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JOINT ATTACK MUNITION SYSTEMS (JAMS) PROJECT OFFICE IMPROVING SUPPORT TO THE WARFIGHTER

BARRY BEAVERS AND WILLIAM RUTA

The Joint Attack Munition Systems (JAMS) Project Office improved support to the warfighter with its implementation of the Life Cycle Management Command (LCMC) concept. LCMC was defined by the Program Executive Office for Missiles and Space as the vision to get products to the soldier faster, make good products even better, minimize life-cycle cost, and enhance the synergy and effectiveness of the Army Acquisition, Logistics and Technology (ALT) communities. This article will discuss both organizational structure changes and process changes within the JAMS Project Office to implement LCMC and how these changes improved support to the warfighter.



The Joint Attack Munition Systems (JAMS) Project Office is subordinate to the Program Executive Office (PEO) for Missiles and Space at Redstone Arsenal. JAMS is responsible for executing the mission (life-cycle manager from cradle to grave) for the following programs: Hellfire/Longbow Missile Program, Hydra 2.75 rockets, Viper Strike, Advanced Precision Kill Weapons Systems, Joint Air to Ground Missile, rotary aviation launchers, and related support equipment.

WHAT IS THE LIFE CYCLE MANAGEMENT COMMAND?

PEO Missiles and Space Operations Order MS-05-02 directed implementation of the Army Materiel Command (AMC) LCMC concept and stated:

Aviation and Missile LCMC Vision is to get products to the soldier faster; make good products even better; minimize life-cycle cost, and enhance the synergy and effectiveness of the Army Acquisition, Logistics and Technology (ALT) communities. It is intended to integrate significant elements of ALT leadership responsibilities and authority to enable a closer relationship between the Army Materiel Command (AMC) Major Subordinate Commands (MSCs) and PEOs. The PEOs will be able to work as an integral part of the AMC MSCs, while continuing to report directly to the Army Acquisition Executive (AAE); likewise, logisticians in AMC will have enhanced input into the acquisition processes to influence future sustainment and readiness. The life-cycle management initiative will provide an integrated, holistic approach to product development and system support (Cannon, 2006, p. 1).

The direction as stated in the operations order was for subordinate project managers (PMs) to transition to an LCMC organization concept. The PMs were to modify business practices in order to gain efficiencies while meeting the PEO mission of *Any Soldier, Anywhere, All the Time!* (Cannon, 2006).

HOW JAMS IMPLEMENTED LCMC

A key construct of the AMC LCMC concept is that the PM mission includes the role of life-cycle manager. Warfighter efficiencies were gained through the implementation of organizational and process changes. All weapon system-unique functions for logistics were moved from Integrated Materiel Management Command (IMMC) to the JAMS Project Manager. The JAMS Logistics Directorate only received 70 percent of the IMMC personnel previously performing these functions. As part of this role, the JAMS Logistics Directorate reorganized to support an LCMC team. The JAMS Program Management Directorate assumed oversight of maintenance/spare parts contracts with no additional manpower. Both of these changes provided the opportunity to execute in a more efficient manner.

JAMS LOGISTICS DIRECTORATE ORGANIZATIONAL CHANGES

Logistics efficiencies were gained by the JAMS Logistics Directorate reorganizing into three divisions. The first division is the Logistics Development Division, which is responsible for developing all the logistics requirements for a new weapon system. These activities are usually conducted early in the life cycle before LCMC becomes involved. In the reorganized Development Division, IMMC personnel were added to this team. The second division is the Logistics Support Division, which is responsible for spare parts item management, maintenance contracting development, and operations and maintenance appropriation (OMA)/Army Working Capital Fund (AWCF) funds oversight. The third division is the Fielding and Readiness Division,

which is responsible for both the fielding and readiness of JAMS products. A JAMS War Room was added to focus resources on the readiness mission.

