

# ***Headquarters U.S. Air Force***

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## **Expeditionary Logistics for the 21st Century (eLog21) Change Management**



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HQ USAF/ A4I**

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# Scope of AF Logistics Operations



- 5700 A/C, 2.2M FHs, 80 USAF bases, 240 sites, 46 FMS Nations + deployed ops worldwide
- 200K people across 10 major functional areas (Act, ARF, Civ)
- \$27.5B Secondary Item Inventory & 22,000 engines (\$34.7B)
- \$30B annual operating cost
- 3 A/C, 13 engines, 1,363 component depot overhauls per day
- 797,000 Items, 13,790 Orders per Day
- 30,000 Receipts/Shipments Per Day
- 4,000+ parts & services vendors



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# What is eLog21



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- 10 year logistics transformation campaign
  - Started in 2003
- Comprehensive change
  - Flightline to factory; Wholesale to retail
- New approach
  - Includes Master Plan and Architecture for future
    - Comprehensive and engineered for change
  - Process changes first → leads to:
    - Initiatives
    - Changes in roles
    - Changes in organizations
  - Enabled by technology
- *Seamless end-to-end supply chain operations delivering the right support, at the right price, in the right place, at the right time -- every time*



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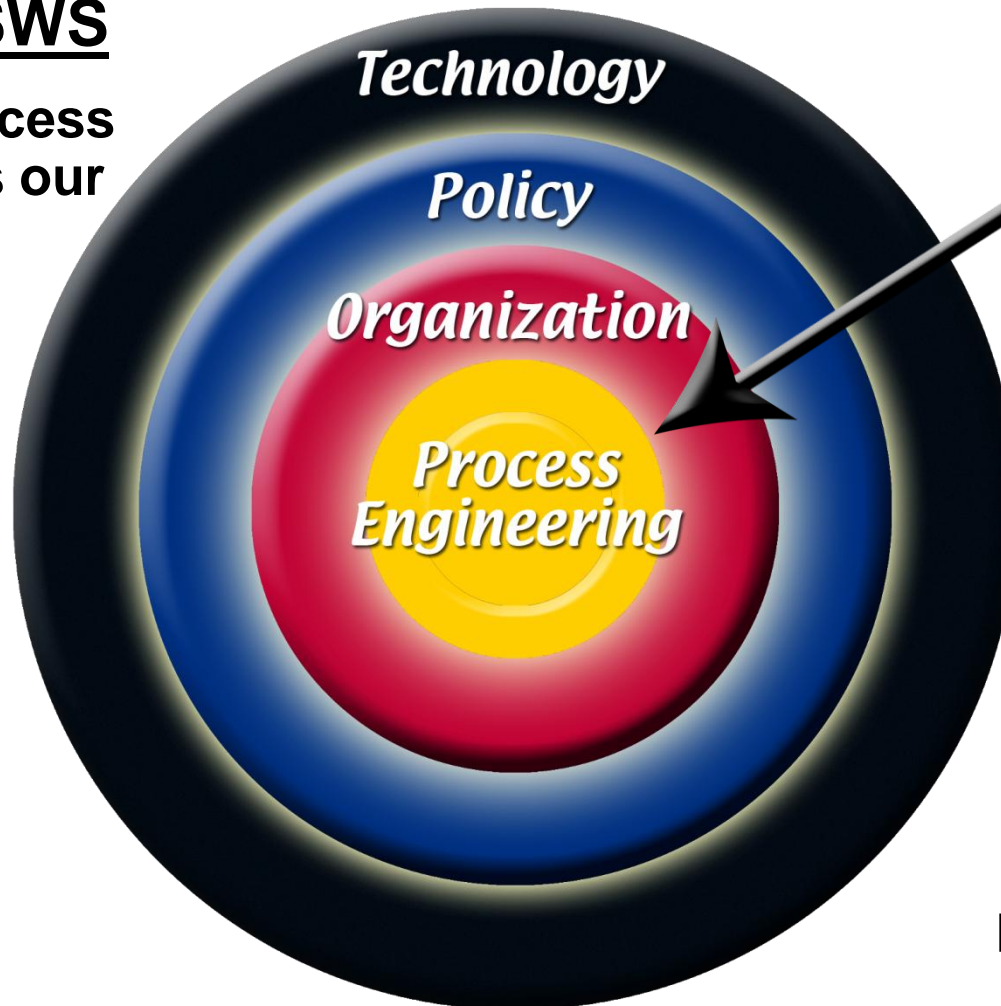
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# eLog21 Transformation Approach



