The DoD Enterprise Model Briefing Slides

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ASD(C3I)

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The DoD Enterprise Model

Symposium

January 11, 1994

The Office of the Deputy Assistant Secretary of Defense
(IM)

The Office of Public Policy

The Institute of Public Policy

George Mason University

94-05438
The Constitution of the United States

Preamble

We the People of the United States, in Order to form a more perfect Union, establish Justice, insure domestic Tranquility, provide for the common defense, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity,
do ordain and establish this Constitution for the United States of America.
## The DoD Enterprise Model

### SCHEDULE

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>0800 - 0805</td>
<td>Administrative Remarks</td>
</tr>
<tr>
<td>0805 - 0815</td>
<td>Welcome to George Mason University</td>
</tr>
<tr>
<td>0815 - 0900</td>
<td>Enterprise Model Overview</td>
</tr>
<tr>
<td>0900 - 0915</td>
<td>Break</td>
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<tr>
<td>0915 - 1000</td>
<td>Enterprise Activity Model</td>
</tr>
<tr>
<td>1000 - 1045</td>
<td>Enterprise Data Model</td>
</tr>
<tr>
<td>1045 - 1100</td>
<td>Break</td>
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<tr>
<td>1100 - 1200</td>
<td>Blueprint for Integration</td>
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</table>
The DoD Enterprise Model

HANDOUT PACKAGE CONTENTS

- The DoD Enterprise Model
  - Volume I: Strategic Activity and Data Models
  - Volume II: Using the Model - A Strategic View of Change in DoD (A White Paper)
- GMU Paper: Functional Process Improvement Implementation - Public Sector Engineering
- Business Week: The Horizontal Corporation
- Hard Copy of this Briefing
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CURRENT DoD SITUATION

- **Accelerated Force Downsizing -- All Components**
- **Evolving Missions**
  - Shift to Lower End Warfighting Scenarios (e.g., Regional, LIC)
  - Additional Roles in Peacekeeping, Humanitarian Assistance...
- **New Administration’s “Vision” for Government**
  - Responsive
  - Effective
  - Efficient
  - Innovative and Enterprising
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BEST BUSINESS PRACTICES

“As I try to describe myself, I am an operator, hopefully with a strategic view.... In these last 10 years I’ve learned a lot about how business works, and I would hope to spend a lot of my time on bringing best business practices to the Department of Defense.... My sense in traveling the country is that the public is less concerned about what we’re doing overseas or our commitments than whether we are getting a dollar value for a dollar spent in defense. And I would hope at the end of our years of working together we will have persuaded them, Mr. President, that they are.”

ADM Bobby Ray Inman
OPPORTUNITY FOR INNOVATION

“... ‘There always comes a moment in time when a door opens and lets the future in.’ For more than four decades the Defense Department has built its strategy and programs on dealing with the cold war. The ending of the cold war has opened a door, and the future is waiting to come in. By our actions, and by the new strategies we develop, we can shape the future, instead of being shaped by it.”

Dr. William J. Perry
Deputy Secretary of Defense
Efficiencies and economies enable DoD to invest its limited resources in mission-effective capabilities.
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NEEDED - A DoD PARADIGM SHIFT TO CHANGE DIRECTION

Increasingly Agile, Effective & Efficient Defense Capability

Current Capability - Mission Trend

Remove Barriers & Enhance Enablers

Relative Capability

1989  1993  1997  2001 & Beyond
The DoD Enterprise Model

THE NEEDED SHIFT:
Remove Barriers & Enhance Enablers

- Leadership is fragmented, parochial, tactical
- Policy and procedural innovation stifled under multiple layers of rules and regulations
- Absence of a “corporate” plan & feedback
- Customer expectations not part of today’s quality equation
- Personnel rewarded for parochial actions & punished for risk taking
- No integrated, uniform performance & cost measurement system
- Key business methods not routinely analyzed for innovation and standardization
- Organizations structured in layered, inflexible hierarchies
- People not “empowered” to make decisions and take responsibility

