U.S. Army Supply Chain Organization Aligns Workforce to New Operating Model

A data-driven, activity-based approach reshaped how talent was deployed without disrupting operations.

Challenge

A large U.S. military organization was adopting a new operating model for its supply chain, transitioning more than 1,500 employees from generalist roles into functionally aligned specialist roles. These new roles would continue to execute many of the existing supply chain activities, as well as redesigned and optimized processes.

Limited visibility into day-to-day tasks prevented leadership from determining how many employees to deploy to each specialist role within the new model. In practice, the tasks performed varied widely across teams and the organization, so there was insufficient understanding of resource requirements. Accurately allocating resources under the new model required a highly structured and data-driven approach.

Discovery

We cataloged and quantified the full scope of work performed, developing an activity inventory of more than 300 processes, tasks, and ad hoc responsibilities. Working closely with leaders and frontline employees, our team estimated the time required to perform each duty and mapped

activities to the standardized roles and business processes defined in the future operating model using a RASIC framework, a governance and accountability model for clarifying and assigning responsibilities.

We then built a detailed resource allocation model that incorporated administrative requirements, expected training needs, and efficiency gains anticipated from specialization. The model determined role-by-role headcount requirements and validated team sizing using supervisory span-of-control guidelines. Leadership reviews stress-tested the model and informed targeted adjustments, including selective resource cushions for mission-critical activities.

Impact

We delivered a clear roadmap for right-sizing the organization and ensuring a smooth transition. Recommendations included:

- Establishing a comprehensive understanding of current-state activities
- Mapping tasks from generalist roles to future-state functions
- Developing a resourcing model based on real performance data
- Embedding review points to reassess workload post-implementation

The organization successfully reassigned the more than 1,500 employees to specialist roles with no interruption to operations, and the modeled headcounts enabled execution of new processes without additional hiring or backfilling. The activity inventory and RASIC framework now serve as ongoing tools to strengthen process discipline and prevent employees from reverting to generalist work patterns.

Contact Our Experts

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