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Our Vision: To spearhead Army Logistics Transformation efforts by providing an auditable enterprise business solution that enables the Army to maintain its decisive combat edge.

LEADER PERSPECTIVES: Leading Change and Change Management

Paul Clapham, Program
Management Division Chief PMO
GCSS-Army

In our search for new techniques to streamline the way we operate, change and communications have taken center stage in actively disrupting the program's landscape. Changes made by Program Managers or Division Leads can cause adjustments to daily work processes. This type of disruption offers a multitude of opportunities for GCSS-Army. Unfortunately, the value identified in these strategic decisions is often eroded at the point of implementation. With such quick turnarounds to integrate these policies and processes, communicating the purpose and vision may be overlooked.

This is where change management and effective communication come into play. The traditionally accepted definition for managing change is overseeing operational improvements and establishing greater cost efficiencies or process improvements. While these aspects help define change management, the scope for successful change has broadened to include several important steps.

The first step is to get executive endorsement and buy-in for any change. With the buy-in, leaders can then begin to model acceptance and build plans for embracing the change. Once the change has been defined and clearly articulated, leaders need to communicate to employees the benefits of adapting early. Communicating the reasons behind transitioning will always be the most important aspect of effective change management. I would hope soon we would stop seeing change as risky and put emphasis on the need for reform and transformation as part of our growth effort. Leaders can then motivate others to overcome their objections and barriers to the transformation. People need time to adjust to new situations. By allowing all to adapt to unfamiliar circumstances, leaders can help workers transition to new conditions that benefit both the employees and the program as a whole.

We've undergone change routinely within the Program Office. This program will surely undergo and experience change again as our life cycles change. Innovations can only be effective if the hierarchical chain supports and embraces them. Leaders preparing employees for change will make all the difference in how quickly and how well they adapt. Implementing these needed reforms will ensure GCSS-Army's long-term success and growth.



STORE AND FORWARD DEMONSTRATION FOR PEO EIS

By Karen Ailstock, Product Operations Support Lead PMO GCSS-Army

During his visit to the PdM GCSS-Army facility on 20 February 2015, Mr. Douglas Wiltsie, the Program Executive Officer for Enterprise Information Systems (PEO EIS), received a briefing and short demonstration of the GCSS-Army Store and Forward tablet that Soldiers can use to perform logistics missions even when disconnected from GCSS-Army.

Mr. Wiltsie observed as CW4 Patrick Offor, the Supply Team Lead for the US Army Combined Arms Support Command (CASCOM) Logistics Functional Integrated Concept Team, performed several common logistics transactions in GCSS-Army using the Store and Forward tablet. Chief Offor demonstrated the following functions using the Store and Forward tablet: post goods receipt with or without serial numbers, putaway materials to the storage bins, picking of materials from the bins, and post goods issue with or without serial numbers. The demonstration lasted approximately 15 minutes and confirmed that the AIT device works well with GCSS-Army and will provide the users in the field the required flexibility to perform their missions efficiently.

In addition to the capabilities that Chief Offor demonstrated for Mr. Wiltsie, the Store and Forward tablet performs other functions, such as the capacity to plan and conduct physical inventory and to pack/ship materials to other activities. The Store and Forward tablet also has these features: a built-in Item Unique Identification (IUID) bar code reader and when in disconnected mode, the ability to synchronize and electronically complete tasks away from a physical cable in a storage yard and annex building and even across long distances within a state. When the users return to their workstations, they can dock the device and synchronize the work completed while disconnected from the GCSS-Army server.

Following the demonstration, Ms. Karen Ailstock, Product Operations Support Branch Lead, Logistics Division, PdM GCSS-Army, provided an overview briefing on the evaluation



Jason Pullam using the Store and Forward tablet.
 (Photo courtesy of Sherrell Satterthwaite, PMO GCSS-Army Designer)

process that the PdM GCSS-Army team and other stakeholders conducted to determine which AIT devices met the performance criteria established by CASCOM for the connected/disconnected AIT device as well as the contractual procurement criteria established by Product Director Automated Movement and Identification Solutions (PD AMIS). The PdM GCSS-Army team has evaluated multiple candidates for the best AIT tablet device for both connected and disconnected operations with GCSS-Army, and the results indicated that the Store and Forward tablet meets all performance criteria and contractual procurement requirements.

The Store and Forward device demonstration was one of several activities that Mr. Wiltsie engaged in with the PdM GCSS-Army team during his visit. He also participated in a "brown bag" luncheon with the non-supervisory workforce, during which GCSS-Army team members asked a variety of questions that Mr. Wiltsie answered. The GCSS-Army team appreciated the opportunity to speak directly with the PEO EIS and get his perspective on a number of issues affecting the whole team.