Key Barriers to Change
The DoD Enterprise Model

CRITICAL SUCCESS FACTORS
(Industry Lessons Learned)

- **Must have a vision, sponsorship, and concrete guidance from top leadership**
  - Eliminate, standardize, consolidate, leave alone, continuously improve, start from scratch
  - Focus on removing constraints that limit speed, flexibility, and quality
- **Must do a strategic analysis**
  - Fundamentally linked to business substance and realities
- **Must have compelling business case**
  - Grounded in customer expectations and other first principles
- **Must get leadership “buy-in” and enthusiastic support**
  - Mobilize resources and remove barriers
- **Must maintain focus and commitment until goals are achieved**
  - Tactically flexible but unwavering in strategic direction
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IMPLEMENTATION CHECKLIST
(Industry Lessons Learned)

- Build a culture that fosters innovation and initiative
- "Break the mold" to redesign the enterprise
- Ground change in understanding of the business and the needs of customers and consumers
  - Link strategies to detailed analysis and implementation
- Build a learning organization
- Let line managers and workers lead re-engineering
  - They are the functional experts (IT people can facilitate)
- Empower people - they make it happen
The DoD Enterprise Model

CIM GOALS AND OBJECTIVES

- Optimize Force Capability within Resources

- Embed Long-Term Change Throughout the Department

- Improve Functional Areas and Activities Across the Department
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CIM APPROACH

- **Top Down Functional Process Improvement Policy**
  - The "Business Way"

- **The DoD Enterprise Model**
  - The Top Level Functional and Data Architecture

- **Functional Process Improvement Initiatives**
  - Imbedding Change Across the Department

- **Shared Data Initiatives**
  - Data as a Corporate Resource Linking Functions and Information Systems

- **Defense Information Systems and Infrastructure**
  - Common Migration Systems to Leverage the Information Resources
  - The Information "Utility" Supporting all DoD ISs
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ESTABLISH FUNCTIONAL DIRECTION
The DoD Enterprise Activity Model

Provide for the Common Defense

- Establish direction
- Establish Policy
- Determine
- Requirements
- Development
- Allocate Resources

- Maintain Assets
- Manage Acquisition
- Research & Design
- Produce Assets
- Build

- Provide Capabilities
- Manage Assets
- Support Assets
- Provide Admin
- Services
- Operate

- Employ
- Constitute Forces
- Provide Operational
- Intelligence
- Conduct Operation
- Sustain Operation

With minor adjustments, this activity model applies to all levels of the enterprise
The DoD Enterprise Model

ESTABLISH FUNCTIONAL DIRECTION

Mission Areas / Functions

Provide for the Common Defense

Enterprise Activity Model

- National Security Doctrine and Policy
- Joint Warfighting Plans and Operations
- PPBS and Support Services
- Combat Support (Command & Control, Intelligence)
- Combat Service Support/Business Operations
- Information Management Infrastructure
**A BRIEF WORD ABOUT DATA**

- Process improvement efforts will produce data models
  - Describe the “rules” of the process
  - The link among all our processes

- Of use and interest to all managers, not just worker-level
  - Aggregated data needed to establish direction
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DATA AT THE STRATEGIC LEVEL
A Few Examples

Data entities underlie our concepts...

<table>
<thead>
<tr>
<th>SITUATIONS</th>
<th>ORGANIZATIONS</th>
<th>GUIDANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Political&lt;br&gt;• Military&lt;br&gt;• Economic</td>
<td>• DoD&lt;br&gt;• Other U.S. gov’t&lt;br&gt;• U.S. non-gov’t&lt;br&gt;• Foreign gov’t&lt;br&gt;• Foreign non-gov’t</td>
<td>• Strategies&lt;br&gt;• Statutes&lt;br&gt;• Policies&lt;br&gt;• Directives&lt;br&gt;• Doctrine&lt;br&gt;• Missions</td>
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</table>