The JAMS Logistics Director became the rater for both IMMC and PM division chiefs, with the Assistant Program Executive Officer (APEO) for logistics being the senior rater. The Logistics Director is the senior rater for all other directorate personnel. The net effect was that the lines of authority across the system were much clearer. A single JAMS Project Office manager (GS-15) was in the rating chain for all logisticians (IMMC and PM) directly supporting JAMS. This created consistency in expectations and has ensured workload is spread more evenly versus the former lines of authority where only a portion of the workforce was co-located within JAMS.

JAMS LOGISTICS DIRECTORATE PROCESS CHANGES

Additional efficiencies were gained with implementation of process changes. These changes fell into three main areas: procurement of spares, spares availability improvements, and war room establishment.

PROCUREMENT OF SPARES

JAMS spares were procured more efficiently by reducing the administrative lead time. Prior to the LCMC implementation, JAMS spares were purchased outside of the JAMS Project Manager's purview. In many cases, the same supplier was being used for the purchase of the end item and prime item spares. This caused additional acquisition time for both the government and supplier (several different contract actions were being performed when only one was necessary). In addition, the government was missing an opportunity to get the benefits of an economics of scale buy (lower price for the government). Since LCMC implementation, JAMS has added the procurement of most critical spares to the end-item production contracts. This change has eliminated approximately 11 months of administrative lead time, which is an estimated cost avoidance of \$1.1 million (PEO, 2006). In addition to this savings, the government is also getting the price benefit of concurrent pricing with the end item, which equates to additional savings.

SPARES AVAILABILITY

The second area where efficiencies have been observed since LCMC implementation is in the spares availability. Spares availability has continued to improve since LCMC implementation even though the JAMS team only received 70 percent of the personnel. As shown in Figures 1 and 2, overall stock availability averaged 68.7 percent with a standard deviation of 13.6 over the 9-month period prior to LCMC implementation. For the 12-month period after LCMC implementation, the overall stock availability averaged 90.0 percent with a standard deviation of 9.7 (PEO, Missiles and Space, JAMS Program Office, 2006). This is a 20 percent increase in the availability

with only 70 percent of the manpower. This observed increase in availability resulted from a number of different process changes:

- extensive coordination with the acquisition center to expedite procurements;
- collaboration with project office engineers and configuration management personnel to ensure technical data accuracy and decrease time required for technical loop processing;
- coordination with RESET points of contacts to synchronize government-furnished materiel requisitions in accordance with RESET schedules; and
- detailed reviews and analysis of backorders, current and future demands.

FIGURE 1. STOCK AVAILABILITY PRIOR TO LIFE CYCLE MANAGEMENT COMMAND ORGANIZATIONAL CONCEPT

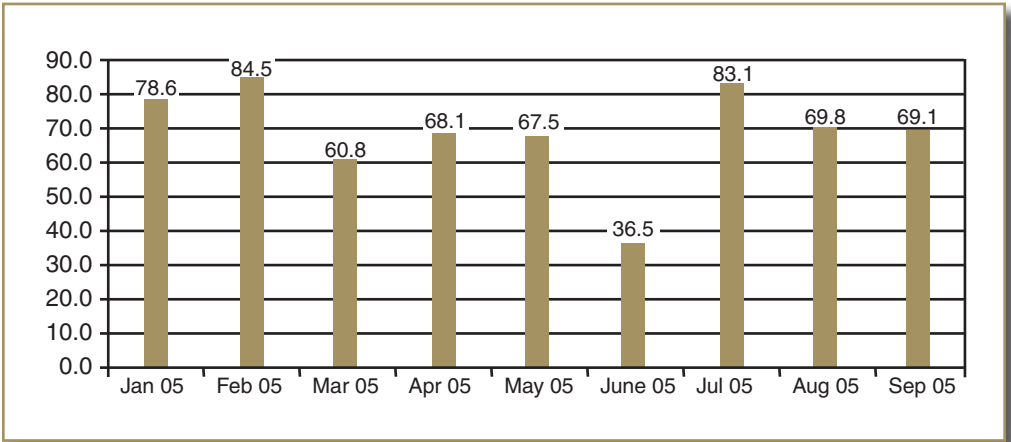
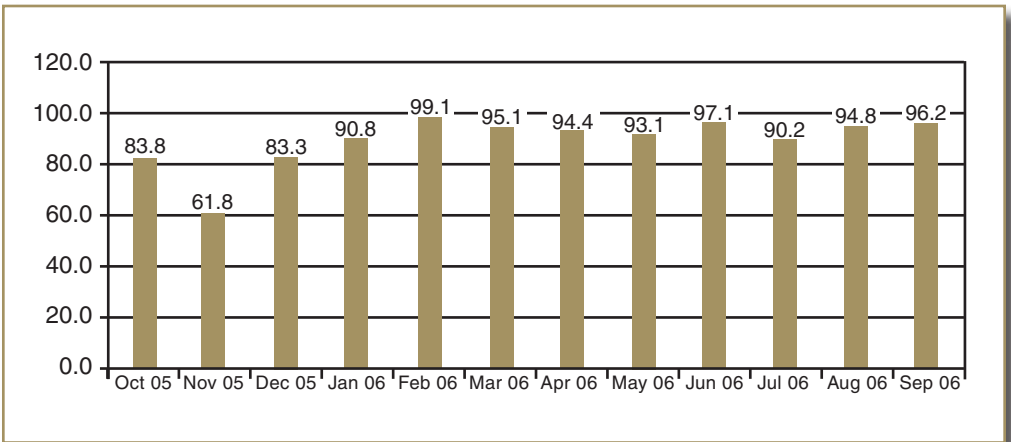


