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FM PEO IT WASHINGTON DC//NMCI//

TO COMLANTFLT NORFOLK VA

COMPACFLT PEARL HARBOR HI

COMNAVNETWARCOM NORFOLK VA

COMNAVSEASYS COM WASHINGTON DC

COMNAVAIRSYS COM PATUXENT RIVER MD

COMNAVRESFOR NEW ORLEANS LA

COMNAVSUPSYS COM MECHANICSBURG PA

COMSPAWARSYS COM SAN DIEGO CA

COMNAVSECGRU FT GEORGE G MEADE MD

BUPERS MILLINGTON TN

BUMED WASHINGTON DC

NAVNETSPAOPSCOM DET WASHINGTON DC

COMNAVNETSPAOPSCOM DAHLGREN VA

COMNAVFACECOM WASHINGTON DC

ONI WASHINGTON DC

DIRSSP WASHINGTON DC

NETC PENSACOLA FL

COMNAVMETOCCOM STENNIS SPACE CENTER MS

CNR ARLINGTON VA

USNA ANNAPOLIS MD

NAVPGSCOL MONTEREY CA

NAVOBSY WASHINGTON DC

INFO ASSTSECNAV RDA WASHINGTON DC

DON CIO WASHINGTON DC

CNO WASHINGTON DC//N6N7//

CMC WASHINGTON DC//C4//

CDR USJFCOM NORFOLK VA

CDR USPACOM HONOLULU HI

PEO C4I AND SPACE SAN DIEGO CA

CG MARCORSYS COM QUANTICO VA

COMMARFORLANT

COMMARFORPAC

SUBJ/NMCI BEST PRACTICE IMPLEMENTATION - ROLLOUT IMPROVEMENTS//

REF/A/MSG/CNO/211902ZJUL03//

AMPN/CNO GUIDANCE MESSAGE SUBJ NMCI PROGRESS//

1. THE PURPOSE OF THIS MESSAGE IS TO IMPROVE SLOW ROLLOUT RATES OF NMCI SEATS AT VARIOUS SITES THROUGH THE IMPLEMENTATION OF BEST PRACTICES.

2. THE NAVY AND EDS HAVE DONE MUCH TO IMPROVE NMCI SEAT ROLLOUT PROCESSES DURING FY03. EDS HAS DEVELOPED REGIONAL STAGING FACILITIES THUS STABILIZING THE WORKFORCE BUILDING MACHINES.

IMPROVED QA PROCEDURES INVOLVING BOTH EDS AND THE LOCAL COMMAND HAVE BEEN SUCCESSFUL AT MANY SITES. TESTING OF LEGACY APPLICATIONS IS BECOMING MORE PREDICTABLE AND TAKING ADVANTAGE OF PREVIOUS WORK. EDS HAS REDIRECTED SUBCONTRACTOR INFRASTRUCTURE WORK TO ACHIEVE SCHEDULE.

3. HOWEVER, RESULTS TO DATE ARE MIXED. PERFORMANCE HAS NOTICEABLY VARIED FROM SITE TO SITE. SOME LOCATIONS HAVE BEEN ABLE TO ROLL SEATS AT VERY HIGH RATES - COMLANTFLT IS OUR CURRENT RECORD HOLDER WITH A PEAK RATE OF 185 SEATS PER DAY WITH GOOD QUALITY LAST YEAR. SAN DIEGO AND PEARL HARBOR REGIONS ARE OUR CURRENT BEST PERFORMERS WITH RATES UP TO 82 SEAT/DAY. HIGH QUALITY SITES TEND TO DELIVER BETWEEN 60 TO 80 SEATS PER DAY CONSISTENTLY. BUT TOO MANY SITES REMAIN AT UNACCEPTABLY LOW RATES OF LESS THAN 20 SEATS.

