

2011 DoD BIOMETRICS COLLABORA TION FORUM

Operational Metrics

Providing information needed to support
critical decisions in DoD Biometrics
Operations



BIMA BIOMETRICS
IDENTITY
MANAGEMENT
AGENCY

Report Documentation Page

Form Approved
OMB No. 0704-0188

Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.

1. REPORT DATE JAN 2011		2. REPORT TYPE		3. DATES COVERED 00-00-2011 to 00-00-2011	
4. TITLE AND SUBTITLE Operational Metrics: Providing information needed to support critical decisions in DoD Biometrics Operations				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Defense Research and Engineering, Biometrics Identity Management Agency (BIMA), Washington, DC, 20301				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited					
13. SUPPLEMENTARY NOTES presented at the 2011 DoD Biometrics Collaboration Forum held 25-27 Jan.					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT	18. NUMBER OF PAGES	19a. NAME OF RESPONSIBLE PERSON
a. REPORT	b. ABSTRACT	c. THIS PAGE			
unclassified	unclassified	unclassified	Same as Report (SAR)	33	

Purpose

- Report current status (from then to now)
- Discuss data collection and reporting mechanisms
- Identify high-level strategic effort...5 year outlook
- Socialize Biometric Enterprise Strategic Plan (BESP)
- Operational Metric Strategy
- Review/develop action plans for key aspects
- Challenges
- Open discussions

Last Year; Session Objectives

- Challenges:
 - Synergize existing efforts to build a strategic approach for the Biometrics Enterprise
 - Recognize *“perfect can be the enemy of the good,”* scope the problem space and provide initial guidance
- Objective 1: Identify performance criteria, indicators, descriptors, and candidate measures to positively impact the spectrum of end-to-end interoperability
- Objective 2: Identify a governance process to capture and integrate critical information related to performance and metrics (performance metrics are driven by strategy)

Last Year; Findings and Insights

- Met Objective 1; provided, discussed, and modified an initial set of performance criteria, indicators, descriptors, and candidate measures
 - Tasked participants to identify additional measures
 - Estimated Completion Date (ECD): 2 Mar 10
- Met Objective 2; identified a governance way ahead to capture and integrate critical information related to performance and metrics
 - Feed results to existing governance processes
 - ECD: 6 Apr 10

Last Year; Findings and Insights (cont)

- Breakthroughs
 - Identified way ahead to successfully answer three significant issues:
 - Who measures and how?
 - Who uses metrics data and for what?
 - What tools are available?
 - Consensus reached:
 - Consolidate enterprise metric efforts; get it done!
 - Provide feedback mechanism via community dashboard
 - Oversee process; metrics collection, analysis, and reporting is not a finite effort with an end point
 - Various tools identified; just scratched the surface
 - Presented seven performance areas and four domains

Last Year; Next Steps and Timeline

- Align Enterprise Metric efforts with BESP
 - Refine goals, strategies, and constraints; and
 - Refine applicable standards, policies, and procedures as needed
- Build upon identified operational metrics for success
- Put governance mechanisms into place
- Develop, collaborate, and finalize an Enterprise Metrics Management Plan by 1 Jun 10

**2011 DoD
BIOMETRICS
COLLABORA
TION FORUM**

BESP

Levels of Metrics

Leaders at all levels need accurate, complete and useful information to assist in making critical decisions and improve results.

Levels of Metrics



Update to Previous Way-Forward

- Align Enterprise Metric efforts with Biometric Enterprise Strategic Plan (BESP)
 - Refine goals, strategies, and constraints; and
 - Refine applicable standards, policies, and procedures as needed
- Build upon identified operational metrics for success
- Put governance mechanisms into place specific to Operational Metrics
- Develop, collaborate, and finalize an Operational Metrics Management Plan

Operational Metrics Strategy

- **Static Metrics**
 - Key metrics that support reporting needs on a regular basis
 - Daily – Lower level managers – Program and Project Managers
 - Weekly – Leadership meetings
 - Monthly – PMR's
 - Quarterly – IPR's
 - Annually – EXCOM
- **Dynamic Metrics**
 - Present a unique “Operational Area of Concern”
 - Mission Biometric Operational Needs – Not being met

Require a consistent approach to communicate concern, analyze, collect and report information to support key operational concerns.

