well as the Training and Doctrine Command (TRADOC), to help us prepare for Increment 2 training activities. Specifically, our lessons learned, inputs from the field, and research looking at other Enterprise Resource Planning (ERP) implementations have told us that users want:

- Less conceptual and more hands-on training
- Less pre- and more post Go-Live training
- More job-based and site-specific training
- Expanded cadre role in training development and implementation
- More simulated experiences, like Rehearsal of Concept (ROC) drills
- And mandatory practice with sample data

With this information, the training team, which includes training leads from Wave 2 and Wave 3 sites, HQ AMC, CSC, and the LMP PMO, has outlined the following eight steps to deploy training to Increment 2 users.

For additional LMP Increment 2 information, contact:
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Pre-Go-Live
1. Communications – Share organization and job changes; gain support from leaders; encourage informed and engaged managers and supervisors
2. Education – Provide an overview of courseware consisting of main concepts and inform users of the old vs. new terms
3. Training – Offer a mix of web-based (self-taught) and instructor-led courses, giving users some choices on how they learn and provide a variety of course topics in different formats that include hands-on experiences
4. Practice – Host exercises using training data in the practice environment
5. ROC Drill – Run through simulated experiences in the practice environment

Post Go-Live
6. Education – Provide an overview and process-based education to include business process flows
7. Training – Provide "over the shoulder" opportunities, ad-hoc "real"/ refresher workshops and hands on/e-learning
8. Online Help – Provide work instructions and quick references via the LMP portal; provide instant online support (click on the "HELP" then "Custom HELP" drop down box on the SAP screen)

With these eight steps guiding the way, Increment 2 Wave 2 Training began in Mar 14 and Wave 3 Training is set to begin in Oct 14. With a combination of deployment experience and engaging several groups and individuals to help improve training for Increment 2, the LMP Training Team is working hard to put forth its best effort yet!

What's Happening with Transition of Services (ToS)

In 2013, LMP dove into the monumental effort to transition services from CSC to a Government sustainment organization, furthering the Army's capability as a self sufficient "Smart Buyer" of ERP services. The LMP PMO is working with the Army Shared Services Center (Army SSC) and Acquisition, Logistics and Technology Enterprise Systems and Services (ALTESS) to address critical resource and funding requirements to conduct hiring, determine space allocation, complete knowledge transfer, provide technology support, and award contract actions for what will be one of the largest core services transitions ever in the Army. See updates below on ToS planning, hiring, and education and knowledge transfer efforts.

Planning

The LMP PMO and its partners broke the ToS work effort into three major components and developed detailed plans to guide the transition process. The ToS team also worked with Army partners, the contractor, and the contracting community to write and vet contract language to address all issues and concerns, and ensure contract awards will not hinder ToS cost and schedule requirements.

The ToS Transition Work Plan (TWP) is the overarching implementation plan for the ToS from CSC to the Government and was signed by all parties in Apr 14. The TWP is supported by three Component Implementation Plans (CIP): Component 1 Sustainment Implementation Plan, Component 2 Hosting Implementation Plan, and the Component 3 Residual Legacy Implementation Plan. The CIPs are then supported by over 20 sub-plans, an Education Catalog, and other important documents. Taken together, these plans and sub-plans cover all implementation events, tasks, and products necessary to achieve a smooth transition.

Hiring

Today, Army SSC is actively hiring resources to form a new Government-led LMP sustainment team. The team that is being built today creates the foundation of Government expertise that will strengthen the Army's 'smart buyer' capability for ERP systems. Job openings are being announced at the U.S. Army Armament Research, Development and Engineering Center (ARDEC) through the Business Transformation & E-System (BTES) Directorate and at Aberdeen Proving Ground through CECOM. Open positions will continue to be posted at **www.usajobs.gov**.

Additionally, the Army SSC has been involved in recruiting veterans in partnership with SAP National Security Services, Inc. Serves program (**www.ns2serves.org**). George Albinson, Army SSC Director, recently attended an Open House for Veterans Recruitment, demonstrating the Army SSC's commitment to providing returning Soldiers with the opportunity to work on the LMP.

As of 20 May 14, 34 of 93 planned resources have been onboarded.