FIGURE 2. STOCK AVAILABILITY AFTER LIFE CYCLE MANAGEMENT COMMAND ORGANIZATIONAL CONCEPT



These process changes were successful because the implementation of the LCMC concept resulted in a more synchronized spares management approach, which positively affected total program support. A by-product of these process changes has led to JAMS personnel (both IMMC and Project Office) increasing their overall systems' knowledge.

WAR ROOM ESTABLISHMENT

The third area where logistics efficiencies have been observed is with the establishment of the JAMS War Room. Reduced cycle times have been achieved in providing responses to the warfighter. Establishment of the JAMS War Room was a process change in the way JAMS supports the warfighter. Since the establishment of the JAMS War Room 18 months ago, it has provided a focal point for warfighters, both in their ability to get help and in our ability to track the health of the systems warfighters are using. The War Room is receiving approximately 50-60 calls or e-mails per month asking for assistance. The JAMS Logistics team mans the war room 24/7—24 hours a day, 7 days a week—with a goal of a call back to the unit within 12 hours to communicate either the answer to the question or the steps being taken to provide an answer to the question. A real benefit to the item managers is that they can access unit readiness data and send critical parts to where they are most needed. Numerous examples can now be cited of how field issues were fixed in days or hours. In one recent example, a unit in Iraq needed armament cables for the OH-58D. The unit was having difficulty finding the right item management organization. The unit called the JAMS War Room, and it was quickly determined that the item was managed by the Tank-Automotive and Armaments Command (TACOM). Within 4 hours, we had worked with management and item managers at TACOM, and assets were in the air on the way to Iraq.

CONCLUSIONS

As documented in the previous paragraphs, much efficiency has been observed since LCMC implementation in the JAMS Project Office. The authors' experiences indicate these efficiencies may be a direct result of LCMC implementation. The authors recommend that additional research be performed to determine the cause and effect relationship of LCMC implementation in the JAMS Project Office or a different PM organization. All these efficiencies translate into additional time and/or dollars that can be used to support the warfighter in other areas.

A secondary result of the organizational and process changes since LCMC implementation is increased communication among the project office team. The IMMC item managers and maintenance engineers are becoming educated on the systems they are supporting. National Stock Numbers are not just numbers, but part of the overall system. Item managers now understand priority and criticality of these parts. The LCMC team (IMMC and PM) is collaborating to look for opportunities to improve the logistics process and solve day-to-day warfighter logistics issues. Giving

project managers (PM) the ability to see from cradle to grave allows the PM the ability to prioritize activities.

Moving from two separate organizations to a combined LCMC organization within the JAMS Project Office has been a success story. It truly means one stop shopping for JAMS products. The warfighter makes one call—24/7—and the JAMS LCMC team will do the rest.



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