

# **T&E Transformation**

**We Don't Need a More Formal Invitation**

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“Far more than just materiel solutions, Army Transformation is a multidimensional process which involves adapting **new technologies** to war fighting; developing improved **Joint Operating Concepts** and **business processes**; changing **organizational structures**, and developing **leaders, people**, and a **culture** that are **relevant to the future**. It's important to remember that Army Transformation is not an end state; it is a continuous journey in which the Operational Army and the Institutional Army adapt to an ever-changing operational environment. As such, **Army Transformation is ingrained in everything we do - today, tomorrow and forever.**”

Francis Harvey, SECARMY



“We recognized that to put weapon and system capabilities quickly into the hands of the warfighters, **we could not conduct business as usual.**”

MG James R. Myles, CG ATEC



# Current Situation

- Global War on Terror
- Tightened schedules
- Greater competition for resources
- Emphasis on jointness
- Facilities, equipment & personnel under stress
- Changing players, roles & responsibilities



# What About M&S

- Delivery consistently falls short of promise!
- T&E community faced with greater risk!
- T&E community largely unfamiliar with Army and Joint models/simulations!
- Expensive, not always cost effective!



# Causes

- Model developers have different objectives
- Greater M&S expertise needed in T&E community
- Lack of real M&S understanding at senior levels throughout DOD
- T&E is often an after-thought for M&S world



# Recommendations

- Invest in M&S education
  - Learn how and when to use M&S
  - Learn when not to and why
  - Understand data requirements/implications
  - Know the language
- Put T&E requirements on M&S developer's table early in process
- Focus M&S on managing T&E risk



# More Recommendations

- Employ a consistent framework in T&E approach.
  - MMF or something like it is essential particularly for Systems of Systems
  - Complexity and interdependence of issues too great otherwise
- Listen to Army CoS and SECARMY
  - Ask yourself and your boss how you can support the soldier more effectively
  - Learn about and use Lean Six Sigma approach and force M&S to support efficiency without sacrificing effectiveness





# Thank You!

Finally, despite the fact that what I have said may focus on areas where we need to improve, I believe that you are providing tremendous support for the men and women serving our country in uniform.

Thank you for what you do and the passion with which you do it!





**Questions?**