Enhancing T&E Productivity

NDIA National T&E Conference

14 March 2012

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ATEC Productivity Initiatives

❑ Strategic Plan

❑ Re-org efforts

❑ Continuous Process Improvement / Lean Six Sigma

❑ Army Network Integration Evaluation

❑ Range Modernization / Automation

❑ Leveraging Interdependencies

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Army Test and Evaluation Command

Strategic Goal 1- Add value to the Warfighter

Support the War Effort

Strengthen alliances/relationships with strategic partners to *create purposeful interdependencies*

Mature a Command-wide Strategic Communications Strategy/Program to facilitate constructive and effective collaboration among the strategic partners and the subordinate organizations

Strategic Goal 2- Improve Test Efficiencies & Effectiveness

Maximize use of CPI techniques & LSS to improve corporate and technical processes

Address traditional and rapid acquisition T&E requirements through a capabilities-focused lens; manage capabilities portfolios

Leverage the Network Integration Evaluations (NIE) as foundation templates for T&E business transformation; act as an enabler to the Army's Triad (BMC, D-SOSI, ATEC)

Establish the T&E infrastructure strategy to optimize range use and *promote utility of common instrumentation/equipment*

Formulate the T&E Enterprise Initiative

Review all TEMPS , with all PMs and TRADOC, to find efficiencies

OBJECTIVES

Strategic Goal 3- Mature ATEC T&E Human Capital/Intellectual Property

Refine ATEC formation; develop and sustain a viable human capital strategy

Raise the workforce credentials & certification; increase workforce development by 10%

Attract, develop and retain an innovative, collaborative and diverse workforce

Strategic Goal 4- Optimize Organizational Performance & Fiscal Management

Develop a formalized organizational inspection program

Solidify fiscal strategies; work responsibility within a balanced, manageable budget; remain mindful of the fiscal climate
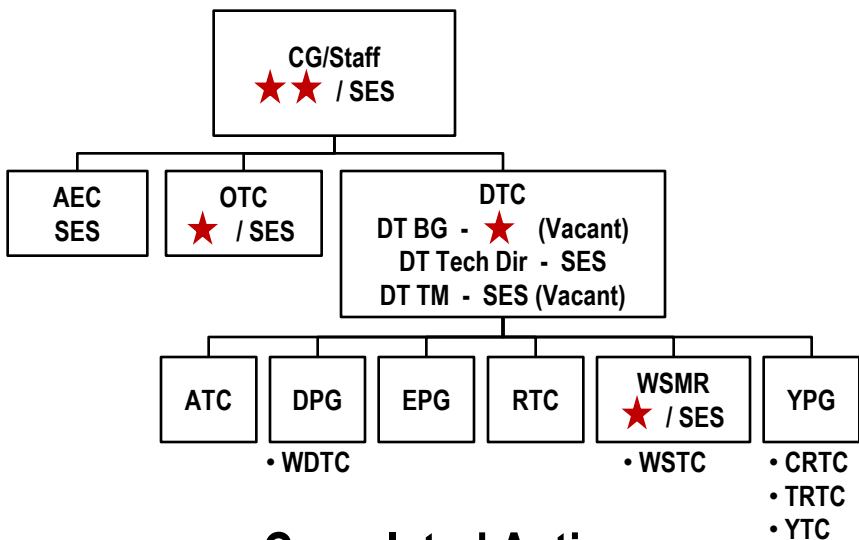
Institute realistic workforce performance objectives; establish performance metrics
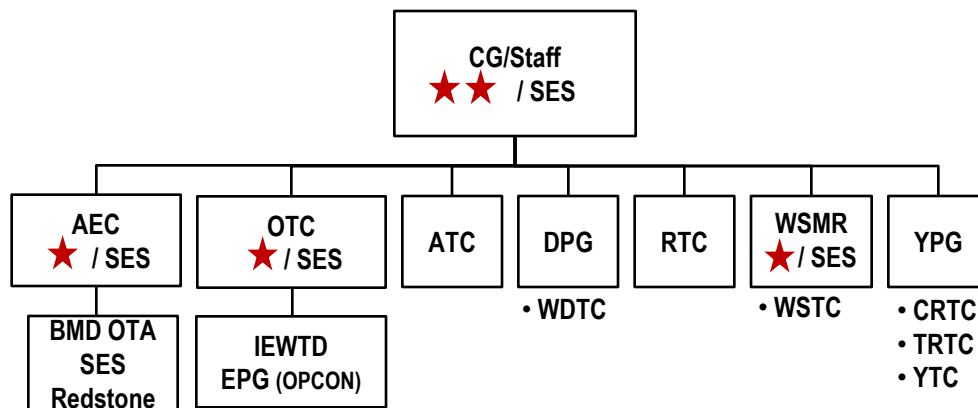
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ATEC Reorganization: Phases I & II Consolidation

