Focus On EBS-Convergence

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The Army's logistics and financial management systems are approaching their planned end-of-service life in 2027 – providing a once-in-a-generation opportunity to modernize our systems and ensure they support the Army's future vision. This modernization effort aligns with the 2028 Army Vision to deter and win in large scale conflicts with near-peer competitors. The Army Modernization Strategy directs the transition to a multi-domain force by 2035 enabled by business systems underpinned by the enterprise business systems (EBS) that serve as the backbone of sustainment and management operations.[1]

Sustainment EBS support 164,000 soldiers and civilians, manage funds and materials totaling over $250 billion and process 750,000 financial transactions a day - stats rivalling those of Fortune 500 companies like Apple or Boeing. The monumental and complex effort to modernize these systems will be executed by Enterprise Business Systems – Convergence. On 26 March 2020, the Under Secretary of the Army chartered EBS-Convergence to deliver a modernized warfighting capability that enables integrated and auditable sustainment operations from the strategic support area to the tactical edge of the battlefield, enabling decision making by Soldiers, the civilian workforce and leaders at echelon.

EBS-Convergence is led by the Multi-Functional Capabilities Team (MFCT) – a cross-functional team sponsored by Army Senior Leaders to include the Assistant Secretary of the Army (Financial Management & Comptroller), the Commanding General of Army Materiel Command and the Army's Chief Information Officer. Over the last year the team has grown, mostly from self-identified volunteers, with representatives from 26 different organizations. EBS-Convergence's future capabilities will be acquired and delivered by a Product Management Office based within the Assistant Secretary of the Army (Acquisition & Technology)'s Program Executive Office-Enterprise Information Systems (PEO-EIS) office.

Jointly the MFCT and PEO-EIS teams drive the Army's single largest ever digital transformation effort in the sustainment domain. According to Forbes Magazine, digital transformations are notoriously tricky both in industry and in government with 84% of them failing because of poor user adoption. As a result, EBS-Convergence must remove barriers to work, naturally integrate transactions with work processes and deliver a future system accepted across tactical users. The design and delivery of an improved user

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1 – Sustainment Enterprise Business System Descriptions:
General Fund Enterprise Business System (GFEBS), the Army largest finance and accounting system.
GFEBS-Sensitive Activities (GFEBS-SA), the sensitive activities component of GFEBS.
Global Combat Support System – Army (GCSS-A), which supports logistical and tactical management of Army assets.
Logistics Modernization Program (LMP), which facilitates national supply chain management of parts and equipment.
Army Enterprise Systems Integration Program Hub (AESIP), the system for master data management.
Headquarters Army Environmental System (HQAES), which provides environmental data management and reporting.

interface and user experience (UI/UX) that is intuitive and easy-to-use is a critical component of the program's mission and required for its success.

When you pick up the latest version of a smart phone you don't go through a week or more of training -- generally you just pick it up and go. Not only is UI/UX focused on an intuitive interface, it also involves automating capabilities that enable users to perform their core capabilities more effectively, unburdening the tactical level users while empowering them with advanced analysis and decision support capabilities. A modernized UI/UX will change how Army users interact with the future system requiring the Army to also re-imagine the business processes that support these tools.

The EBS-Convergence motto to be *"as commercial as possible; as military as necessary"* drives how the MFCT and PEO-EIS teams re-think and revise how we currently execute operations so we can leverage, to the maximum extent practicable, commercial-off-the shelf solutions. By deploying a future system based on commercial industry's best practices, we are putting the Army in a position where leaders can rely on our EBS to provide an agile and flexible logistics and financial management system able to move forces, supplies and funding quickly across the strategic, operational, and tactical Army in a resilient and comprehensive information environment.

A large part of this re-imagining is happening within daily workshops focused on the execution of Business Process Reengineering (BPR) with a specific focus to drive an integrated factory-to-foxhole supply chain. BPR is a logical method for assessing process weaknesses, identifying gaps, implementing innovations, and optimizing opportunities. BPR efforts take a holistic view of current and future states and considers the people, policy and technology impacts to fix problems and achieve goals.

Over an eight-month period, EBS-Convergence BPR workshops brought together over 400 of the Army's best and brightest experts to assess the current state of Army operations against industry best practices and design a desired or future "to-be" state. Throughout the BPR workshops, the teams assessed current acquisition, logistics, and financial processes through the lens of DOTMLPF-P (Doctrine, Organization, Training, Materiel, Leadership & Education, Personnel, Facilities, and Policy). To-date the MFCT has identified 250+ proposed changes across these categories. The changes range from small additions to doctrine to complete overhauls to portions of Army Policy. Of these changes, there are over 100 that the Army can immediately begin to action, to start the movement of small pebbles that will build into an irreversible avalanche of change.

Changes range from improving supply discrepancy reporting procedures, standardizing bills of material, streamlining and modernizing paper-based processes, to revising policy on how we collaborate with other Services in complex classes of supply like munitions, bulk fuel, and medical supplies. These are changes that, while small, will directly impact the field, removing administrative burdens and planting the seeds of modernization. As EBS-Convergence develops further, and conducts more BPRs, these small changes will grow and spread, welcoming in a new era of modernized Army sustainment operations.

In the months ahead, the MFCT will leverage the results of the BPR efforts and work with our trading partners and dependent systems to refine the Army's requirements as we drive toward acquisition decision points. The MFCT will partner with PEO-EIS as acquisition alternatives are developed, considered, and ultimately implemented. This an exciting time for our Army as we continue to modernize. We will need the input of our operational force across all compos and our civilian force as

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we continue to implement solutions and drive change – and we welcome participation from all teammates and stakeholders.

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