GCSS - Army Mission
UPDATE JANUARY THROUGH MARCH 2015
 By Harold Whittington, Deployment/Fielding Division Chief PMO GCSS-Army

TEST & EVALUATION

TEST

- Wave 2 Lead Site Verification Test:**
- Conducted from 30 March to 10 April 2015
 - Involved 2/1 Armor, 11th ACR and 94th LRC and 60th Troop Command
 - Demonstrated Wave 2 functionality

Wave 2 Independent Government Test #2:

- Completed on 23 March 2015
- Involved a unit deployment scenario with documentation validation
- Demonstrated deployment process within a 72 hour window

FIELDING

- Wave 1 (SARSS, SSF/MW and FCM replacement):**
- Complete through Fielding Group 26
 - 68% of the Army has received the Wave 1 solution
 - Fielding Group 27 is in the D minus 15 day window for "go live"

Wave 2 (PBUSE and SAMS-E replacement):

- Fielding Group 2 went live on 20 March 2015
- Conducting Post Deployment Sustainment Support for Fielding Group 2
- PdM GCSS-Army is collecting lessons learned from FG 2 implementation

UPCOMING WAVE 2 EVENTS:

- FG 3 is in the D minus 60 window
- FG 4 is within the D minus 90 window
- FG 9 is within the D minus 240 window

PDM GCSS-ARMY COMPLETES FACILITY

MODIFICATION PROJECT By Lee Eustace, Logistics Lead PMO GCSS-Army

The PdM GCSS-Army team recently completed a major facility modification project required to support the near-term and long-term future missions of the program. The team responsible for planning, coordinating and overseeing execution of the project started work in January 2014 by identifying the new missions, the workforce increases required to perform these missions and the additional special space requirements needed to support the workforce. The team, led by Mr. Lee Eustace, analyzed the available space against the new requirements and conceived a plan to use existing spaces for new purposes that effectively accommodated the increase in workforce numbers and provided the new interior facilities to maintain current missions while ramping up for the future missions.

The future missions include the Wave 2 fielding mission, the Increment II planning mission and the increased sustainment mission for all of Increment I functionality that Waves 1 and 2 fielding encompass. Because the scope of Wave 2 fielding is more than 10 times larger than Wave 1 (Wave 1 has about 14,000 users; Wave 2 has about 150,000 users), the Deployment and Logistics Divisions developed a different approach to deploying Wave 2 than the approach for Wave 1. Part of the different approach translated into the requirement to use video-teleconferencing (VTC) via Defense Connect Online (DCO) to accomplish many of the receiving units' site preparation meetings in lieu of travel to their locations. Additionally, some of the New Equipment Training (NET) will occur via DCO, further reducing the amount of travel required. The number of Material Fielding Teams will necessarily increase for Wave 2 and the leaders of these teams, called Chiefs of Installation (COI), represent a large percentage of the workforce number increase.

To meet these challenges, the Building Modification Team developed the general plan that included demolishing existing walls to create space for new cubicle areas, constructing additional conference/training rooms, and converting some existing office space into conference/training rooms. The conference/training rooms were outfitted with the ability to handle DCO and the VTC conferences. The net gain included seating for 50 more employees, a total of 12 conference/training rooms with DCO capability and an upgrade to the 30 seat classroom's capability.

As with any project of this magnitude, the PdM team extensively coordinated with the Military Installation Contracting Command at Fort Lee, which was responsible for letting the contracts for the furniture, the data and phone lines and DCO equipment procurement and installation. The PdM team also coordinated with the General Services Administration (GSA) to modify the existing lease to accomplish the demolition and construction work needed to successfully complete the project.

The PdM team met regularly over the project's 15-month period, solved multiple challenges related to contracting and scheduling and intelligently planned for the temporary displacement of current employees while construction/demolition/installation work took place. The end result is a modern facility that permits smooth transitions to new missions and increased numbers of employees, while continuing to successfully perform the current missions.



New cubicle areas to accommodate more employees for Waves 1 and 2 fielding
(Photo courtesy of Sherrell Satterthwaite, PMO GCSS-Army Designer)



Video-Teleconferencing (VTC) via Defense Connect Online (DCO)
(Photo courtesy of Sherrell Satterthwaite, PMO GCSS-Army Designer)

**MR. DOUGLAS WILTSIE'S (THE PEO EIS)
VISIT TO PDM GCSS-ARMY ON
20 FEBRUARY 2015**

HIGHLIGHTS OF THE VISIT:



Conducted a walkthrough of the Petersburg facility

Reviewed the completed upgrade with increased seating to support Wave 2 fielding



Inspected video equipment upgrades in 12 conference rooms

Met for a demonstration of Automated Information Technology (AIT) handheld devices



Received a program update from LTC Romero and staff

Dined with the workforce over a brown bag lunch



Answered staff's questions focused on the program's future

Met with senior leadership and the Product Director for Logistics Information Systems