ATEC: Yesterday

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                    CG/Staff
                    ★★ / SES

   AEC        OTC              DTC
   SES        ★ / SES     DT BG - ★ (Vacant)
                          DT Tech Dir - SES
                          DT TM - SES (Vacant)

        ATC   DPG   EPG   RTC    WSMR     YPG
                                 ★ / SES
             • WDTC                 • WSTC   • CRTC
                                             • TRTC
                                             • YTC
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ATEC: Today

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                    CG/Staff
                    ★★ / SES

   AEC        OTC      ATC   DPG   RTC    WSMR     YPG
   ★ / SES    ★ / SES                     ★ / SES

   BMD OTA    IEWTD         • WDTC         • WSTC   • CRTC
   SES        EPG (OPCON)                          • TRTC
   Redstone                                        • YTC
```

Completed Actions

- **O-7 assumed responsibility of WSMR**
- **O-7 assumed responsibility of OTC at Ft. Hood**
- **O-7 assumed responsibility of AEC at APG**
- **Merger of EPG and IEWTD - anticipate 20% overhead savings**
- **Dis-establish DTC**
- **Support to NIE 11.2, 12.1**

Pending Actions

- **SES authorization move to Redstone Arsenal**
- **Create BMD OTA by attaching RTC and BMDS Directorate to SES at RSA**
- **Support to BMC/NIE 12.2, 13.1 & Following**

AEC: Army Evaluation Center
ATC: Aberdeen Test Center
ATEC: Army Test & Evaluation Command
BMC: Brigade Modernization Command
BMD OTA: Ballistic Missile Defense Operational Test Agency
CRTC: Cold Regions Test Centers
DPG: Dugway Proving Ground

DTC: Developmental Test Command
EPG: Electronic Proving Ground
IEWTD: Intelligence Electronic Warfare Test Directorate
NIE: Network Integration Evaluation
OTA: Operational Test Agency
OTC: Operational Test Command
RTC: Redstone Test Center

TRTC: Tropical Regions Test Center
WDTC: West Desert Test Center
WSMR: White Sands Missile Range
WSTC: White Sands Test Center