... and our assets

<table>
<thead>
<tr>
<th>PEOPLE</th>
<th>MATERIEL</th>
<th>FUNDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Military&lt;br&gt;• Civilian</td>
<td>• Equipment&lt;br&gt;• Supply Items&lt;br&gt;• Publications&lt;br&gt;• Software&lt;br&gt;• Data</td>
<td>• Non-appropriated&lt;br&gt;• Appropriated&lt;br&gt;• Revolving</td>
</tr>
</tbody>
</table>

In other words: all managers use data
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STRATEGIC LEVEL RELATIONSHIPS

- Call for
- Provide Level and Timing of Response to
- Located at
- Have Assets at
- Acquire/Manage/Use
- Direct
- Governed thru
- Developed through
- Establish/Resource
- Require
- Develop/Assess
- Calls for
- Governs/Directs
- May Call for New
- Abides by Existing
### The DoD Enterprise Model

#### WHAT WE HAVE DONE

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>Aug 1992</td>
<td>- DoD 8020.1M - Published</td>
</tr>
<tr>
<td>Mar 1993</td>
<td>- 1st DoD Enterprise Model Symposium</td>
</tr>
<tr>
<td></td>
<td>Comments Invited on White Paper</td>
</tr>
<tr>
<td>Apr 1993</td>
<td>- Data/Activity Modeling Continued</td>
</tr>
<tr>
<td></td>
<td>- Major CIM efforts began using the Enterprise Model</td>
</tr>
<tr>
<td>Oct 1993</td>
<td>- DEPSECDEF Memo on Migration Systems and data standards</td>
</tr>
<tr>
<td>Nov 1993</td>
<td>- Enterprise Integration Office Established</td>
</tr>
<tr>
<td>Jan 1994</td>
<td>- 2nd DoD Enterprise Model Symposium</td>
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</table>
The DoD Enterprise Model

EXAMPLES OF COMMENTS ON ENTERPRISE MODEL

- "We found the DoD Enterprise Model to be an excellent tool... we... believe that it is imperative that the DASD(IM) encourage all Principle Staff Assistants and the Joint Staff to use the Enterprise Model as the principal context to ensure functional process and information/data integration and standardization...”
  (Under Secretary of Defense (Acquisition & Technology))

- "The DoD Enterprise Model white paper sets the stage for the future of the Business Process Improvement activities within DoD...”
  (C3I FDA(Ad))

- "The DoD Enterprise Model... was received with great interest and expectation. Information planning and management through the discipline of information engineering principles is the only viable solution today. The DoD Enterprise Model is the initial phase of initiating such a solution in the DoD...”
  (Department of Navy, Naval Air Warfare Center Aircraft Division)
EXAMPLES OF COMMENTS ON ENTERPRISE MODEL (cont’d)

- "We basically agree with the top level of the model. The four major processes appear valid as does the activity models and the data models.”
  (Department of Air Force, Headquarters, AFC4A)

- "The United States has taken a major step towards DoD-wide data standardization in the development and wide dissemination... of a working draft DoD Enterprise Model.”
  (IDA, Systems Evaluation Division)

- "Data Model provides high level sense of DoD entities and allows lower level models to be linked or integrated...”
  (Defense Finance & Accounting Service)

- "We would like to commend DoD for beginning an essential but challenging task in the overarching objective to streamline the way DoD operates.”
  (Martin Marietta, Aeronautics Group)

- "I have reviewed the DoD Enterprise Model with great interest. I feel that it is a significant step forward towards implementing the integration objectives envisioned by government and industry.”
  (Raytheon, Equipment Division)
ENTERPRISE
ACTIVITY MODEL
The DoD Enterprise Model

Control: Interface that guide or regulate the activity

Inputs: Interfaces that are changed as a result of the activity

Outputs: Results of the activity

Mechanisms: Systems, organizations, people, databases, or equipment that support or perform the activity

Activities are described in one place
# DoD Enterprise Model Overview

## A1 Establish Direction
- Establish Policy
- Determine Requirements
- Develop Plans
- Allocate Resources

## A2 Acquire Assets
- Manage Acquisition
- Research & Design
- Produce Asset

## A3 Provide Capabilities
- Manage Assets
- Support Assets
- Provide Administrative Services
- Develop Capabilities

## A4 Employ Forces
- Constitute Forces
- Provide Operational Intelligence
- Conduct Operations
- Sustain Operations

## A11 Establish Policy
- Assess World Situation
- Establish National Security Priorities
- Establish Defense Priorities & Strategies