4. GIVEN OUR DON STRATEGY, RECONFIRMED REF (A), TO FINISH FIELDING NMCI IN AS QUICK A MANNER AS POSSIBLE (IE GETTING TO A STABLE END STATE), THE BELOW BEST PRACTICES ARE ADVOCATED. THESE ARE NOT EDS ALONE, DIRECTOR/PROGRAM OFFICE ALONE OR COMMAND ALONE ITEMS - THIS MUST BE ACCOMPLISHED AS A TEAM. YOUR ACTIVE SUPPORT IS SOLICITED.

A. TEAMING/KEY TEAM MEMBERS. PARTNERSHIP STARTS AT THE LOCAL LEVEL WITH THREE KEY PARTICIPANTS. AS TO BE EXPECTED, THE KEY COMMAND INFLUENCE IS THE CO (THIS IS CONSISTENTLY DEMONSTRATED AT SITES THAT ROLL HIGH NUMBERS). THE CO SHOULD DESIGNATE A SINGLE POC AS THE COMMAND REPRESENTATIVE (OFTEN THE ASSISTANT CONTRACT TECHNICAL REP (ACTR) WHO HAS DONE ALL THE ORDERING FOR THE COMMAND, SOMETIMES THE N6/J6/CIO), AND THAT REPRESENTATIVE WILL BE ABLE TO SPEAK FOR THE COMMAND. JOINING THE CO AND COMMAND REP INITIALLY WILL BE THE EDS SITE MANAGER(SM) (NOTE: A SITE MANAGER MAY HAVE MORE THAN ONE COMMAND FOR WHICH HE OR SHE IS RESPONSIBLE). AS THE PLANNED ROLLOUT DATE APPROACHES, A NAVY PROGRAM MANAGEMENT OFFICE (PMO) SITE INTEGRATION LEAD (SIL) DEPLOYS TO THE SITE. THESE THREE KEY TEAM MEMBERS NEED TO TAKE OWNERSHIP OF THE ROLLOUT WITH THE GOAL OF REACHING HIGH NUMBERS WITH QUALITY. SUCCESSFUL COMMANDS FORM A PARTNERSHIP TO JOINTLY ATTACK THE INEVITABLE HURDLES THAT ARISE. THEY WORK TO FIX IT AT THE LOCAL LEVEL. QUICK ESCALATION OF UNSOLVED ISSUES TO THE REGIONAL MANAGERS ON BOTH THE PROGRAM AND EDS SIDE AND THE ECHELON 2 CIO'S OR N6'S IS CRUCIAL.

B. TACTICAL SCHEDULE. ESSENTIAL TO MAKING ALL OTHER ELEMENTS OF THE ROLLOUT WORK IS A BOTTOM-UP BUILT, DETAILED SCHEDULE. KEY TEAM MEMBERS MUST REVIEW THE VARIOUS HAND-OFFS AND DATA REQUIREMENTS, NEEDS, BUILD SCHEDULES AND ARRANGE USER AVAILABILITY. EARLY DELIVERY OF THE MULTIPLE ELEMENTS OF USER DATA MAKES FOR A BETTER BUILD-OUT OF THE FACILITIES. USE THE PREDEPLOYMENT CHECKLISTS AND OTHER PLANNING AIDS AVAILABLE FROM BOTH THE EDS SM AND PMO SIL. SCHEDULE ELEMENTS ARE IN MANY CASES

SEQUENTIAL, AND SEEMINGLY INCONSEQUENTIAL DELAYS EARLY IN THE PROCESS WILL ADVERSELY AFFECT THE PLANNED ROLLOUT. HIGH QUALITY SITE TEAMS TEND TO HAVE GOOD SOLID JOINT SCHEDULES WITH SUFFICIENT DETAIL TO FULLY PREPARE FOR THE ACTUAL ROLLOUT EVENTS.

C. FINAL DATA SCRUB. JUST PRIOR TO ROLLOUT, SUCCESSFUL COMMANDS HAVE BEEN CONDUCTING A FINAL USER TO APPLICATION/USER TO CLIN COMPARISON TO THE OCM/ACTIVE DIRECTORY INFORMATION HELD BY EDS. THIS IS A JOINT EFFORT BETWEEN EDS PERSONNEL AND THE COMMAND THAT RESULTS IN SIGNIFICANTLY HIGHER LEVELS OF USER SATISFACTION DURING DELIVERY.

