



# **LMP:** **Logistics Modernization Program**

## TACOM Quarterly Newsletter Volume 26 – August, 2004

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### **National Maintenance Management (NMM) Phase 3 (P3)**

Well, it's difficult to tell these days whether a delay in deployment is a good thing or a bad thing! The "hurry up and wait" syndrome does begin to wear on everyone but the delay does allow us the opportunity to get more done and to verify data to try our best to have the highest accuracy rate possible. We here on the LMP Team at Rock Island continue to work on "all things LMP" like - data cleansing, enterprise mapping, role mapping, training, org design, etc.! The work on NMM/P3 enterprise/role mapping and training that has occurred to date has afforded us the opportunity to find and avoid some pitfalls and has given us insight that we would not otherwise have had until core deployment. Because of the size of the NMM Deployment, it's much easier to get these issues resolved now rather than at core when we're dealing with ten times as many folks.

The latest info we have on a deployment date for NMM/P3 is not firm at all and ranges from October '04 to April '05, so it's really anybody's guess at this point.

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### **LMP National Maintenance Management Training**

*Submitted by: Michelle L. Sullivan,  
TACOM-Natick*

During the months of June, July and August, LMP National Maintenance Management Training was conducted at TACOM sites including - Warren, Natick, Rock Island, Anniston Army Depot, and Red River Army Depot. The training was in preparation for the LMP NMM Deployment, scheduled for August 2004.

Web-based training was provided via the LMP Learning Gateway. The training incorporated the use of a "Robo-demo" which guides the student through the training with visual and audio assistance. To provide more in-depth, role specific training, instructors visited sites to provide hands-on training. This training also utilized the Learning Gateway with an instructor present.

Providing a glimpse of what will be required for core deployment training, the training was considered highly beneficial. However, lessons learned from the training pointed to five areas of concern: Administrative Details, System/Technical Difficulties, Curriculum Gaps, Documentation Deficiencies, and Training Personnel Concerns.

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Quote of the Month

*"I've always been  
in the right place  
at the right time.  
Of course, I  
steered myself  
there."*

Bob Hope

### **National Maintenance Management (NMM) Phase 3 (P3) (Cont'd)**

The following is the body of a Point Paper dated 13 Aug:

ISSUE: To provide status on the National Maintenance Management (NMM) Phase 3 Task Order (TO) 52 for the Senior Executive Logistics Modernization Program Oversight Committee (SELOC)

POINTS:

- o This TO was awarded in Sep 02 for \$4.095M with deployment scheduled for Aug 03. Additional funding was approved in Nov 03 and Apr 04, which increased the total funded value to 6.658M. An additional 1.320M based on an Aug deployment will have to be amended to provide support for conversion, deployment, and 30 days of post deployment IAW the new target deployment date of 4 Oct 04.

- o Purpose of the NMM P3 TO is to subsume the Production Charts, the Maintenance Workload File (MWF), the National Maintenance Repair Standards (NMRS) repository, the Cross Reference Table (X-REF), the Maintenance Expenditure Limit (MEL), the Workload Change Request (WLCR), and the Military Interdepartmental Purchase Request (MIPR)/Billing functions currently residing in the Army Electronic Product Support (AEPS) NMM E-Desk.

- o TO delays were required to complete the WLCR and MIPR billing process, add additional MWF functions for the in-theater Forward Repair Activities and the Team Armor Partnership facility, software/hardware upgrades, testing, and to develop and present user training.

STATUS:

- o Need Department of Army (DA) and Office of the Secretary Defense (OSD) approval before deployment can occur. Key decision points are:

- oo Availability of funds required to support the TO.

- oo Deployment of the NMM P3 solution beyond core pilot sites and approximately 1,735 users prior to the stabilization of the core solution.

- o HQ AMC NMD staff continues to work with HQ G3 and G8 staff to resolve all concerns and issues and obtain DA/OSD approval for a 4 Oct deployment. If approval is not received, the next opportunity to deploy will be Jan or Apr 05.