## AFSO21/D&SWS

Continuous Process Improvement as our AF way of life



*The Core of Change*

### TOOLS

Lean

Six Sigma

Theory of Constraints

Business Process Reengineering



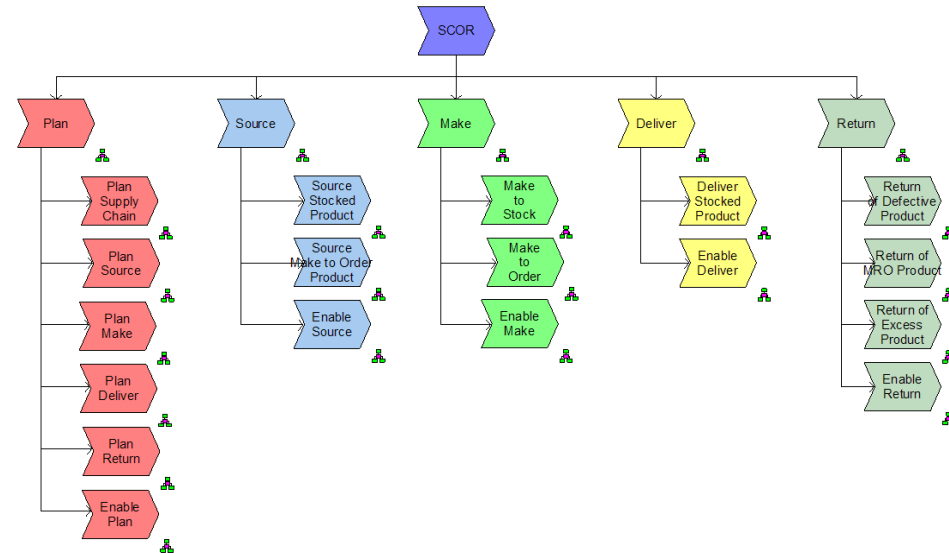
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# Logistics Enterprise Architecture (LogEA)



- eLog21 is the vision
- LogEA is the roadmap
  - Authoritative source to define both operational and systems approach for the AF logistics supply chain
  - Defines and aligns organizational vision, mission, goals and objectives with business processes and IT initiatives
  - Explores innovative technologies
  - Provides the foundation for achieving AF business vision
- Key benefits
  - Improve Program Performance
  - Simplify Investment Decisions
  - Reduce IT Diversity and Complexity
  - Improve Interoperability
  - Improve Utilization of Resources
  - Accelerate System Implementation
  - Ensures alignment of initiatives to eLog21 goals and Objectives

LogEA SCOR Model



— Report to the Board

### Vision

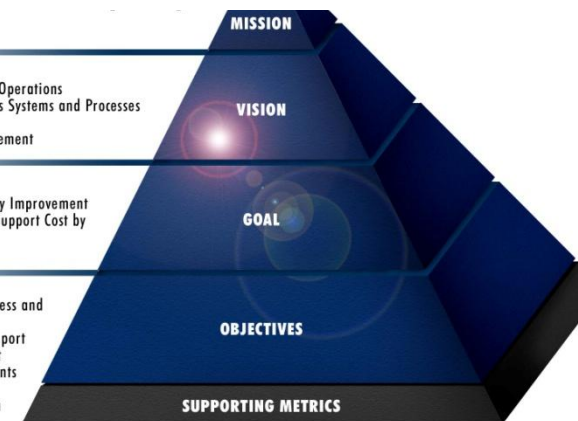
- Expeditionary, Net-Centric Operations
- Enterprise Focused Business Systems and Processes
- Lean Operating Principles
- Performance-Based Management

### Goals

- 20% Equipment Availability Improvement
- Reduce Annual Operating Support Cost by 10% NLT FY11

### Objectives

- Ensured Mission Preparedness and Performance
- Improved Reliability of Support
- Lower Total Cost of Support
- Improved Cost / Requirements Predictability
- Reduced Cycle Times - Lean Business Operating System
- High Performing, Flexible Workforce
- Institutionalize Transformation Processes