Approach

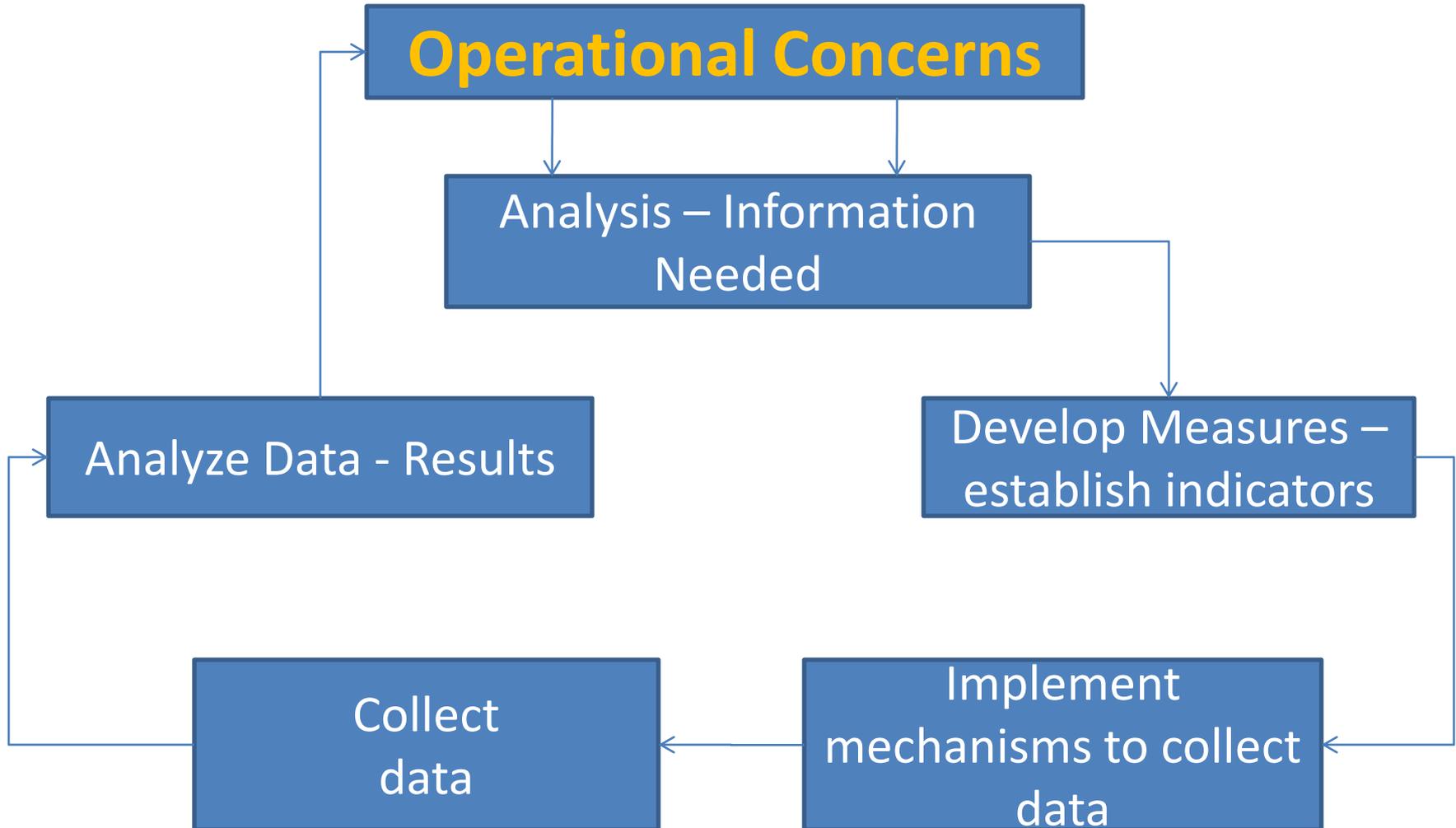
- Need to expand strategy throughout COI
- A team approach is recommended composed of:
 - Subject matter experts from various participants
 - COCOMS, etc
 - Program management
 - System operators
 - Decision makers
 - IT professionals
 - Architects
 - Business Process owners

Why Operational Metrics?