### **LMP National Maintenance Management Training (Cont'd)**

Administrative Details are actions that need to be completed by the CSC NMM training team and the site training leads during the entire training cycle. Initial assessment of the training conducted indicated that more time was needed for the site training leads to schedule and provide notification to students. Role mapping of students also proved to be a tricky.

System/Technical difficulties address the issue of network connectivity and systemic issues regarding the LMP solution. Slow connection to the Learning Gateway created a plethora of problems for both the instructors and users. Once connected, many students complained of "timing out". While a change in system settings corrected the problem, many students felt that too much time was consumed in correcting these issues as opposed to receiving training.

Curriculum Gaps refers to the actual training material and platform in which it was conducted. Several students questioned why Robo-Demo's were being used when an instructor was in the room. In addition, many students found that prerequisite Web-Based training courses were difficult to understand and navigate through. Suggestions were made for the curriculum to focus on the basic process from end to end and to provide a greater focus on individual tasks.

Training/Personnel concerns addressed the instructors and subject matter experts present at the training. Although some students felt that instructors were not always knowledgeable regarding the material being presented, many students reported that the Subject Matter Experts (SME's) who sat in on the training were considered invaluable.

As of 6 Aug, notice was given that the NMM Deployment would be delayed for some yet to be determined period of time. Although the deployment has been delayed, the lessons learned from the training received have provided great insight as to what TACOM can expect when core training begins.

**Material Master Tiger Team**

Submitted by: Kathy Evins, Nancy Beaderstadt & Donna Wesolowski

Good news and bad news from the MM Tiger Team. Excerpted from a 13 Aug Point Paper: " There are approximately 10,000 active materials in LMP that have incorrect Base Unit of Measure that is causing inventory valuation problems at Tobyhanna. The fix entails removing all transactions, fixing the base unit of measure, and then reapplying the transactions. We tested two moderate material numbers and determined that because of the complexity the changes could not be done manually. The next step is to have CSC create programs to make the changes.

The material numbers that have no activity and the material numbers only tied to a Bill of Material will be fixed using automation.

The remaining material numbers will be looked at to determine if new Manufacturing Part (MANP) Numbers and National Stock Numbers (NSNs) can be assigned. It is virtually impossible to change the Base Unit of Measure of the materials that have activities such as open orders and financial records posted to them.

Completed the MATCAT, Consumable/Reparable and Procurement Type code meeting and determined path forward will include some configuration changes.

System configuration is in process and will be placed in production when testing and government sign-off is complete.

Drawing number revision level was put into production in the June release. Tobyhanna is changing the material numbers back to the original data at the same time they are populating the revision level table. This will allow CECOM to run the RPTLS and other required programs.

Completed and in production in the June release."

"The good news is - our corrective actions are complete (only three left to be validated but are in production). The bad news is - there is a whole list of things that need to be done but "they haven't been blessed by management".

Other than that, the biggest news is the Base Unit of Measure problem that CSC is looking into. This was caused by incorrect data migration rules and is causing serious problems at Tobyhanna - example: 28,000 screws were thought to be ordered but the BUOM was HD (hundred) instead of EA resulting in 2,800,000 screws being ordered from DLA. Seventeen truckloads of screws were on their way to Tobyhanna before anyone realized what happened. Toby took possession of 500,000 and managed to stop the rest from being delivered. Someone paid for the trucks to be loaded, driven, and unloaded and returned to stock. Toby now has a lifetime inventory of these screws!!"

**3rd Deployment Update**

**TACOM BREAKOUT SESSIONS MINUTES**

by Kathy Evins

1. 23 Aug is the next SELOC. Understanding was that there was a request for the Commanders from each GSIE site to be present. TACOM LMP office will look into this to let the depots know who needs to be there.

2. SDLs: 1 at each of the Arsenal, 1 at RRAD/ANAD, and 1 at Sierra. ACTION: Rhonda Fuller/Renee Carver: TACOM LMP office has received taped copies of the SDLs that took place at Letterkenny. TACOM/GSIE will review the tapes and determine whether it would be beneficial to copy and share with TACOM activities. Will consider the value of viewing the tapes at the September TACOM LMP meeting.

