

New Army Agile Process

By Katie Cain

Army leaders are aligning programs so that operational units receive better capabilities more quickly through integrated and sustainable network capability sets.

The catalyst of this expedited deliver system is a process known as Capability Set Management. Fielding the network as an integrated capability set throughout a brigade, rather than fielding individual pieces of equipment provides many benefits to Soldiers. This dramatically reduces or eliminates the integration burden on units in theater.

CPT Charles G. Feher, 2nd Brigade, 1st Armored Division, said the greatest benefit is that Soldiers do not have to integrate piecemeal components that have different configurations. "They have actually been put together. They've been utilized. They've

been tested and you receive a relatively full and complete package," he said.

To support Capability Set Management synchronized fielding efforts and to ensure that the Soldiers keep pace with industry and technological advances, Army leaders are transforming the existing acquisition methods through a seven-phase Agile Process. The objective is to improve efficiency and effectiveness, and reduce the amount of time and resources necessary to respond to the rapid changes in Soldier requirements associated with current operations, emergent information technology and modifications to the Army Force Structure.

Through the Agile Process, Army leaders assess capability gaps, rapidly form requirements, solicit mature industry solutions and perform laboratory and field evaluations in order to inform acquisition decisions. This directly supports Capability Set

Management in identifying critical operational gaps and solutions, while providing operational validation of these solutions for inclusion in capability sets.

Synchronized fielding of networked capability sets is the output stage of the Agile Process. It takes prototype designs that have proven technical and operational merit during the Army's NIEs and matures them into producible products, while ensuring final system integration and sustainment plans, prior to fielding a capability set to operational units.

A capability set is the entire package of vehicles, network components and associated equipment and software that provide an integrated network capability from the static Tactical Operations Center to the dismounted Soldier. These capability sets will extend the network down to the individual Soldier and enhance Mission Command On The Move and Soldier connectivity.

The Army's first fully-integrated Capability Set, known as CS13, will field a 'Bridge' network architecture based on a hybrid integration of satellite-based communications and terrestrial networking radios. The CS13-fielded 'Bridge' network solutions will provide a baseline network until the Army's objective networking radio hardware and waveforms are ready for implementation.

The System of Systems Integration Directorate, under the Assistant Secretary of the Army for Acquisition, Logistics and Technology is synchronizing the implementation and fielding of CS13 to deployed forces. To accomplish this, SoSI is ensuring integration and interoperability between Army Programs of



The Army is currently working network integration design on 27 Mine Resistant Ambush Protected and Mine Resistant Ambush Protected All-Terrain Vehicle prototypes to finalize engineering models prior to entering production in summer 2012. The vehicle integration will support the fielding of the first integrated capability set, known as CS13, to the Warfighter at the tactical edge.

yields synchronized fielding

Record, current force systems and urgent need systems in order to achieve integrated unit capabilities. The integration approach is implemented through development, acquisition, testing, product improvement and fielding, while ensuring total ownership cost reduction.

Key to this effort is bringing the Army's Program Executive Offices and project managers together during the NIE/Agile Process. This is done through the Capability Set Integrated Master Schedule, or IMS, for production and deployment. The IMS will become the backbone of CS13 as its purpose is to synchronize the network and vehicle PMS' master schedules as they relate to integrating and fielding the CS13 capabilities. The IMS will also be used to validate the funding required for the CS13 integration and fielding effort for each formation (infantry, stryker and heavy brigade combat teams).

"SoSI has been very successful in pulling the network and vehicle communities together for the CS13 effort," said Elizabeth Miller, chief engineer, product director, synchronized fielding, SoSI. "We have combined meetings every month to go over the status of the effort and to resolve any issues." SoSI manages the IMS, maintains

configuration management of the final capability set technical network baseline approved during NIE process, and coordinates individual fielding among PEOs, PMs, U.S. Army Forces Command, G-8 and the gaining brigade combat team, while maintaining sustainment planning and asset handoff to the gaining units.

The final execution stage of the synchronized fielding process is New Equipment Training/New Equipment Fielding in which the gaining unit receives training on each newly fielded system and takes ownership of the new equipment upon completion of any staging, installation and handoff requirements.

"Due to the number and complexity of the Capability Set 13 network systems being fielded, we are planning to include a System of Systems Network Integration NET upon completion of the individual system NETs," said Greg Outland, deputy associate director, synchronized fielding, SoSI. "This network integration training is designed to provide the unit network maintainer (S-6 Soldiers) with the skills necessary to establish, troubleshoot and maintain the network."

Synchronized Fielding is a true Army effort, involving collaboration and synchronization

across the ASA (ALT), Army Materiel Command and Army Test and Evaluation Command communities. "Synchronized fielding is one of those things in which the Army can take a lot of pride," said Paul Wilson, project director, Synchronized Fielding, SoSI. "It's truly a team effort. It requires almost every PEO and every PM in the Army to work together to make it happen, and it's not just the PEOs and PMs; it's also the Army staff, research and development centers and the test community that serve as the enablers that make it all possible."

This joint effort will allow for as many as eight brigade combat teams to be fielded with CS13 beginning in fiscal year 2013. Priority of fielding is to the Army's deployable expeditionary forces slated for deployment to Afghanistan.

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ACRONYM QuickScan

2/1 AD - 2nd Brigade, 1st Armored Division
AMC - Army Materiel Command
ASA(ALT) - Assistant Secretary of the Army for Acquisition, Logistics, and Technology
ATEC -- Army Test and Evaluation Command
CS - Capability Set
FORSCOM - U.S. Army Forces Command
IMS - Integrated Master Schedule

NET/NEF - New Equipment Training/New Equipment Fielding
NIE - Network Integration Evaluation
PEO - Program Executive Office
PM - Project Manager
POR - Program of Record
SoSI - System of Systems Integration (directorate under ASA(ALT))
TOC - Tactical Operations Center