## A12 Define Requirements
- Evaluate Capabilities & Performance
- Develop Doctrine
- Structure Organizations & Forces
- Produce Requirements

## A13 Develop Plans
- Identity Objectives/Missions
- Develop Courses of Action
- Develop Detailed Plans
- Direct Execution

## A14 Allocate Resources
- Develop Programs/Budgets
- Consolidate & Prioritize
- Balance Programs/Budgets

## A21 Manage Acquisition
- Develop Acquisition Guidance
- Define & Justify Program
- Administer Acquisition

## A22 Research & Design
- Conduct Research
- Design
- Test & Evaluate

## A23 Produce Assets
- Manufacture
- Construct
- Access
- Take Delivery

## A31 Manage Assets
- Determine Ability to Provide Capabilities
- Decide Disposition
- Assign Assets

## A32 Support Assets
- Maintain
- Enhance
- Transport
- Separate

## A33 Provide Administrative Services
- Inform & Advise
- Provide Information Operational Services
- Provide Financial Services
- Provide Facility Services
- Provide Community Services

## A34 Develop Capabilities
- Integrate
- Train Units & Organizations
- Assess Readiness

## A41 Constitute Forces
- Organize Command
- Assess Plans & Orders
- Integrate Forces

## A42 Provide Operational Intelligence
- Collect Operational Intelligence
- Fuse/Analyze
- Provide Products to Commanders

## A43 Conduct Operations
- Conduct Conventional Operations
- Conduct Nuclear Operations
- Conduct Space Operations
- Conduct Special Operations
- Conduct Inter/intra Government Operations

## A44 Sustain Operations
- Maintain Material
- Sustain People
- Resupply
- Move
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A2. ACQUIRE ASSETS

Manage Acquisition
Engineering
Procurement

A2. ACQUIRE ASSETS

Manage Acquisition
Research & Design
Production
The DoD Enterprise Model

A22 ENGINEER
- Conduct Research
- Design
- Demonstrate/Field

A22 RESEARCH & DESIGN
- Conduct Research
- Design
- Test & Evaluate

Revised
The DoD Enterprise Model

A3: PROVIDE CAPABILITIES

- Manage Assets
- Support Assets
- Develop Capabilities
- Provide Administrative Services
- Use Capabilities

Revised
A31 MANAGE ASSETS

- Analyze Asset Requirements
- Assign Assets
- Determine Disposition
- Provide Capabilities
- Decide Disposition
- Assign Assets

Revised
The DoD Enterprise Model

A32 SUPPORT ASSET
- Operate
- Maintain
- Enhance
- Position
- Separate

A33 SUPPORT ASSET
- Maintain
- Enhance
- Transport
- Separate
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A33 PROVIDE ADMINISTRATIVE SERVICES

- Inform & Advise
- Provide Information Operational Services
- Provide Financial Services
- Provide Facility Services
- Provide Community Services
The DoD Enterprise Model

A-4. DEVELOP CAPABILITIES

- Integrate
- Train Units & Organizations
- Assess Readiness

Revised
A43. CONDUCT OPERATIONS

- Conduct Conventional Operations
- Conduct Strategic Nuclear Operations
- Conduct Tactical Nuclear Operations
- Conduct Space Operations
- Conduct Special Operations
- Conduct Intra/Inter Government Operations

Revised
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A44 SUSTAIN OPERATIONS

- Maintain Materiel
- Sustain People
- Resupply
- Move
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PURPOSE OF THE DATA MODEL

- Identify and describe the data resources needed by all DoD functions and organizations
- Provide a basis for validating and standardizing data elements
- Guide to shared data structures in databases

Data standards provide the **GLUE** that integrates processes and functions across the department
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APPROACH