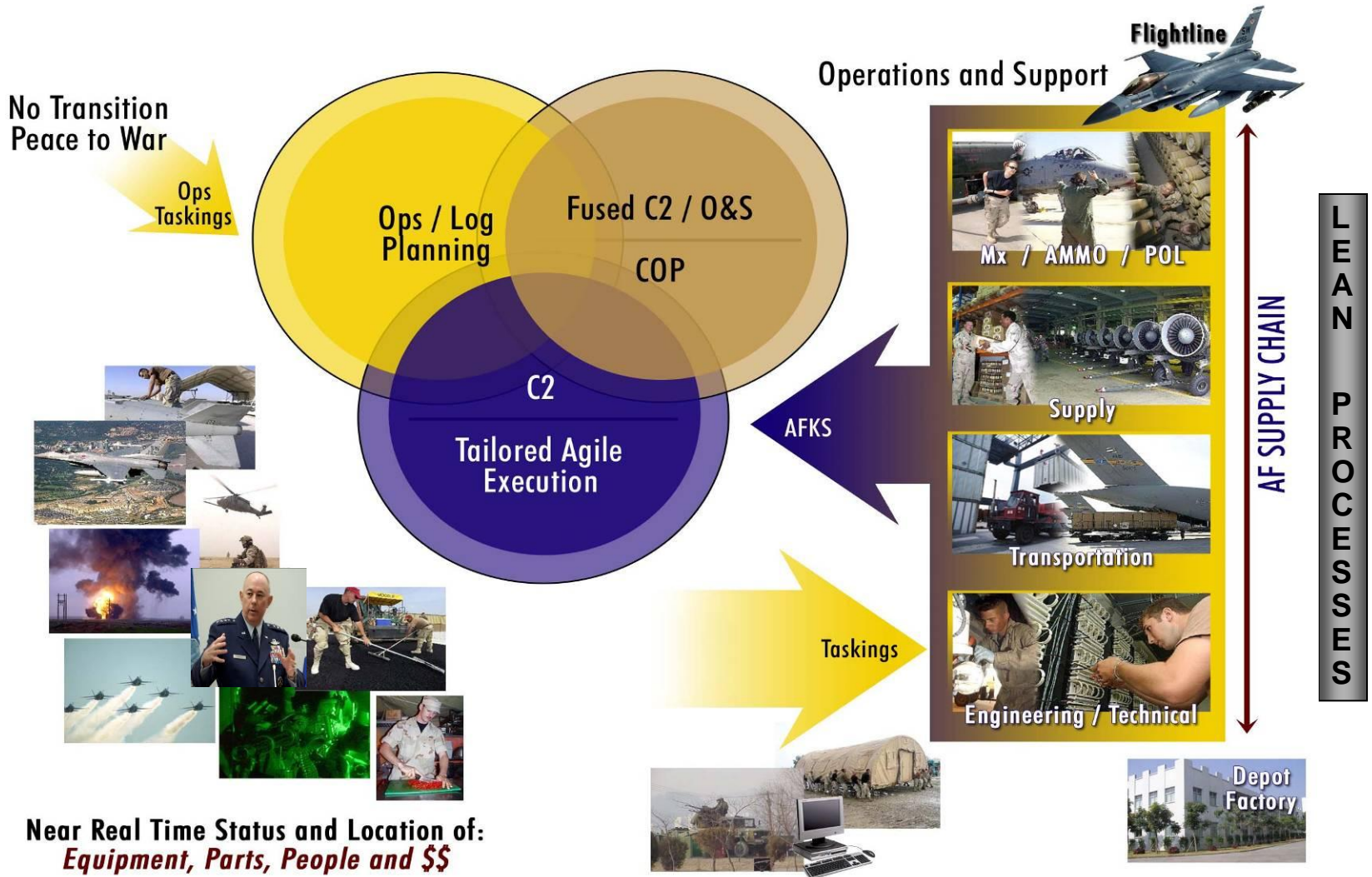


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# AF Future Logistics Concept