- Persons responsible for making critical operational decisions need accurate information in a timely manner to support their decisions
- Used to identify areas where use of biometrics can be improved
- Metrics can be costly and time consuming
- Develop “critical metrics” to address concerns, which is a subset of the body of metrics

Metrics provide information needed to support decision makers

Operational Metric Lifecycle



Biometric “Use” Factors

- Many factors impact the ability to use biometrics effectively and efficiently
 - Varying requirements across military operations (timeliness, etc.)
 - Data flows are difficult to capture
 - Operational concerns need technical analysis to identify information needed to resolve and improve
 - Differences exist in cultural areas where biometrics are used

Operational Areas of Concern

- Operational requirements that have a concern must be communicated – **CONCISELY** and **COMPLETELY**
- Current process can be time consuming to communicate concerns
- Information can get lost
- Information communicated not communicated correctly or misinterpreted with no communication to validate
- A process is needed to communicate operational concerns to the subject matter experts

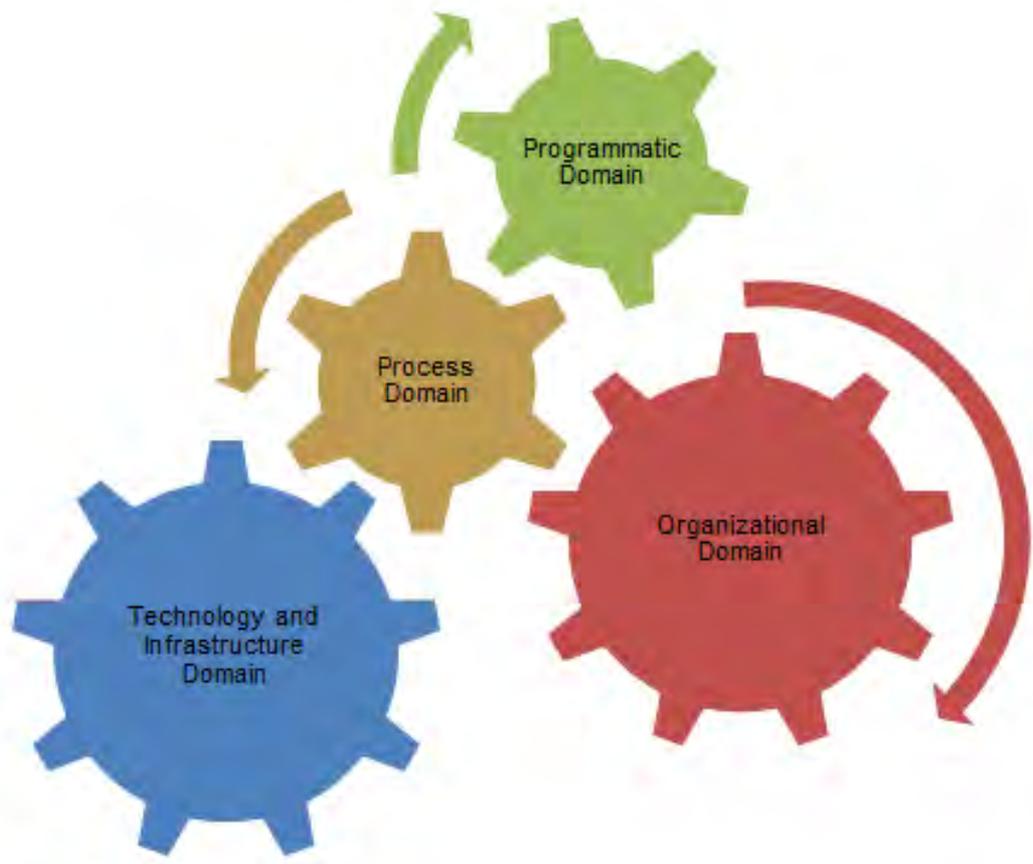
Communicating Information

- There are many uses of biometrics in the DoD and many variables impact their successful use and end value per each unique mission
- Operational requirements vary depending on mission needs
- When operational requirements are not being met an “Operational Concern” exists – (*Focus Area*)
- Capture the concerns of commanders and leaders to get complete, correct information of concern

***Problem must be communicated and understood
to develop a solution!!!!!!***

Determine Information

- Subject matter experts identify the indicators that can be measured from mission objectives
- Identify the data needed for the indicators
 - Where in the process can data be collected?
 - Does the data currently exist?
- Identify possible obstacles that may exist in the biometric collection and usage process or informational flow
- Collect Data
- Subject Matter Experts analyze data collected



Organizational Domain

Organizational Domain

- Includes the managerial, structural and cultural ability and competence to absorb, apply, and review technology and processes in order to achieve strategic goals
 - Management Performance; focuses on issues of management relevance and user quality of service
 - Human Factors Performance; focuses on issues of mission relevance and user quality of service