YPG: Yuma Proving Ground
YTC: Yuma Test Center

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Continuous Process Improvement / Lean Six Sigma Program

- Robust command-wide program with senior leader involvement

- All ATEC GO's, SES's, CSM's, SCA/Test Center Commanders, and Tech Directors required to be Black Belt trained and certified

- Every Test Center and SCA Commander tasked to conduct a gated (DMAIC) project to improve CPI/LSS metrics for their respective programs

- Emphasis on quick wins and gaining irreversible momentum

- Accountability through military and civilian support forms, frequent project status reviews chaired by CG ATEC

Network Integration Evaluation (NIE)

What is the NIE?

… a series of semi-annual evaluations designed to integrate and mature the Army's tactical network by placing a large number of emerging systems with Soldiers in operational scenarios.

What will NIE allow us to do? – **Demonstrate Interoperability Early**

… develop a single battlefield network able to push information to our Soldiers and link them to command posts, vehicles on-the-move and higher headquarters.

It's a new way of doing business –
a fundamental change in how we deliver capabilities to our Soldiers

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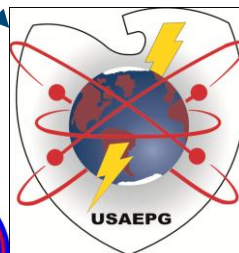# ATEC & NIE

Network Evaluation TRIAD

Cooperative Effort:
Brigade Modernization Command
Director System of Systems Integration
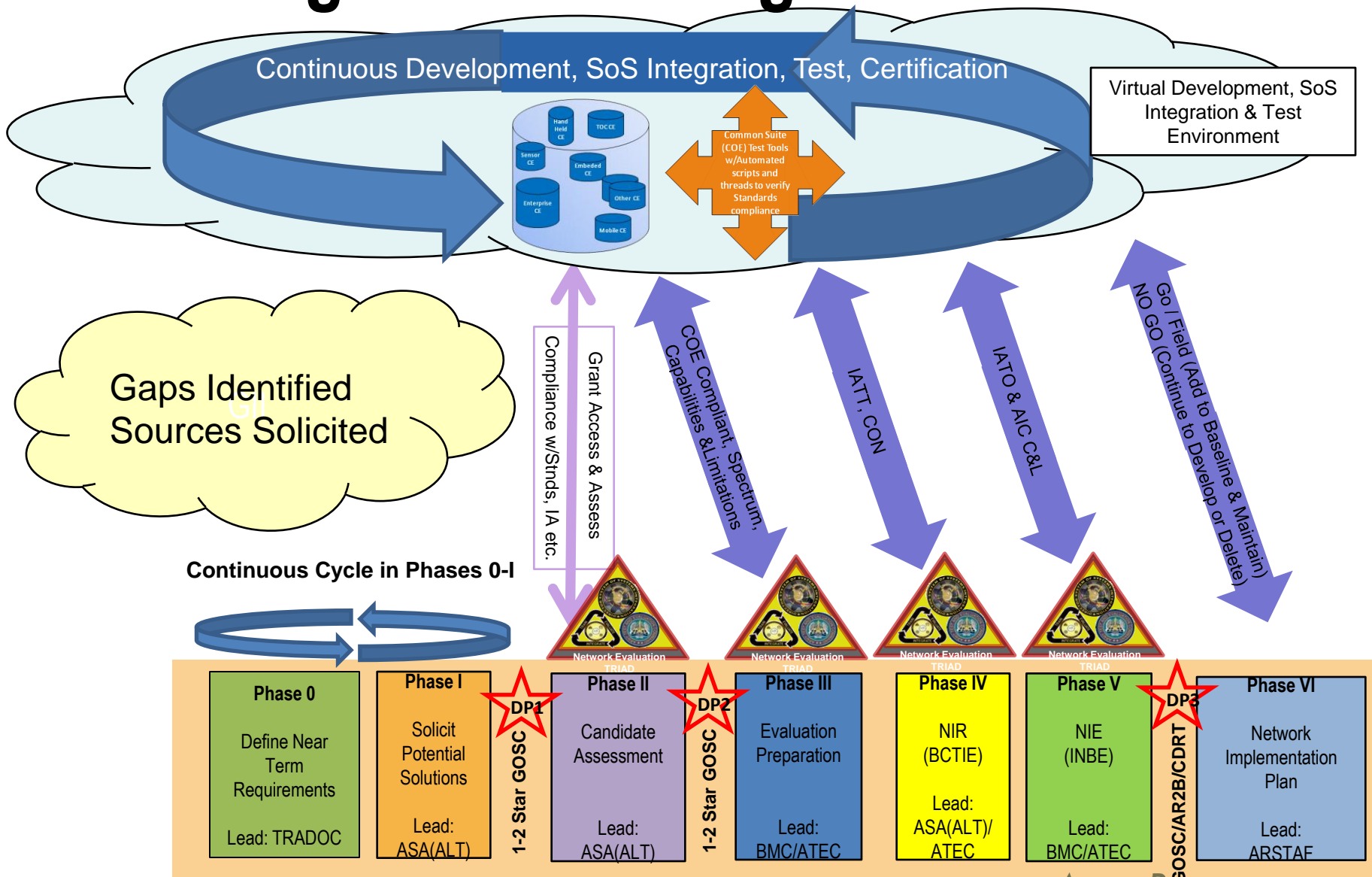Army Test and Evaluation Command

Test Lead

Analysis Lead

Critical Support and Infrastructure

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Alignment with Agile Process

Continuous Development, SoS Integration, Test, Certification

Virtual Development, SoS Integration & Test Environment

Hand Held CE

TOC CE

Sensor CE

Embedded CE

Enterprise CE

Other CE

Mobile CE

Common Suite (COE) Test Tools w/Automated scripts and threads to verify Standards compliance

Gaps Identified Sources Solicited

Compliance w/Stnds, IA etc.

Grant Access & Assess

COE Compliant, Spectrum, Capabilities &Limitations

