Enhancing T&E Productivity

NDIA National T&E Conference
14 March 2012
ATEC Productivity Initiatives

- Strategic Plan
- Re-org efforts
- Continuous Process Improvement / Lean Six Sigma
- Army Network Integration Evaluation
- Range Modernization / Automation
- Leveraging Interdependencies
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

**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
ATEC Reorganization: Phases I & II Consolidation

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

Test Lead

Analysis Lead

Critical Support and Infrastructure
Alignment with Agile Process

Continuous Development, SoS Integration, Test, Certification

Virtual Development, SoS Integration & Test Environment

Continuous Cycle in Phases 0-I

Gaps Identified
Sources Solicited

Phase 0
Define Near Term Requirements
Lead: TRADOC

Phase I
Solicit Potential Solutions
Lead: ASA(ALT)

Phase II
Candidate Assessment
Lead: ASA(ALT)

Phase II
Evaluation Preparation
Lead: BMC/ATEC

Phase III
NIR (BCTIE)
Lead: ASA(ALT)/ATEC

Phase IV
NIE (INBE)
Lead: BMC/ATEC

Phase V

Phase VI
Network Implementation Plan
Lead: ARSTAF

Army Proven
Battle Ready
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
NIE LSS Project Timeline

**ATEC**
- Requirements (Funding)
- Contracting
- 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

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

- Within ATEC

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

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