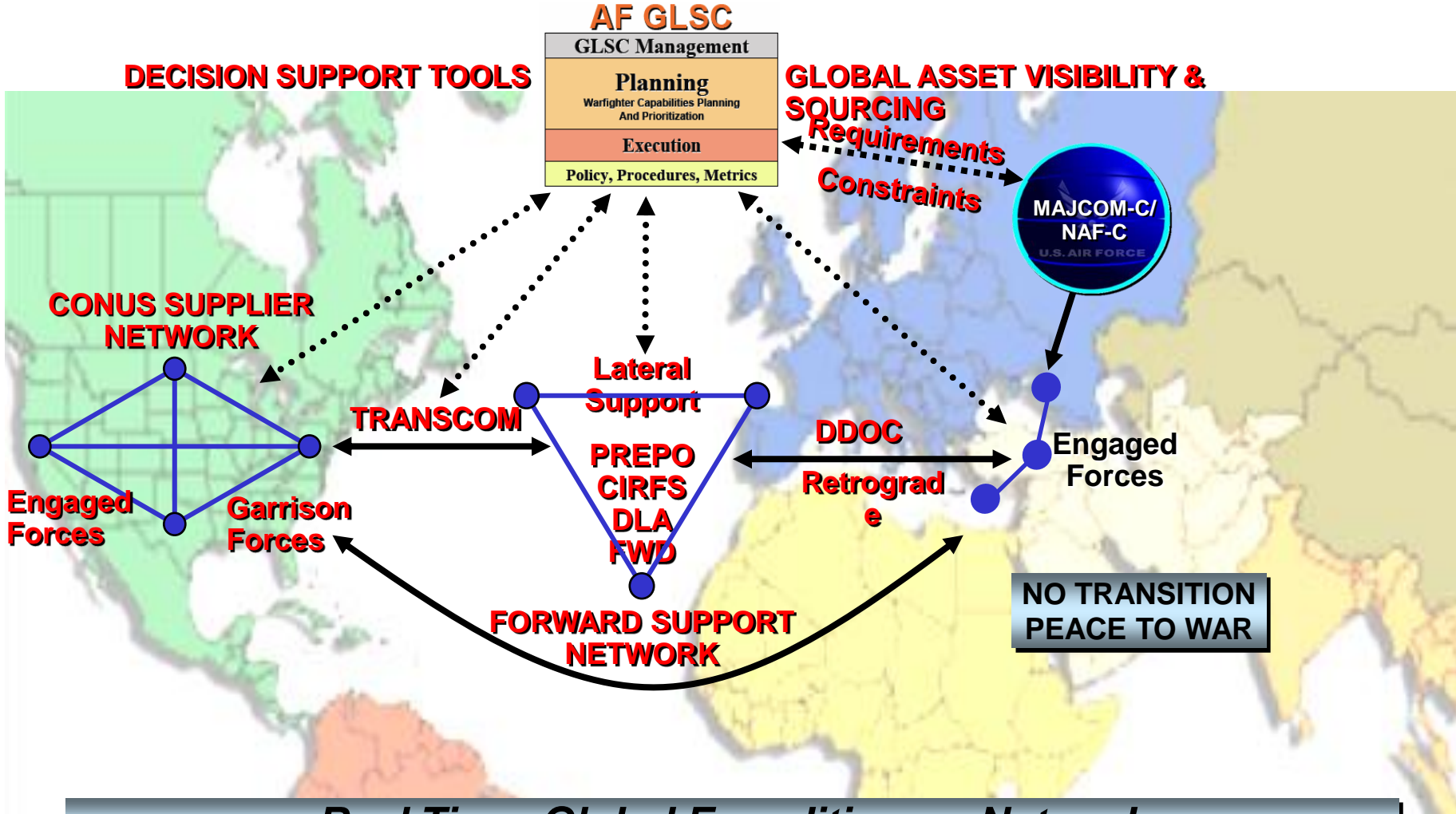


**Synchronized to Match AEF Battle Rhythm**



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# Future AF Network Centric Operations



