

Client: NAVAIR
Project: V-22 Osprey - Acquisition and Concurrency
Management Support for Training Operations



The Challenge

The Training organization for the V-22 Osprey aircraft had a vision to lead the way in revolutionizing training capabilities in order to deliver training to the warfighter that is tactically relevant, on-time, on budget and concurrent with the aircraft. However, the vision lacked a clearly defined end state and tangible goals, with the exception of those few stipulated by broad Directives and Orders from Headquarters, United States Marine Corps. The V-22 Training team recognized that the development of a well defined concurrency management system and standard processes for the complex acquisition and support services, required to execute Training's mission, were critical components in revolutionizing their overall capabilities. Prior to initiating the project with Waypoint, the formal declaration and design of these processes were not documented or contained in plans where end-users, designers, maintainers, and stakeholders could read, review, and provide feedback to ensure that their interests would be met by the Training team.

Additionally, the team understood that the development of the concurrency management function, as well as the operational areas that supported training acquisition, would require additional manpower; yet, they had no way to forecast the proper allocation or detail the requirements of the positions.

The Results

The project team was chartered to develop and implement a training structure and key processes in order to improve overall efficiency, effectiveness, quality and concurrency of training. We translated the vision into action by:

- Establishing the V-22 Training System Charter
- Designing detailed **concurrency management** and **training acquisition processes** that defined:
 - high-level process flows
 - detailed task-by-task definitions and task repetition probability for each process
 - services that met strategic goals, customer & stakeholder expectations
- Developing a **manpower staffing plan** detailing optimal staffing levels necessary to effectively execute the newly designed processes
- Designing the Training System **organizational structures** that align to and are measured against goals reflecting their contribution to the business processes
- Identifying the necessary **skill sets, qualifications, competencies** and experience for new and existing positions to provide:
 - targeted sourcing strategies and hiring of the most qualified candidates
 - mechanisms for communicating job requirements, expectations and performance
 - consistency for managing and measuring job performance against requirements
- Outlining **performance measurements** and metrics for all business processes
- Creating a **knowledge/information sharing model** to increase cross-functional expertise

By clearly capturing the organization's processes, clarifying roles and expectations and eliminating ambiguity, the V-22 Training organization was able to provide a tangible representation of the vision out to its users, designers, maintainers, and stakeholders as well as the leadership of the V-22 Training System. As a result, we were able to gain the feedback of these important roles and incorporate their feedback into the processes to ensure that the requirements of all parties were met, which enabled buy-in to the process across the breadth of the team.

As a result of this project and the successful efforts of the V-22 Training team, the newly designed concurrency management and training acquisition program is beginning to be migrated to other platforms in the Marine Corps Aviation as the model for training America's warfighters.

For more information or to discuss how to get started, contact:

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