3. Bridges and Uniques: ACTION: Need to review for proper category assignment. Is Watervliet included? Need to check how many #1's they have and make sure they are added to TACOMs. TACOM LMP office will pull all the B&Us together and request all sites review their submissions. What is the process to have the PD LMP take action on any new ones identified?

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### **3rd Deployment Update**

#### **TACOM BREAKOUT SESSIONS MINUTES**

(Cont'd)

4. Site Readiness Support - who needs to be there, considering 2-3 people per site. Darryl suggested to use a "help ourselves standpoint" when considering how many people per site. Concern: WVA and RIA don't use SDS like the Depots so how so they determine what their support requirements will be?
5. DAC Training - How can we partner? Diane Wadsworth and Cherilyn Smith will be going to DAC the last week in August. They will look at the program and discuss with Mark Haring. Still a concern on the proprietary data for training. Depot and Arsenal may/will need different training than IMMCs.
6. What can we do to start setting up expert users now? What is the "official" definition of an expert user?
7. Tentative: Week of 20 Sep 04, Internal TACOM meeting to discuss, cutover scorecard, site readiness, SDLs, and TACOM recommendations.
8. Watervliet and RI concerned about enterprise and data mapping. Rene will give a sample of enterprise mapping at the 20 Sep meeting.
9. Need crosswalk of the LMP vs. CCSS/SDS: Kathy Evins will provide what she has from Joe Hall.
10. Recourse concerns. How soon before Deployment will we need to start pulling in additional resources to assist with some of the key pre-deployment activities? Need to use the milestone chart that 2nd deployment is using as a guide.
11. Need to focus on FY 06, Oct/Nov timeframe as go-live for 3rd Deployment.
12. TACOM needs to take advantage of new people to learn this (SAP) new system, use these folks to develop as our expert users if at all possible.

### **3rd Deployment Update (Cont'd)**

#### **3<sup>rd</sup> Deployment Challenge – SELOC July 4<sup>th</sup> Briefing on 3<sup>rd</sup> Deployment Report and DAC LMP Update**

- Reviewed briefing presented at the SELOC which emphasized the magnitude of the 3<sup>rd</sup> deployment and sites involved, identified potential risks, and laid-out our plans and preparations for deployment.

- Best "Window of Opportunity" for deployment either early in the fiscal year or from the 1<sup>st</sup> of January through the end of June.

#### **Training**

- Mr. Mark Haring discussed DAC's role and commitment to supporting AFSC's and JMC's LMP transition. Their efforts include augmenting CSC's LMP training, creating sustainment training for post deployment and beyond, developing a core team of expert users, and including LMP training as part of their intern curriculum. He mentioned the MCN data cleansing efforts, assigning management control numbers for ammunition and general supply items and providing BOM data.

- Mr. Beyer emphasized that we need:

- to educate our people more on the front end of deployment.

- to provide a better core of SMEs.

- to have a 12 or 15 to 1 class size goal.

- to strive to meet the training standards set down by CSC.

- to provide basic navigation technique training to users before CSC's LMP training.

- Mr. Paul Palos, TACOM, explained that 4 TACOM SMEs have been assigned to go to CECOM on 6-month developmental assignments to work with CECOM employees experiencing various deployment activities. These experiences gave them first hand knowledge of what deployment issues they faced on a daily basis. Lessons learned:

- Too many Individuals were identified in role mapping exercises, "they over-mapped", i.e. the numbers were too large, many were identified for roles they did not perform.

- There was no method for updating the Enterprise Map (management of this was time intensive).

- Get involved and understand the process, CSC helpful in working with the tools available.

#### **Material Master**

- Mrs. Donna Wesolowski emphasized that all of the problems that 1<sup>st</sup> and 2<sup>nd</sup> Deployment Sites encountered with the Material Master all pointed back to pre-LMP data cleansing failures. Data in the Material Master must be correct. Data cleansing is the key to easier transition to LMP.