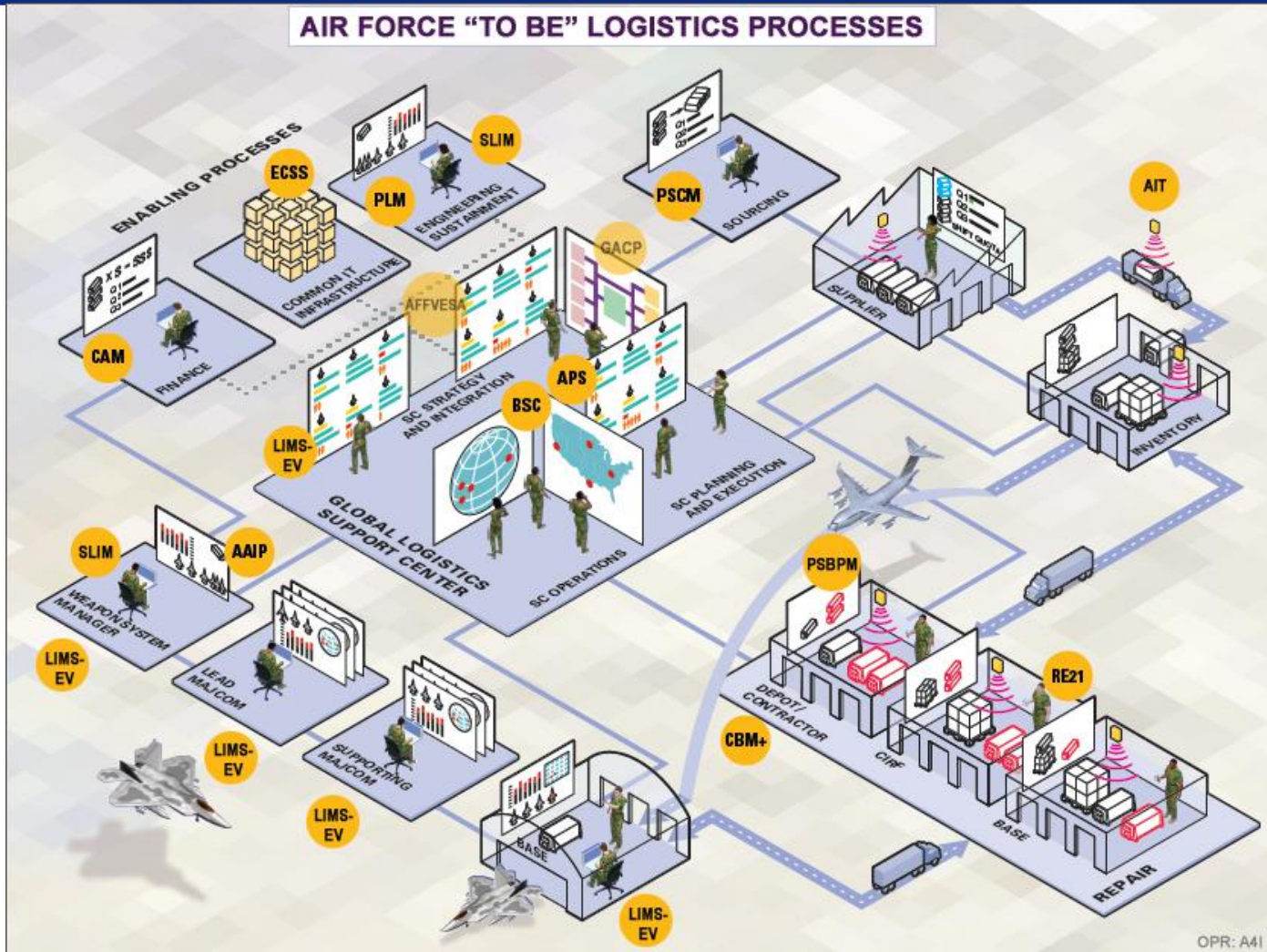
**Real Time, Global Expeditionary Network**

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# How eLog21 Will Work: The Future Process Model



**Seamless end-to-end supply chain operations delivering the right support, at the right price, in the right place, at the right time -- every time**



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# D&SWS Supply Chain Ops eLog21 Campaign Initiatives



## ARCHITECTURE & GOVERNANCE

**Logistics Enterprise Architecture (LogEA)**

**Portfolio Management**

**Air Force Data Strategy**

**Performance Management**

**Product Support and Engineering**

**Supply Chain Management**

**Expeditionary Operations and C<sup>2</sup>**

**Maintenance, Repair and Overhaul**

- Integrated Life Cycle Management
- LCM Acq Log Initiatives
- System Availability Improvement Program
- Lifecycle Systems Engineering
- Condition Based Maintenance+
- Reliability Centered Mx
- Product Lifecycle Management
- Asset Marking and Tracking

- Global Logistics Support Center
- Equipment , Vehicle Transformation Initiative
- Global Ammo Control Point
- Purchasing Supply Chain Management (PSCM)
- Next Gen Log Read Sqdn
- Strategic Distribution
- Weapon System Supply Chain Management

- WFHQ/ Agile Combat Support C2
- AF Common Operating Picture
- Decision Support Tools
- Log, Installation, & Mission Support - Enterprise View
- Log Enterprise Dashboard
- Balanced Score Card

- Maintenance Strategic Plan
- Repair Network Integration - Repair Enterprise 21
- Depot Production Support Business Process Model

## ENABLING PROCESSES AND TECHNOLOGY

**Centralized Asset Management**

**Agile Combat Support (ACS)/Assured Connectivity**

**Workforce**

**AF Smart Ops (AFSO21)**

**Change Management (CM)**

**Capability-Based Programming (CBP)**

**IT Strategy/Expeditionary Combat Support System (ECSS)**

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# ***Facing Facts***



- **Massive Amount of Change Across the Entire Enterprise**
  - **Everyone affected in ways large and small**
    - **Job Roles, work processes, terminology, etc**
- **Long History of Continuous Marginal Change**
  - **Major changes rarely achieved full potential**
- **Plenty of Lessons “Observed but not Learned”**
  - **No enduring strategy/plan - tactical one offs**
  - **No dedicated staff or resources**
  - **No communications strategy/poor execution**
  - **Failure to change policy, formal training, IT et al**