- Data Model
- Data Architecture
- Data Element Standards
- Databases
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DoD ENTERPRISE DATA MODEL PROCESS

- Model data in conjunction with activities
  - Functional expert/data administrative teams
  - Integrated modeling project plan for activities and data
  - FDAd/CDAd participation
  - Data Models in IDEF1X

- Store IDEF1X Data Model representation in DoD repository

- Identify standard data element descriptions
  - Validate against functional requirements/models
  - Use Data Element Standardization Procedures (DoD 8320.1-M-1)

- Approve standard data descriptions for DoD repository
CANDIDATE STRATEGIC LEVEL DATA ENTITIES

The DoD Enterprise Model
EXAMPLE ACTIVITY ANALYSIS

Activity Analysis - IDEF0

Production Agreement

Asset Specifications

Program Guidance

Potential Military & Civilian Personnel

Accession Experience

Test Volunteers

Capabilities

Asset Design

Assets Specifications

Requirements

Gov't furnished Assets

Civilian Population

ACCESS
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KEY CHANGES FROM FEBRUARY 1993 DRAFT

- "Action" added as strategic data entity
  - Satisfies C^2 and Acquisition requirements
  - NATO ATCCIS Generic Hub Data Model used as basis for integration effort
- "Real Estate" strategically related to "location"
- Section 6
  - Senior Management View
  - Guidance to Functional Areas on Data Modelling
  - Mechanism for Integration
  - Glossary of Common Terms updated
- Appendix C
  - Tutorial material on IDEF1X added
  - Diagrams and Examples updated
  - Examples of Functional Area use of Strategic Data Model added
- Appendix D
  - Data Entity definitions updated
  - Definition of Attributes added
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DATA ADMINISTRATION AND THE CIM MODEL

- Build Process Models
- Build Data Models
- Business Reengineering
- Iterative Development & Feedback
- Coordinate & Register DoD Standard Data
- Engineer System/Software
- Interoperable Systems Sharing Data
- DoD Data Repository
BLUEPRINT FOR INTEGRATION
THE DoD "CONUNDRUM":
HOW TO INTEGRATE THE ENTERPRISE?
The DoD Enterprise Model

DoD ENTERPRISE INTEGRATION
A Corporate Approach

- Planning Strategically and Top Down
- Taking a DoD Enterprise Perspective on All Activities
  - Aligning the Enterprise Around End-to-End Core Processes
- Eliminating Duplication and Bottlenecks Aggressively
- Sharing Resources Among Organizations/Reusing Assets
- Shifting Resources Into More Productive Activities
- Evaluating Processes and Outcomes Continually to Improve Defense
**The DoD Enterprise Model**

**ENTERPRISE INTEGRATION OUTCOMES**

- Enhanced Capability to Respond to Crises
- Seamless Interface Between Front Line & Support Infrastructures
- Just-in-Time Delivery of DoD Goods and Services
- Total DoD Asset Visibility & Management
- Improved Customer-Supplier Links
- Wholesale-Retail Integration
- Enhanced US Industry Competitiveness
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APPLY THE CORPORATE IMPROVEMENT PROCESS

- Guide changes from DoD-wide perspective by the collective senior leadership
- Change methods, organizations, and resources; including policy, culture, and practices using the DoD Enterprise Model to manage cross-functional impacts
- Re-align around "End-to-End" Core Processes, remove constraints on time, reduce costs, and improve quality
- Capitalize on DoD-wide improvements that:
  - Remove policy barriers
  - Empower employees
  - Add Flexibility
  - Manage Risk

Improvement requires a total commitment to re-inventing policies, organizations, people, culture, processes, resources, and systems. Isolated changes to one or another element of the enterprise inevitably fails to achieve overall goals.
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CORPORATE IMPROVEMENT PROCESS

Law, Policy

Guide Change

DoD Integration Architecture/Enterprise Model

Operational Experience

Law, Policy

Improvement Guidance/Enterprise Integration

Better Methods, Processes and Data

Need for Organizational Change

Need for Technology & Change

Better Organization Structure & Management Practices

Better Systems, People, Materiel, and Other Support Mechanisms

Continuous Cycles of Improvement & Feedback Based on Quantifiable Measures of Performance & Cost