IATT, CON

IATO & AIC C&L

Go / Field (Add to Baseline & Maintain)
NO GO (Continue to Develop or Delete)

Continuous Cycle in Phases 0-I

Phase 0	Phase I	DP1	Phase II	DP2	Phase III	Phase IV	Phase V	DP3	Phase VI
Define Near Term Requirements	Solicit Potential Solutions	1-2 Star GOSC	Candidate Assessment	1-2 Star GOSC	Evaluation Preparation	NIR (BCTIE)	NIE (INBE)	GOSC/AR2B/CDRT	Network Implementation Plan
Lead: TRADOC	Lead: ASA(ALT)		Lead: ASA(ALT)		Lead: BMC/ATEC	Lead: ASA(ALT)/ ATEC	Lead: BMC/ATEC		Lead: ARSTAF

Network Evaluation TRIAD
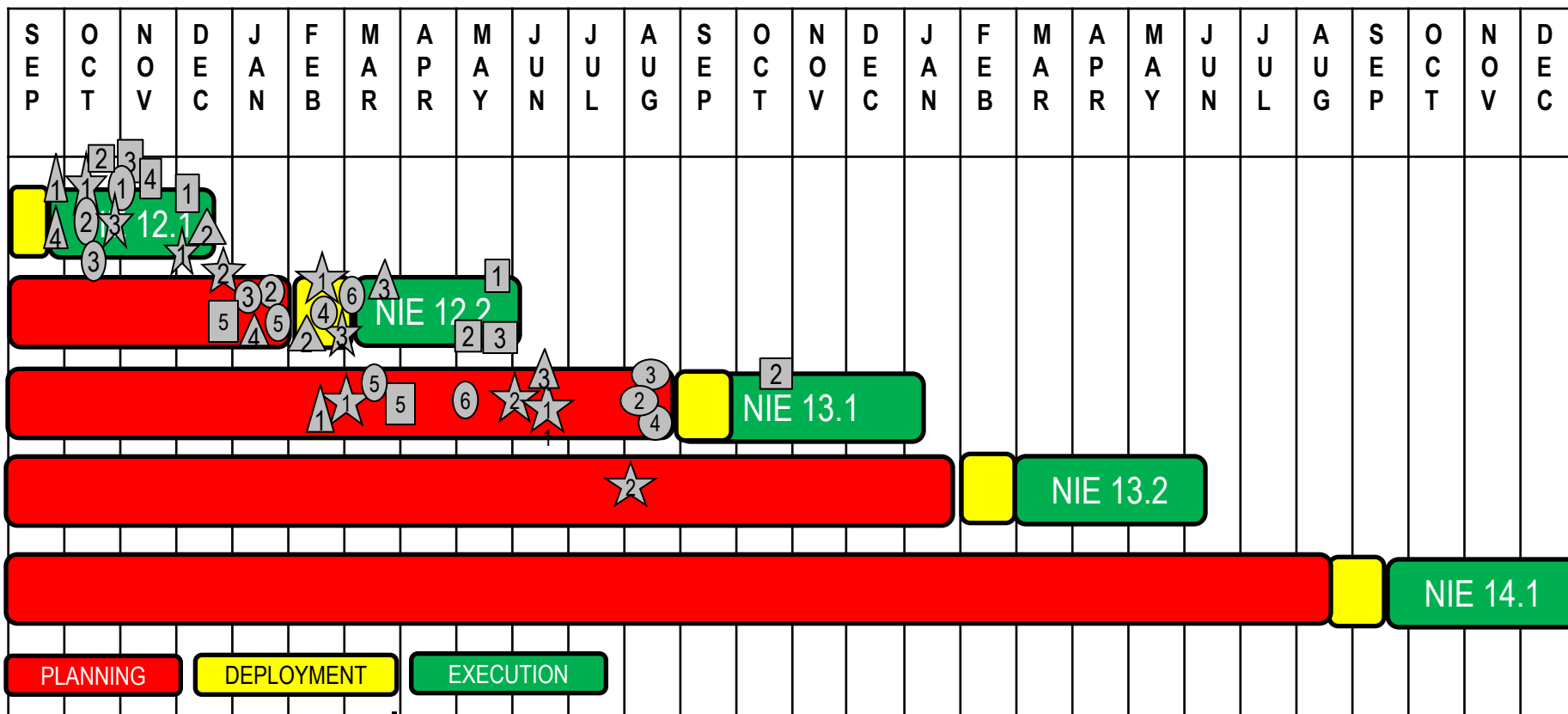
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Efficiencies

Agile Process - NIE

- Combined Venue for T&E, Acquisition and Doctrine
  - Streamlines Evaluation
  - Direct User Feedback

- Enabled Concurrent Conduct of Formal Tests of Programs of Record
  - NIE 11.2 - PM Savings of $5.7M
  - NIE 12.1 – PM Savings of $2.0M

- JTRS Rifleman Radio OT in desert, urban and foliage *in a single event*

- Reduced the Impact on FORSCOM Units Tasked to support OT

Continue to Find Efficiencies

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NIE LSS Project Timeline

Phase	Color
PLANNING	red
DEPLOYMENT	yellow
EXECUTION	green

Timeline months (two years): SEP, OCT, NOV, DEC, JAN, FEB, MAR, APR, MAY, JUN, JUL, AUG, SEP, OCT, NOV, DEC, JAN, FEB, MAR, APR, MAY, JUN, JUL, AUG, SEP, OCT, NOV, DEC

Projects: 12.1, NIE 12.2, NIE 13.1, NIE 13.2, NIE 14.1

ATEC
- ⭐ 1 Requirements (Funding)
- ⭐ 2 Contracting
- ⭐ 3 Threat Control

AEC
- 1 Data Collection: Surveys
- 2 Data Collection: RAM
- 3 Data Management: Control & Transmission
- 4 ADSS
- 5 TEMP Reviews

OTC
- 1 Safety Mishap
- 2 RSOI Reception Process
- 3 RSOI Movement Control
- 4 Timely Delivery of Manual SUE Data
- 5 Data Management Process
- 6 Military Data Collectors

WSMR
- 1 VTC Capability
- 2 IT Standardization
- 3 Land Mobile Radio Network
- 4 Transportation Plan

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12.1 NIE LSS Strategic Projects

Project Name	Problem	Goal	Lead	Support	Timeline