**WE NEED PROFESSIONAL HELP!**

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# Challenges



- **Mission Risk of Failure is very high ..... not acceptable**
  - **Major structural changes take us years not months**
- **Change Absorption Cycle Longer Than our Leadership Change Cycle**
  - **4-5 years vs 2-3 years - making continuity very difficult**
  - **Getting momentum easy - sustaining it very difficult**
- **Horizontal (Process owner) & Vertical (business line) alignment complex**
  - **Requires extensive, lengthy collaboration process**
- **High level consensus making relatively easy**
  - **Agreement on details painful**
- **Easy to “transform” an organization in crisis**
  - **Extremely difficult to “transform” a “successful” organization**
- **The AF is a very successful organization.... At least we think we are!**

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# Our Approach



- Dedicated people/resources to do this full time
  - Coupled Process change and IT investment
- Got Senior Leadership endorsement & periodically renew it
  - Awareness Surveys and Periodic Briefings
- Developed, socialized, coordinated a plan - LogEA
  - High enough level to achieve broad consensus
- Built/socialized a full up “Campaign Plan”
- Brought In Professional Change Management Expertise
  - Conscious CM Strategy/Plan including a comm plan
- Engaged our internal AF communications weapons
- Hired a “Persistent Bastard” to run this thing

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# eLog21 Campaign Plan

## Key Effects



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### ■ Enterprise View

- Ensures logistics decisions are made and actions are taken with an understanding of their impact across the entire Air Force
- TAV Integration & Presentation

### ■ Integrated Processes

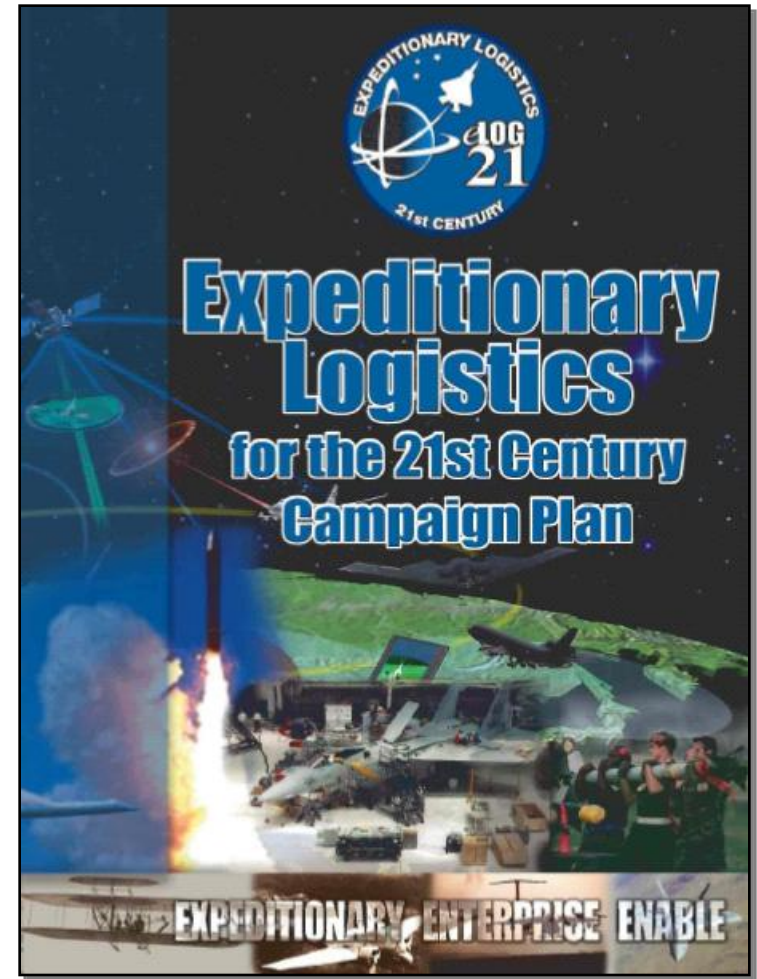
- Integrated end-to-end business processes mean orders can move from the flight line to the source of supply in minutes rather than days; parts can be directed and redirected to the most urgent need with near real-time visibility

### ■ Optimized Resources

- Human, financial, acquisition, and infrastructure are optimized across the enterprise to meet the demands of reengineered logistics processes

### ■ Integrated Technology

- Integrate ordering process with repair, distribution, and transportation processes to ensure Total Asset Visibility (TAV) through the entire supply chain...physical & financial