(Cont'd on pg 5)

### **3rd Deployment Update (Cont'd)**

- Important to do more data specific scenario testing and get people involved sooner.
- CECOM's LMP solution will not dictate the LMP solution we receive. We will be given the opportunity to provide our requirements. Think about and identify these requirements now.
- Mechanism for recording deltas is needed. Deltas become detail items during stabilization efforts.
- Reports SDL is to be scheduled in the near future.
- Stabilization Tiger Teams roles were discussed.
- As 3<sup>rd</sup> Deployment sites, we need to send observers on scheduled visits to 1<sup>st</sup> and 2<sup>nd</sup> deployment sites, be a part of the site support by getting involved with work in process, and access the WLMP web site, i.e. the learning gateway, etc.
- Each installation must use the Self Assessment Kit to determine their bandwidth capability, to determine if LMP will perform at an acceptable level at their site.
- Get user id's and passwords early on. Formulate and submit output requirements. Identify POCs responsible for technical infrastructure assessment with a full understanding of printing requirements.
- Get expert users involved as soon as possible so that they can mentor other users.
- Determine our approach for educating our people.
- Document our processes and establish timelines for role definitions and training.
- Educate leadership on what LMP means, what to plan for and what the impact on their installation will be.
- It is our responsibility, as end users, to prepare LMP documentation personalizing it to fit how we use LMP and do our business.
- Cutover scorecard is used to monitor the health of our deployment. Revision to our scorecard will be available in 1-2 weeks. CSC and the government mutually agree to the cutover scorecard criteria. The scorecard is a management tool that should come into play 90-120 days prior to deployment.
- ATAAPS GUI will require a coordinated effort to implement and must be implemented at the same time as LMP. Providing ATAAPS training in advance was noted as a good idea that should be considered.

### **3rd Deployment Update (Cont'd)**

- We must fix data already migrated at migration time. Get the base unit of measure down to the lowest level of consumption. Base unit of measure is established in the Material Master and utilized by all users.
- A clear understanding of the global data concept by all LMP users is crucial. A change made to a global data element affects all other users across the board. Plant specific data is controlled and utilized by that plant.
- DAC is JMC's Data Clearing House for the Material Master. MCNs will be generated by DAC.
- An accountability structure to the Material Master is currently being created.

### Site Readiness and Cutover Plans

- Review HQ's Site Readiness and Cutover Plans and fill in missing items.
- Identify activities unique to your site and add them to build your plans.

Break-out Sessions - Minutes for individual break-out sessions provided in a separate subfolder.

### Strategy for Path Forward

- Mr. Darryl Blackburn emphasized:
  - the necessity to set milestones as a site readiness tool.
  - that it was up to us to make a case for our deployment to take a "phase-in" rather than a "big bang" approach.
  - that we must make LMP a "self-help" deployment, to help ourselves as much as we can by taking advantage of all workshops and training sessions, educating our leaders as to the productivity dip that LMP deployment will produce, and using all forums available to share ideas and keep informed on the issues.
- the need to focus on our contingency plans.

### *3rd Deployment Update (Cont'd)*

#### **ACTION ITEMS**

1. **All - Begin role mapping efforts now by doing an initial layout profile of your organization as opposed to the detail role mapping required later, establish your site profiles. Centralize it to control it. Collect preparation information. Identify the types of users at your organization.**
2. **Mr. Robert Allen, MCAAP - Provide his MS Excel spreadsheet containing a downloaded list of SDS screens and other tools developed to Mr. Bruce Beyer for dissemination to all installations. The tools Mr. Allen created helped his installations' users identify the SDS screens they use to perform their work and enabled him to use this information to prepare for the role-mapping task required.**
3. **Denny Leavy - Facilitate a formalized method for collecting and tracking delta information. Currently, it is up to each of us to keep track of deltas in a manner we choose.**
4. **Determine the role of the stabilization tiger teams. Do they continue to function after stabilization? If so, what are the expectations of how they will be used? Will the members remain with the program or return to their duty stations?**
5. **Determine how to get the Corrective Actions List the visibility required.**
6. **Develop a database that builds and maintains a list of requirements as they are identified (currently a spreadsheet is used).**
7. **All – Continue with training facility preparations; review HQ's Site Readiness and Contingency Plans as a basis for preparing your plans with additions unique to your facility; continue working on data cleansing tasks; identify key personnel to act as SMEs, validation managers, technical POCs and a training coordinator; get involved with LMP activities when and wherever possible; formulate output requirements; continue to educate leadership and users on LMP and its scope; share ideas to help each other accomplish each task at hand.**