Improve Methods

Improve Organizations & Management

Improve Technology & Resources
DoD INTEGRATION ARCHITECTURE

- Provides the “terrain map” for DoD improvement
  - Addresses all elements of the DoD Enterprise
- Deployed consistently at all echelons
  - DoD-wide, functional area, functional activity, and below
  - Nested set of DoD values, policies, plans, structures, processes, data, resources and technology
- Provides framework for links to external environment
  - Other Federal Agencies
  - Allies and coalition partners
  - Industry
- Enables horizontal integration between elements and vertical integration across levels
The DoD Enterprise Model

ENTERPRISE INTEGRATION APPROACH

Enterprise Model

Mission Areas/End-to-End Processes

Functional Areas

Functional Activities

ED  AA  PC  EF

- Fit improvement effort into proper hierarchy
- Use higher level guidance and models as templates - tailor as necessary
- Capitalize on existing models
  - Fit existing data models into DoD Data Model
  - Validate existing functional models against Enterprise Model; fill missing "gaps", e.g.; Establish Direction
- Decompose activities
- Reconcile & integrate with other organizations or functions
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Provide for the Common Defense

- Establish Direction
- Acquire Assets
- Provide Capabilities
- Employ Forces

CANDIDATE DoD CORE PROCESSES
ESTABLISH KEY CUSTOMER/CONSUMER ROLES

- CINC - “consumer”: What will I need to get to accomplish my assigned mission, and how much can I afford to spend relative to my total needs?
- Joint Staff - “surrogate”: What is the aggregate demand on the sustaining base, and the recommended priorities and sequencing?
- OSD - “customer”: What must DoD do to deliver affordable, relevant quality products and services when and where they are needed? What must consumers see to make sure the sustaining base meets their mission needs?
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MAKE THE ENTERPRISE WORK FOR THE "WARFIGHTER"

National Interest & Strategy

OSD ("Manager")
- Establish Direction
- Mission Requirements

Combatant CINCs ("Consumer")
- Employment Forces
- Provide Capabilities
- Mission Requirements

MILDEPS/Agencies Spt. CINCs ("Provider/Producer")
- Acquire Assets

*Simplified, CINC-focused organization model aligned with four major activities in DoD Enterprise Model.
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IDENTIFY DEMANDS ON THE SUSTAINING BUSINESS BASE

- Operational requirements for units, people and equipment
- Number of units/people/equipment to be supported and turnover (e.g., casualties, rotation)
- Location - distance and lift
- “OPTEMPO” - intensity & environmental factors (e.g., climate)
- Duration of operations & resupply capability
- Physical infrastructure, (e.g., constraints of immature theater)
EMPLOY FORCES/ESTABLISH DIRECTION
DETERMINE REQUIREMENTS

- **Must determine:**
  - Delta between operational need and current/planned capability
  - Doctrine
  - Force structure
  - Equipment, people, support

- **What critical “Employ Forces” activities must be considered in “Establish Direction”, and what should be visible to sustaining base managers & providers?**
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**EMPLOY FORCES/ESTABLISH DIRECTION DRIVES ACQUIRE ASSETS**

- Requirements and approved programs drive acquisition of:
  - Equipment
  - People
  - Parts (sustaining & war reserve)
  - Facilities
  - AIS
  - etc.

