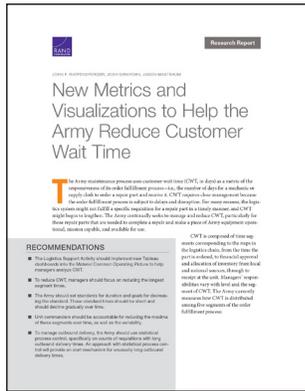




New Metrics and Visualizations to Help the Army Reduce Customer Wait Time

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To help Army managers manage customer wait time (CWT), the authors developed several metrics and visualizations, including the rifle chart and a count of old orders, that use data available in Global Combat Support System–Army, the Army’s new enterprise resource planning system for logistics. The authors designed Tableau dashboards to facilitate implementation of the new metrics and visualizations.



RESEARCH QUESTIONS

- How can Global Combat Support System–Army Wave 2 data be leveraged to develop a diagnostic capability (similar to the equipment downtime analyzer), as part of the Materiel Common Operating Picture?
- How can Army managers better monitor and reduce CWT?



RECOMMENDATIONS

- The Logistics Support Activity should implement these new Tableau dashboards into the Materiel Common Operating Picture to help managers analyze CWT.
- To reduce CWT, managers should focus on reducing the longest segment times.
- The Army should set standards for duration and goals for decreasing the standard. These standard times should be short and should decline gradually over time.
- Unit commanders should be accountable for reducing the maxima of these segments over time, as well as the variability.
- To manage outbound delivery, the Army should use statistical process control, specifically on counts of requisitions with long outbound delivery times. An approach with statistical process control will provide an alert mechanism for unusually long outbound delivery times.



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