### **LMP DEVELOPMENTAL ASSIGNMENTS**

*Submitted by: Paul Palos*

In April of this year, TACOM and AMCOM had received a request for assistance/opportunity for LMP Developmental Assignments for three/four individuals. The plan was to fill three primary areas;

**Supply Systems Analyst or Logistics Management Specialist** - with depot forecasting and execution experience; or background working reimbursables, reports, NMC execution, Business Operations review and update of Standard Operating Procedures.

**Supply Systems Analyst - with Requirements Determination and Budget Strat** experience; or requisition processing, inventory receipts and adjustments plus end-of-day background; or Provisioning background to work with Staging Area edits, LMI functionality, P-BOM building, RPSTLs (essentially, what had been the "core" PMR functionalities); or someone who has worked in the areas of financial management and funds control of AWCF to include acceptance, validation and processing SMA AWCF funding transaction documentation using email, re-certification system and requirement studies.

**Inventory Manager** - with experience in inventory procedures to perform end-of-day reconciliation for all routing identifier codes for CONUS.

With the opportunity to staff these positions on a 179 day detail, TACOM believes this is a win-win proposition for our command. CECOM will be helped with additional resources to troubleshoot problems to stabilize LMP, and TACOM and AMCOM will benefit from having some of their key functional personnel involved with resolving many of our existing problems, while gaining valuable experience within LMP prior to its deployment to our respective commands.

It is expected the scope of effort involved for the individuals selected for these positions will include: interface with the Weapon System Directorates and associated members of the item management community in resolving the day-to-day issues that arise, including database issues, functionality, troubleshooting, etc. They will also interact with CSC and PD LMP personnel to work systemic issues (i.e., jobs not processing, data not passing, aiding in the correction of the programming logic, etc.); troubleshoot systemic problems (i.e., problems in updating data, migration issues, etc.) and management reports. The individuals will also be working issues for further system development to address gaps in functionality, both known and perceived at this time."

The assignment for these individuals required TDY for approximately six months to a combination of CECOM, Tobyhanna and Moorestown locations. TACOM had four ILSC employees who did express an interest in the assignments and were matched with the skills requested - Dave Pace (Item Management) from TACOM-Wrn; Katrina Fuller (Depot Maintenance) from TACOM-RI; Fred Kawa Jr. (Requirements Determination and Budget Stratification) from TACOM-Natick and Sallye McGill (Requirements Determination and Budget Stratification) from TACOM-Wrn. Their assignments began mid-May and are anticipated to end sometime in November.

Each of the four are learning different parts of LMP functionality and lending their technical expertise to the accomplishment of CECOM workload. Along the way, they are attending available LMP training, applying what they learn and improving their skills.

The TACOM LMP Program office is expecting to continue working with CECOM to insert additional SME's who may have an interest in this type of developmental assignment. We are also looking to partner with AMCOM at time of 2<sup>nd</sup> deployment to also provide SME resources for a similar assignment.

The LMP Acronym Tool is accessible via [www.wlmp.com](http://www.wlmp.com) and provides a literal translation for system-related acronyms.

**Calendar of Events:**

**21 - 22 September 2004**

**TACOM DEPLOYMENT UPDATE  
CONFERENCE (Not yet confirmed)**

**26 - 27 October 2004**

**2nd TACOM, AFSC/JMC LMP 3<sup>RD</sup>  
DEPLOYMENT IPT**

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\*Contact your local site rep in regard to newsletter info. Please let us know if there are any topics you would like to see in an upcoming Newsletter.

Note from the editor: To all of you who have read this far – THANKS! Especially since we have switched to a “quarterly” rather than monthly issuance, please let me know if there are specific things you would like to see in this Newsletter. I will do my best to get input from an SME. If you would like to submit something, please do. Don’t worry about your “writing ability”! Especially if you have an LMP-related topic that would be interesting /informative to the readership, myself and your on-site editors will be glad to assist in any way we can.

Thanks again and let me hear from you,  
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