- "Employ Forces/Establish Direction" should have sufficient detail and ops context to drive expanded JROC-type analysis of DoD acquisition vs. JTF requirements

OR

- JTF "adapts" to what it gets from "Acquire Assets"
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**EMPLOY FORCES/ESTABLISH DIRECTION DRIVES PROVIDE CAPABILITIES (PLANS) & EMPLOY FORCES DRIVES PROVIDE CAPABILITIES (EXECUTION)**

- "Employ Forces" drives:
  - Management of assets
  - Development of capabilities
  - Use of assets

- To have the right combination of the right "stuff" in the right places to meet assigned mission needs,
  
  OR

- To have the right visibility of current status to make best decision on who/what must go into the AOR to meet mission demand
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CHANGE PROCESS & FUNCTIONS

Corporate Values

Functional Architecture

Strategic Direction & First Principles

Senior Leader's Goals & Objectives

Options for Major Change

- Leave Alone
- Re-engineer
- Continuously Improve

Leadership Review and Approval

Options

Execute Specific Actions

Measures of Performance

- $, Time, Quality
- Benchmarks
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ESTABLISH DoD PERFORMANCE AND COST MEASURES - FROM CONSUMER/CUSTOMER NEEDS

- Used to direct change and evaluate progress
- Consistent with Government Performance and Results Act (GPRA) and NPR recommendations
- Optimize vertical "efficiency" and horizontal "effectiveness" across DoD Enterprise activities
- Emphasize outcomes and consumer/customer satisfaction
- Show the return-on-investment of cross-functional, end-to-end process initiatives, e.g.;
  - Sustainment for the forces in the field
ENTERPRISE ORGANIZATIONAL & CULTURAL CHANGE
The DoD Enterprise Model

ORGANIZATIONAL INTEGRATION METHOD

The Enterprise Model Template

Organization & Functions (O&F) Manual
Traditional View of Functions

Establish Direction
Acquire Assets
Provide Capabilities
Employ Forces

HOW TO:
1. Take functions from O&F Manual
2. Array against Enterprise Model template "boxes"
3. Crosswalk functions to boxes
4. Find common functional processes
5. Do functional process improvements on common boxes with all participants in O&F Manual
In order to...

1. Make Change happen through the actions and behavior of people
2. Imbed standards (performance measures) in individual and organizational performance
The DoD Enterprise Model

- Policy fragmented
- Missions not clear and focused
- Values stifle initiative and change
- Culture of Innovation and Improvement not institutionalized

- Methods suboptimized across the Department
- Organization structures not aligned with better methods

- Measures lacking, too low-level, or not used
- Measures not tied to goals & objectives
- Performance measurement system doesn't focus organizations and reward people for implementing improvements

- Key "end-to-end" driver processes not identified, or managed
- Customers and consumers needs not linked to processes
- Standards not imbedded in job descriptions & rewards

- Key data not standardized
- Standard data not imbedded in DoD "language" & "usage"
- Rewards not used to reinforced positive behavior
Then have to target the approach, recognizing:

- Change cannot happen all at once
- Therefore, start with important, but less threatening, areas
AND, MORE IMPORTANTLY...

Must positively influence organizational and individual performance by:

- Establishing a Performance Management System that links organizational and individual goals and objectives
- Communicating desired outcomes
- Reinforcing “good” organizational & individual behavior
IMPROVE INFORMATION SYSTEM & INFRASTRUCTURE SUPPORT
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NEAR TERM ASD(C³I) GOALS
(Perry Memo, 13 Oct 93)

✓ Eliminate duplicate Legacy Systems as soon as possible (3 Yr. Goal)
  ✷ Establish a Functional Baseline (Process, Data, Applications, and Infrastructure)
✓ Standardize Data as Soon as Possible
✓ Continue Business Process Re-Engineering

Other Infrastructure Goals:

✓ Security
✓ Utility
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DATA MIGRATION STRATEGY

Legacy Systems
Organizational/Functional
Application Databases

Migration Systems
Functional Application
Databases

Target Systems
Corporate Applications
and Shared Databases

Data Sharing
"After the Fact"

Data Sharing
"By Function"

Data Sharing
"Cross-functional"
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3 TIERED / OPEN DISTRIBUTED ENVIRONMENT
How It Can Assist in Accelerating Migration and Simultaneous Integration

Clients
Management and Analytical Applications (DATA USERS)

Data/Legacy Systems
Operational Transaction Based Applications (Data Initiators and Users)

Server

INFRASTRUCTURE
The DoD Enterprise Model

Let's work together and continue this open dialog to reach our shared vision.

The Journey to the Future: Never End It...