AMC Quality Federation (AQF) for a Transforming Army

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Bottom Line Up Front

• Quality & System Assurance (Q&SA) plays a Pivotal Role in Army Transformation

• The AMC Quality Federation (AQF) is an AMC Community of Practice (COP) that provides a virtual, integrated business framework through which quality issues can be addressed, evaluated and acted upon

• The AQF has created a strategic vision for the long-term integration of core quality competencies and processes. This Strategy is called "Quality for the 21st Century" (Q21)

• The AQF is Adding Value to the Army’s Mission

• Long-term Stability Necessitates Command-level Involvement
Status of Army Quality

• Subset of Systems Engineering (ASAALT)/Industrial Operations (AMC) at HQ
  – Resources Limited
  – Increasing Reliance Upon Sub-Commands
• De-Centralization in Several Commodity Areas
  – Strained (but Improving) Intra-Army Quality Communication
  – Some Quality Professionals Managed by PEOs/PMs
  – Functional Integrity/Core Competencies in Jeopardy
• Acquisition Community Reorganized
Army Quality Challenges

• Risk-based/Business-based Implementation of Commercial Quality Practices
• Support to “Acquisition Excellence” Principles
• The Army needs to be an Educated Customer and Proactive Partner
  - Proficient in Related Competencies
  - Provide Detailed RFP/Contract Language
    • Basic Quality
    • Advanced Quality/Quality Engineering
    • Continuous Improvement Partnerships
  - Funding Profiles & Contract Incentives Consistent w/ Life Cycle Objectives
  - Risk-based Quality Supplier Management
    • Partnership with DCMA, et al.
Transformation Quality Roadmap

**Skilled Industrial Base**

- Robust Designs & High-Quality Products
- High RMS Systems
- Reduced Logistics Footprint
- Shortening the Acquisition Life Cycle

Light Response w/ Heavy Lethality & Reduced Life Cycle Cost

RMS of Objective Force Systems = \( f \) (Design Reliability, Life Cycle Quality)
Transformational Quality

• Army Transformation Requires an Evolution in Life Cycle Quality Management
• Army Quality must Add Value to Program Managers to Remain Relevant
  - Materiel & Process Performance
  - Total Ownership Cost
  - Program Risk
• Army Quality must Possess the Necessary Skills, Tools and Techniques
AMC Quality History

• AMC Product Assurance & Test Directorate (S.J. Lorber)
  - Disbanded in the Late 1980’s
  - De-centralization of Quality

• Product Assurance Quality Management Board (PAQMB)
  - Formed in the Early 1990’s
  - Championed by AMC Principle Deputy for Acquisition (D. Adams)
  - Discussed Quality Issues
  - No Coordinated Activity

• HQ AMC Quality Mission Currently Resides with Deputy G-3 for Industrial Operations
  - One 1910 Position
  - Too Many Hats to be Fully Engaged
  - Quality Fragments in Other Divisions, i.e. Current OPS, Support OPS

• AMC Quality Federation
  - Formed in 2000
AMC Quality Federation (AQF)

What is it?

- A seamless, integrated, virtual structure that leverages quality resources from all AMC organizations to support the Transformation of the Army
- An AMC Quality Community of Practice
- The Single Voice for AMC Quality
- Chaired by the Director for Quality Engineering & System Assurance, RDECOM-ARDEC

Who is it?

- AMCOM
- LEAD
- CCAD
- CECOM
- TYAD
- JMC
- RDECOM
- TACOM
- GSIE
- RRAD
- ANAD
- SIAD
- WVA
- ASA(ALT)
- DCMA, NASA, JDPA
AMC Quality Federation (AQF)

Why it was Formed?

• Superceded PAQMB
• Modeled after TACOM Quality Federation
• Championed by AMC Principle Deputy for Acquisition (G. Tull & S. Flavin)
• Lead/Facilitate AMC Quality Transformation
• Provide AMC with a strong, cohesive and comprehensive quality voice
• Create a business environment to share best practices and maintain core competencies
• Leverage scarce quality resources
Solution Set #1:  
Internal Quality Management  
(Improve Ourselves)  
- Core Competencies  
- Quality SPIs  
- IDEs  

Solution Set #2:  
Quality Supplier Management  
(Improve our Suppliers)  
- Supplier Management Evolution  
- Gov’t & Commercial Partnerships  
- Use of Past Performance Info  
- Promote & Incentivize World-class Practices  

Partners:  
- NASA  
- J.D. Power and Associates  

STRONG TOOLKITS  
- ISO/AS/QS  
- LEAN/6σ  
- CMMI  
- ATRIP Tools
AQF Initiatives

- AMC CG briefed CQSDI March 03 on behalf of AQF
- Transformed/Redeveloped Independent Quality Organizations at CCAD, RRAD and ANAD
- Partnerships with NASA, OSD, ASA(ALT), DCMA, etc
  - Reference, 8 Oct 03 MOA with NASA
- AQF is the recognized Quality Voice for RDECOM
  - Reference, 19 Sep 03 RDECOM Memorandum
- ATRIP, LMP, Lean/6σ, and a J.D. Power’s Voice of the Customer Pilot
  - JDPA Brief to ASA(ALT), Date TBD
- Common Toolkits
- Collectively working initiatives, i.e. AMC PQDR Steering Committee
- Established an AQF Liaison at AMC HQ
AQF Liaison

• Assigned to HQ, AMC
  - Effective May 2003
  - Office of the Deputy G3 for Industrial Operations

• Objectives:
  - D.C. Area AQF POC
  - Proactive Customer Satisfaction
  - Q&SA G2
  - Facilitate/Coordinate AQF Initiatives
    • Core Competencies
    • Process Transformation
    • Lean/6σ
    • Supplier Management
    • Partnerships
AQF Benefits to AMC

• AMC’s Source for Corporate Knowledge on Quality
• Vehicle through which to Evolve AMC Quality Practices
• Promotes Quality Data-Exchange & Lessons-Learned Across AMC
• The Single “Face” of AMC Quality to the Outside World, including;
  - ASA(ALT)
  - OSD
  - NASA
  - DCMA
• Ready Source of Quality POCs to Tap for Quick Response
  - DCMA DFARS cases
  - Joint PQDR AR 702-7
  - De-stalled the PQDR LMP issues
The Role of the G-3?

• 2-Star HQ Quality Champion/Advocate
• Monitor AQF Activities
  - Periodic Reviews
• Make Recommendations to AQF
  - HQ Vision
  - Set Priorities
  - New Initiatives
  - G2
• Promote & Facilitate “Beltway” Partnerships
• Help Acquire Needed Resources
• Consolidate HQ Quality activities
  - Direct, independent line to G-3
  - Align quality functions under a single group/identify quality POCs from other G-3 divisions as matrixed support
Take-a-Ways

- Quality is Important for Transformational Success
- HQ Resources are Limited
- The AQF Q_{21} Strategic Vision Focuses on Essential Issues
- AQF Provides the Required Leadership & Competencies
- AQF Partnering with AMCOPS-IB
- A G-3 Quality Champion provides needed HQ Visibility