D. NIGHTLY STAGING. SUCCESSFUL COMMANDS DO NOT HAVE PEOPLE MOVING BOXES AND UNPACKING THEM IN BULK DURING WORKING HOURS. OVERNIGHT ACCESS TO SPACES IS ARRANGED AND EDS STAGING TEAMS DELIVER, UNPACK AND STAGE THE NEW NMCI COMPUTER AT THE USERS LOCATIONS THROUGH THE NIGHT. WHEN COMMAND MEMBERS ARRIVE IN THE MORNING, AN ORIENTATION AND OPERATIONAL CHECK IS ALL THAT IS REQUIRED. THIS SIGNIFICANTLY REDUCES THE BURDEN ON THE USER AND ALLOWS EFFICIENT USE OF RESOURCES FOR ALL PARTIES.

E. LEGACY APPLICATIONS AND DUAL DESKTOPS. OUR DON STRATEGY (REF A) CALLS FOR BOTH QUICKLY ROLLING OUT NMCI AND ZERO DUAL DESKTOPS. AT THE INDIVIDUAL SITE, THESE TWO GOALS WILL CONFLICT AND BOTH MUST BE AGGRESSIVELY MANAGED. WE MUST GET NMCI INSTALLED WHILE AT THE SAME TIME WE ARE REVISING APPLICATIONS TO MAKE THEM SECURE. WHEN A COMMAND NEEDS A FAM APPROVED APPLICATION THAT IS NOT YET AVAILABLE ON NMCI AND THAT COMMAND'S NMCI ROLLOUT IS SET TO COMMENCE, THEN A LEGACY DESKTOP (QUARANTINE STATION OR DUAL DESKTOP) SHOULD TEMPORARILY REMAIN IN PLACE. THIS DESKTOP MAY BE ACCOUNTED FOR AS NMCI DIRECTED. NOTE: THIS DOES NOT MEAN UNTESTED APPLICATIONS MAY BE ALLOWED TO DRIVE THIS.

F. ROLLOUT LIMITS. NMCI TRANSITION MUST BE MANAGED IN A WAY TO SUPPORT MISSION CRITICAL OPERATIONS. GIVEN THAT THERE ARE CHALLENGES FOUND WITH EVERY NMCI DEPLOYMENT, A BALANCE BETWEEN PROBLEM RESOLUTION AND CONTINUED SEAT ROLLOUT IS NECESSARY. THE ROLLOUT PROCESS CATEGORIZES PROBLEM DELIVERIES AS "WORK IN PROGRESS" MACHINES. KEEPING CLOSE TRACK ON THE STATUS OF DELIVERIES AND USING AN ACCEPTABLE WORK IN PROGRESS NUMBER AS A FLAG FOR CLOSE REVIEW IS NECESSARY. THIS TOO MUST BE DONE JOINTLY. CATEGORIZATION OF PROBLEMS (SERIOUS/WORK STOPPAGE DOWN TO NEEDS CLEAN UP LATER) IS ALSO NECESSARY TO APPROPRIATELY FOCUS FIX WORK. IDENTIFICATION AND CATEGORIZATION OF PROBLEMS HAS BEEN MOST EFFECTIVELY DONE WHEN A SINGLE COMMAND POC (PER BUILDING/AREA) IS IDENTIFIED TO COLLECT USER ISSUES (IE WALK THE FLOORS) AND DELIVER COLLECTED INFORMATION TO THE EDS DELIVERY MANAGER(S) ON A TWICE A DAY PERIODICITY. WITH AN 80 SEAT DAILY DELIVERY SCHEDULE (400 PER WEEK), A REASONABLE FLAG FOR DETAILED

REVIEW IS 50 MACHINES CATEGORIZED AS WORK-STOPPAGE-LEVEL WORK IN PROGRESS. MITIGATIONS COULD INCLUDE SLOWING THE SCHEDULE, TAKING A "TIME OUT" DAY TO FIX MACHINES OR INCREASING THE NUMBER OF FIXERS. THESE ARE REQUIRED LOCAL TEAM MANAGEMENT ACTIVITIES.