**Goals: Increase Equipment Availability & Reduce O&S Costs**

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# eLog21 Change Management Strategic Objectives



**Enabling Transformation success through:**

- **Coordinated and integrated messaging of eLog21 and initiatives**
- **Knowledgeable, accountable, and aligned logistics leaders who are equipped to communicate eLog21 messages to their staff**
- **Air Force logistics community is aware of eLog21 and understands the need for change**
- **Right people ready to perform at implementation**

***Our goal is to ready and prepare the battlespace for logistics transformation***

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# What Have We Done



- **Stakeholder Assessments**
  - **Drove our Case for Change & Drives Messaging**
- **Workforce Assessment**
  - **Feeds overall Human Capital Strategy**
- **Created a Change Management Strategy**
- **Created the “Brand” ..... eLog21**
- **Employed the usual suspects .... The tools of the trade**
  - **Change Agent Networks, Web Sites, newsletters, videos, briefings, conference booths, tri-folds, wallet cards, etc, etc**
- **Deployed 11 web based courses**
- **Deploying a workforce training / tracking tool**
- **Follow up surveys and assessments**

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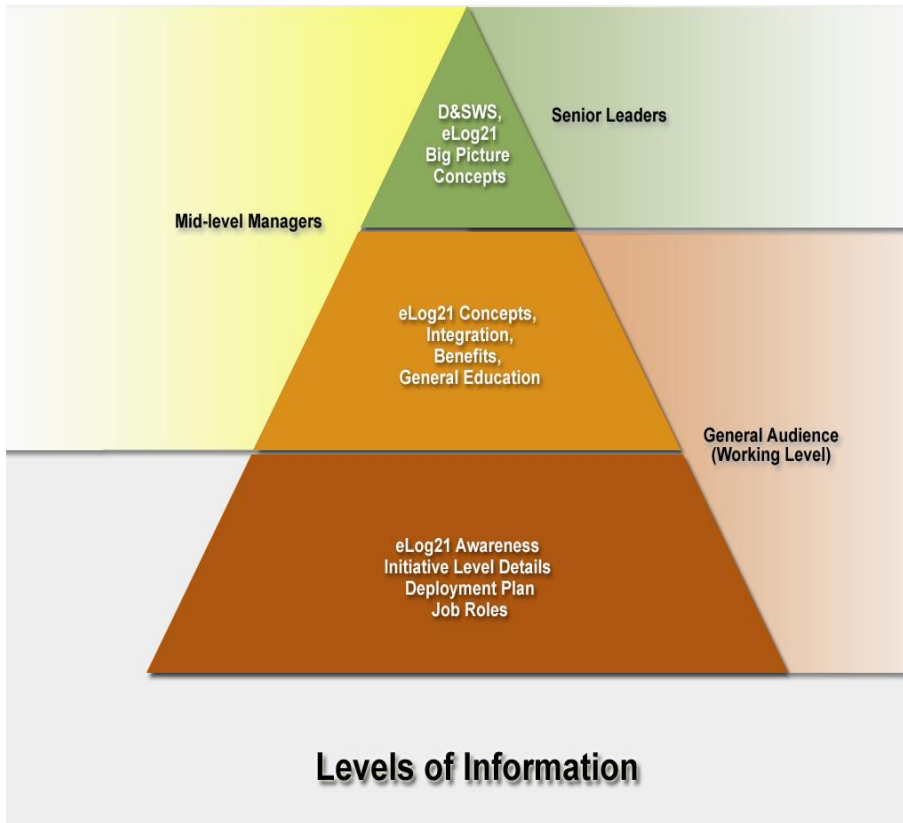


# Integrated Change Management & Training Strategy



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## WHO



## WHAT & WHEN

	Programs	Senior Executive			Midlevel Managers			General Workforce				
Strategic	AFS021	SAF/ISO	Concepts	Integration across Air Force								
	D&SWS	D&SWS Process Owners	Concepts	Integration across Air Force								
	eLog21	A4I	Concepts	Awareness		Integration across initiatives		General Education		Why the change?		Benefits
Operational /Tactical	Initiatives			Initiative Owners	Operational specifics							
		Details/Impacts										
		Job specifics/Roles										
		When/How										
Tactical	ECSS	ECSS Change Team	Specifics to ECSS									
			Awareness of ECSS									
			Impacts									
			Job Roles									
			Organizational Changes									
			Benefits									
			Training/Preparing the workforce									

**Deliver Right Info At the Right Time**



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# eLog21 Change Management Strategy