Reduce ATEC Personnel	There were 711 personnel on the ground to support 12.1 NIE	Optimize personnel requirements to support NIEs	ATEC G2/3/7	WSMR, OTC, AEC	13.1
Reduce Costs of Common Instrumentation	Instrumentation is a large cost driver, but only accounts for a small % of data	Create a process to define instrumentation requirements, identify how mch instrumentation comes to WSMR and identify a common solution	ATEC TD	WSMR, OTC, AEC	13.1 & 13.2
Improve Effectiveness of TEMP Reviews	Six month planning cycle for NIEs makes it difficult to properly plan	Optimize current planning process to drill down plan prior to NIE	AEC	OTC	13.1
Improve the SUE Test Support Team Process	During 12.1 NIE many SUEs went across the BN. Test Support Teams were not synchronized and added confusion.	Create a process to sync test support teams across BMC (ID requirements, roles and responsibilities)	ATEC	ATEC	TBD
Reduce the Costs of NIE Data Management Process	There were 156 data management personnel on the ground to support 12.1 NIE	Reduce personnel on the ground by 50%	OTC	WSMR, AEC	13.1
Military Data Collectors		JDI - leverage soldiers to collect data	OTC		12.2 & 13.1
Consolidate ATEC Contracting Requirements		Will tie elements identified during 12.1 into current contracting project	ATEC TD		13.1 & 13.2

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Range Modernization / Automation

- Common Instrumentation (ATEC)
  - Across DT ranges
  - DT & OT

- Reduce O&S Cost via Modernization
  - Radar Range Replacement Program (Army Major)
  - Advanced Range Tracking & Imaging System (CTEIP)

- Automation (WSMR)
  - Digital Network Migration
  - Increase use of remote control for range sensors
  - Range-wide wireless mesh network

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Create & Leverage Interdependencies

- Within ATEC

- External to ATEC
  - NIE TRIAD
  - Range Commanders Council
  - Regional Alliances
  - Academia

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Questions

"Gentlemen, we have run out of money. Now we have to think"
(Winston Churchill)

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