5. THE BEST PRACTICES DISCUSSED ABOVE, WHEN IMPLEMENTED, WILL ALLOW A COMMAND TO OBTAIN A MORE EFFICIENT, EFFECTIVE ROLLOUT.

6. THERE ARE FOUR OTHER INFORMATION ITEMS APPROPRIATE FOR BACKGROUND:

A. TACTICAL SCHEDULE REALISM. EDS HAS RECENTLY REVISED THEIR SEAT TARGETS FOR THE CALENDAR YEAR. THEIR REGIONAL MANAGERS HAVE DEVELOPED WHAT THEY CONSIDER REALISTIC, ACHIEVABLE GOALS FOR SEAT ROLLOUTS WITHIN THEIR REGIONS. PLEASE ENSURE YOUR COMMANDS ARE WORKING CLOSELY WITH THE EDS SM AND REGIONAL MANAGER AS APPROPRIATE TO MAINTAIN AN AGGRESSIVE BUT REALISTIC ROLLOUT PLAN.

B. INFRASTRUCTURE REUSE. THE NAVY HAS, IN MANY INSTANCES, CAPABLE LEGACY INFRASTRUCTURE. AS A PART OF THE NMCI CONTRACT, EDS TAKES OVER MANAGEMENT OF THAT INFRASTRUCTURE. TO THAT END, WE (IN GENERAL) CAN NOT RETAIN DARK FIBER, WE SHOULD NOT RESERVE EXCESS IN PLACE CAPACITY. EDS NEEDS ACCESS AND USE OF NMCI EXISTING INFRASTRUCTURE TO EFFICIENTLY ROLLOUT THE NAVY ENTERPRISE.

C. CLASSIFIED INFRASTRUCTURE. EDS HAS RECENTLY PUT IN PLACE A SPECIAL TEAM DEDICATED TO ROLLOUT OF CLASSIFIED SEATS. GIVEN THE DOD SECURITY AND INSPECTION REQUIREMENTS, THE CLASSIFIED INFRASTRUCTURE MAY NOT PROCEED AT THE SAME PACE AS THE UNCLASSIFIED. EDS AND THE NAVY ARE TAKING STEPS TO IMPROVE THAT PROCESS TO SHORTEN THE TIMELINES AND ACCELERATE THE CLASSIFIED CAPABILITY. BUT AT SITES WHERE EXISTING CONDITIONS ALLOW AND EDS RESOURCE PLANNING SUPPORTS WE SHOULD ROLL UNCLASSIFIED SEATS AHEAD OF CLASSIFIED SEATS. THIS HAS WORKED WELL TO DATE BUT REQUIRES CLOSE PARTNERSHIP AND DETAILED PLANNING AT THE SITE.

D. BLOCKED SEATS. THIS IS A NEW MANAGEMENT METRIC WE ARE USING TO FOCUS ATTENTION ON INSTALLATION ROAD BLOCKS. A BLOCKED SEAT IS ONE WHERE THE NMCI ROLLOUT DATE HAS PASSED AND NMCI DESKTOP EQUIPMENT IS AVAILABLE, BUT SOME EDS OR NAVY CONDITION (ROAD BLOCK) PREVENTS INSTALLATION. WE WILL USE THIS FLAG AS A FINAL TRIPWIRE FORCING ISSUE ESCALATION AND COMMAND ATTENTION.

7. NMCI IS MAKING GOOD PROGRESS IN MANY REGIONS, WE HAVE PASSED THE TIPPING POINT, BUT WE MUST PICKUP THE PACE IN OUR TROUBLE SPOTS. TOGETHER, EDS, THE COMMAND AND THE NMCI PROGRAM OFFICE MUST REDOUBLE OUR EFFORTS AT AGGRESSIVE, QUALITY NMCI INSTALLATIONS. THE NMCI PROGRAM TEAM VALUES AND APPRECIATES YOUR CONTINUED SUPPORT.

8. DIRECTOR NMCI SENDS.