Education & Knowledge Transfer

The ToS education and knowledge transfer strategy is to utilize a variety of structured, situational, and role-based learning methods in combination with practical work experience to prepare new Government resources to assume the responsibilities of their CSC counterparts. This process includes five main parts:

1. Onboarding - The Government resource is hired, obtains Common Access Card (CAC), gets equipment, etc.
2. Education - The Government resource has access to a number of educational experiences, including classroom training, self-study opportunities, and site visits.
3. Job Shadowing - Once a resource is oriented to the LMP and deemed ready, they will begin to shadow their CSC counterpart, literally sitting sibe-by-side to watch them work, ask questions, and attend relevant meetings together.
4. Role Reversal - the role of the CSC and Government resources is reversed with the CSC resource now watching the Government person perform LMP work.
5. Readiness Assessment - using a formal assessment process, the ToS team will make a determination as to the new resource's readiness to assume responsibility for their new LMP role.

ToS Key Dates
- Sep 14 - Hosting transition complete (CSC hosting stops; ALTESS takes over)
- Dec 14 - Residual Legacy transition complete
- Mar 15 - Army SSC facilities complete (at Picatinny Arsenal)
- Oct 16 - Sustainment/Development transition complete
- Dec 16 - CSC contract ends; ToS complete

Whatever Happened to Specifically Negotiated License Rights (SNLR)?

It seems like yesterday when all LMP briefings and documents had to adhere to the Specifically Negotiated License Right (SNLR) markings requirements and that Government support contractor companies were required to sign and adhere to non-disclosure agreements with CSC to protect their Intellectual Property (IP) associated with the LMP solution.

Under the SNLR clause in the original LMP contract, the Government had access to and was permitted to use the IP information that essentially encompassed all aspects of the LMP solution. However, that information could only be used for certain audiences and under certain circumstances. In Sep 11, all that changed after we executed a contract modification brought about by the Alternative Dispute Resolution (ADR) Settlement Agreement.

Under the new agreement, which began in Dec 11, the Government was granted unlimited IP rights (i.e. Unlimited Rights (UR)) to the LMP system and the technical data necessary to transition services from CSC to the Government. UR means that the Government has the rights to use, modify, reproduce, perform, display, release, or disclose technical data, software, or computer software documentation related to the LMP in whole or in part, in any manner, and for any purpose whatsoever, and to have or authorize others to do so.

Per the HQ AMC guidance document dated 17 Sep 12, the conversion to UR also means that the Government can now remove SNLR markings on previously provided CSC materials and that CSC is no longer authorized to deliver or provide materials subject to or marked in accordance with the now non-existent SNLR contract clause.

It's important to remember, though, that existing CSC copyrights must still be protected. That is, if the thoughts or ideas put forward on a particular presentation or document are wholly that of CSC, then the Government should not remove the copyright and should carry that marking forward on all iterations of that information. However, collaborative items - created by both the Government and CSC - are not entitled to the CSC copyright markings.

Since we now have UR to LMP IP, we also now have the great responsibility to protect it. We are now under the governance of PEO EIS Marking Guidance (latest version 24 Oct 13) with regards to marking, handling, disseminating, storing, and disposing of unclassified information. (Contact LMP Operations Management Team Karen Ring-Pitzner at 856-988-4577 to obtain a copy of the guidance.)

The LMP PMO is working to set up training sessions for our office, as well as all LMP sites, to make sure the guidance is understood and followed.

HANA: Demonstrating Improvements in Data Access and Reporting

SAP's High Performance Analytic Appliance (HANA) is an appliance-based, in-memory database designed to handle high volumes of data in real time with improved performance. (In-memory means the data is stored right in the memory, making access to data faster.)

LMP is planning to deploy two cases of HANA as part of the LMP Increment 2 – one instance for the Business Warehouse (BW) and the other forTransactional Acceleration for Army Prepositioned Stock (APS). Both instances are set to Go-Live in Jun 14.