Objectives	Strategy to Meet Objectives
Coordinated and integrated messaging of eLog21 and initiatives.	<b>Cross-Initiative Integration</b> Align Initiative Team Leads and Action Officers to enable total eLog21 transformation success; help integrate and coordinate messaging of eLog21 initiatives.
Knowledgeable, accountable, and aligned logistics leaders who are equipped to communicate eLog21 messages to their staff.	<b>Logistics Leadership Communication</b> Equip logistics leaders with the message of transformation.
Air Force logistics community is aware of eLog21 and understands the need for change.	<b>Logistics Community (Mass) Communication</b> Generate awareness and understanding of the eLog21 logistics transformation among the broader logistics communities.
Right people ready to perform at implementation.	<b>Direct Initiative Support</b> Provide change management expertise and direct support to specific initiatives.

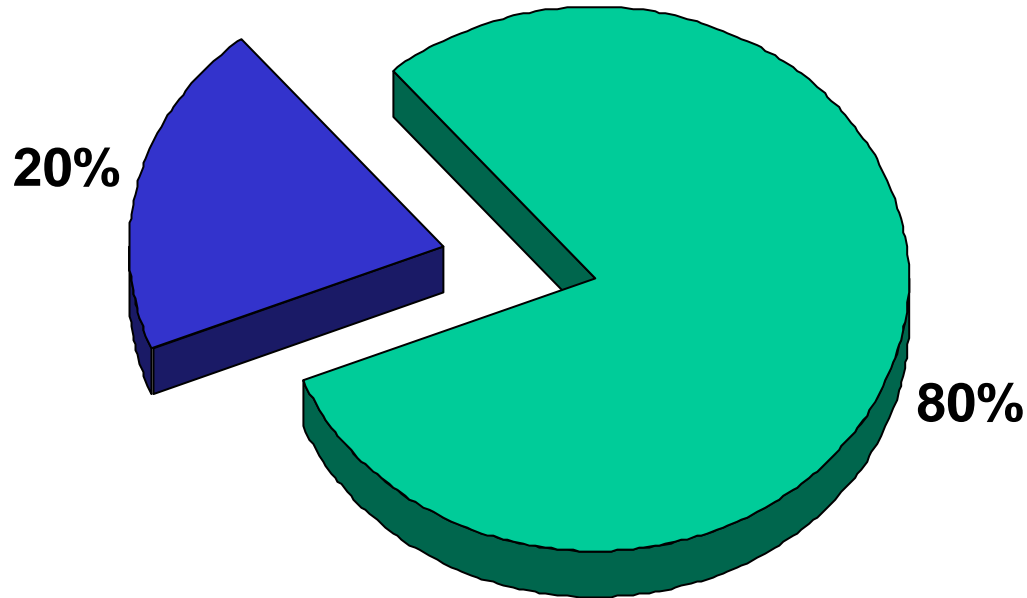
## Feedback

*Work efforts include a measurement component (e.g., surveys, web usage trends, and other mechanisms) to assess awareness and understanding, to provide a feedback loop, and to continuously improve efforts.*



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# The COTS IT Challenge



- Change Management & Process Configuration
- Acquisition & Technical

**PEOPLE & PROCESSES ARE THE KEY**

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# ECSS ORGANIZATIONAL CHANGE MANAGEMENT (OCM)



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## APPROVED

- **16** Fact Sheets
- **45** Communication Product variants
- Leader Sponsor Playbook
- Communication and OCM Plan CDRLs
- **6** campaign plans

## CREATED / COMPLETED

- **2** ECSS web sites created .mil and .com
- **1** AF wide survey
- **2** OCM surveys
- **6** Stakeholder Analysis Reports
- **6** Education & Training CDRLs
- Track 1 & 2 Change Agent Network Training



## 24 MONTH BUILDUP CYCLE

- **16** Regional Change Managers and Field Agents on board
- **14** OCM Representatives on board
- **2** Change Agent Coordinators on board
- **~200** Change Agents identified
- **4** OCM Workshops conducted

**Workforce Preparation Work Is Underway**

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# Results



- Not really sure how we ultimately measure success of CM
- All of our initiatives are in some stage of implementation
  - All successful to some degree .... Slow but steady progress
- Overall eLog21 CM effort
  - Surveys show leadership level well aware/on board
    - Also show very limited, shallow awareness at lowest levels
- Specific initiative CM efforts
  - Where deployed efforts are showing success
  - Most initiative leads now demanding service
- Our message and campaign plan have survived thru 3 Service Secretaries, 4 CSAFs, 4 DCS changes, 3 AFMC Cmdrs, and innumerable General Officer/SES changes



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