To date, HANA testing has showed that it's working as planned with expected positive results, including:

- HANA reduced the size of the BW database from 9.5 terabytes to just over 1 terabyte, making access to BW data faster.
- The system experienced significant improvements in the execution time of loading data for Budget Stratification (seven times faster – 13 hours vs. 88 hours) and Material Requirements Planning (MRP) (two times faster — 2.5 hours vs. 5 hours).
- And several reports that are most commonly used at sites were tested and the run time improvements ranged up to six times faster.
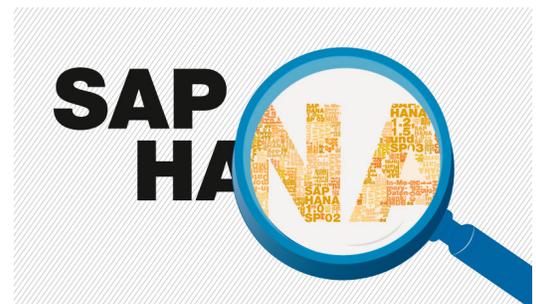
Stay tuned for more HANA updates after the Jun 14 Go-Live!

WHAT'S FUN at LMP

ToS Space Renovations

Army SSC is working hard to get the new LMP space at Picatinny Arsenal up and running, and ready for all the LMP resources slated to report here after ToS is complete. The team will move up to Picatinny in waves through Dec 16.

Building 59 (above) was originally an indoor lumber yard in the 1940s (l.) Today it houses the Picatinny Historian...and in the future, this is where the LMP PMO will continue to make history for the Army!
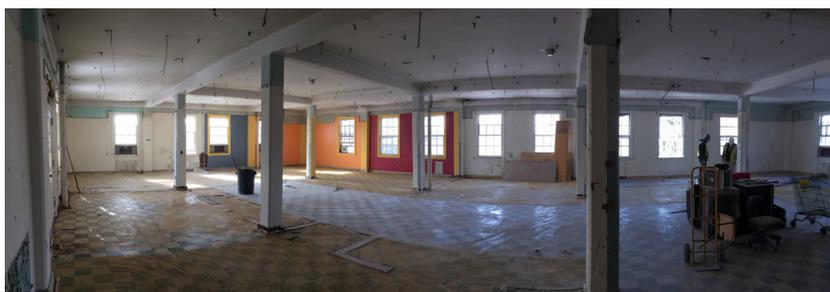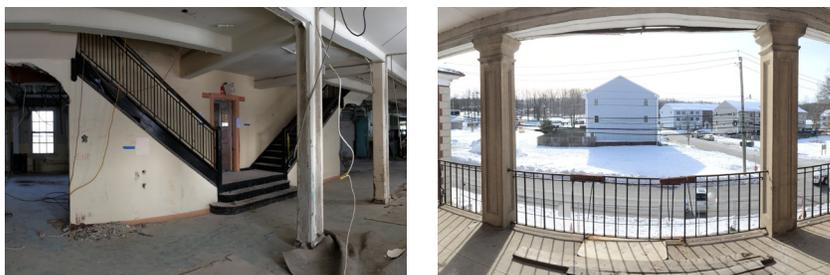
Building 3050 (above) will house the LMP Sustainment Group. Clockwise from left: first floor main foyer, second floor balcony view, and second floor west side.


Greetings from our Tallest and our Smallest!

Josh Call (l.) from AMC G-3/4 and Doris Letterman (r.) from LMP PMO represent LMP's tallest and smallest team members! We had a rare occasion when they were together at the same time and couldn't resist this fun picture to show that LMP comes in all sizes!

Congratulations to LMP on 2013 ALTies Awards

In Mar 14, the award-winning Army (Acquisition, Logistics & Technology (AL&T) Magazine announced the winners of its annual "ALTies" awards, celebrating the best article, commentary, graphic, ad, and photograph from 2013. Congratulations to the LMP PMO for winning two of the five categories for the 2013 ALTies awards!
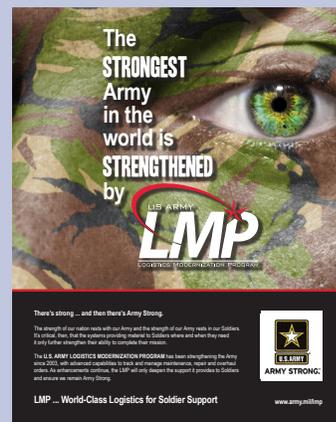
BEST AD (r.): U.S. Army LMP, PEO EIS, Oct-Dec 13 issue

BEST PHOTO (l.): Total Logistics Integration, Product Director, U.S. Army LMP, Jan-Mar 2013 issue

QUESTIONS?

Have ideas, comments, or suggestions for the *LMPExpress*?
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LMP MASTER SCHEDULE

as of 20 May 14