Technology and Infrastructure Domain

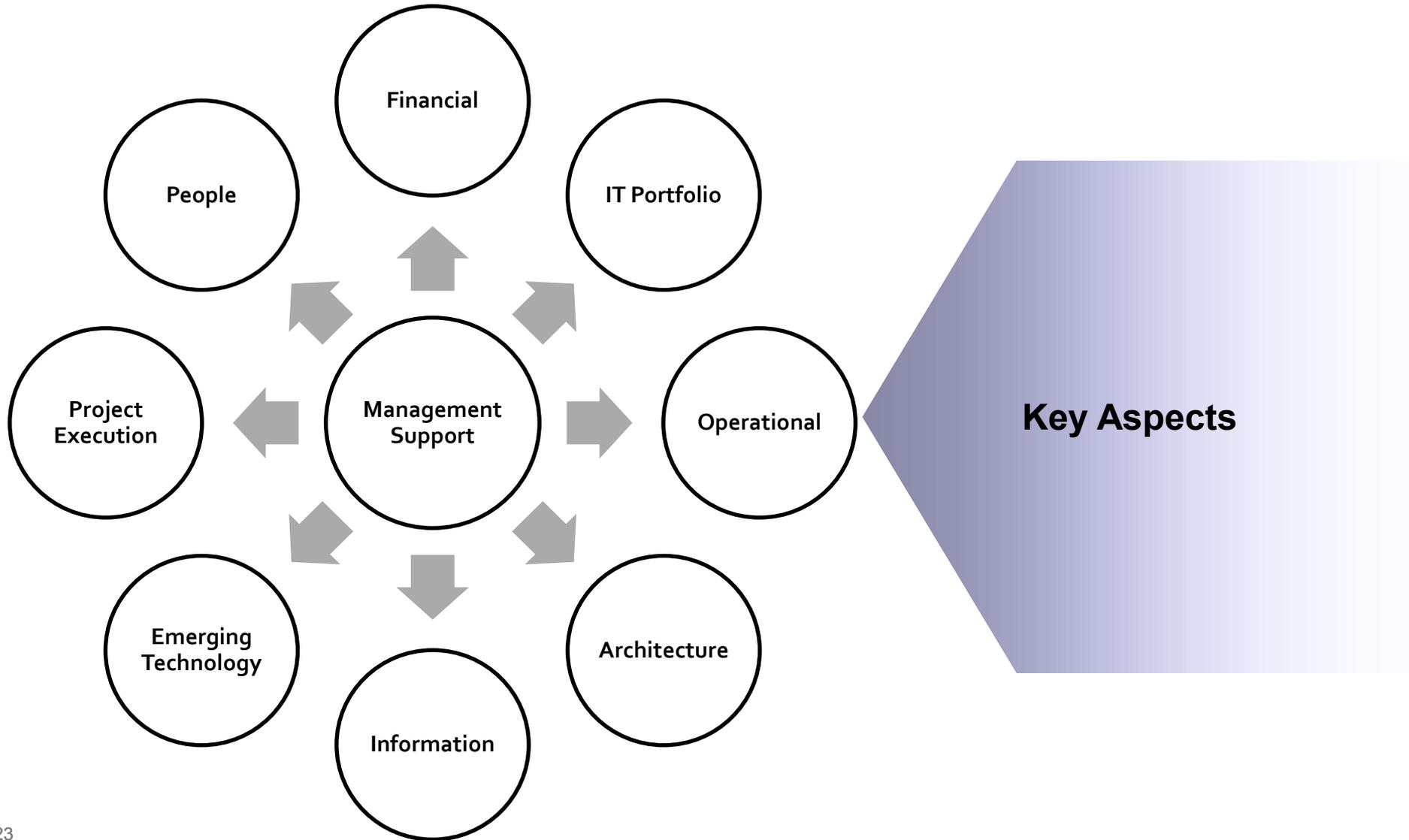
- Includes communications, technology, security, and application capabilities on which enterprise processes are built
 - Technical Performance; focuses on design time and includes the development phase of the lifecycle and data/content integration
 - Security Performance; focuses on core security services

Programmatic Domain

- Includes ongoing improvement opportunities used to monitor bottom-line impacts, maintain momentum, and re-establish performance targets
 - Financial Performance; focuses on issues of business value
 - Business Performance; focuses on issues of business viability and services

Process Domain

- Includes the working methods, procedures and systems by which the enterprise required outputs are delivered and strategic outcomes achieved
 - Operational Performance; focuses on run-time, and is targeted to fielded services and maintenance



Financial

- Identify key solutions and requirements that meet enterprise needs
- Funding of business and technical solutions support the needs of multiple customers across the enterprise
- Ensure funding for biometric related capabilities are not part of any existing projects
- Funding of a leading edge biometric capability representative as the center of excellence for biometrics capabilities and solutions

IT Portfolio

- Ensure a technology foundation exists that provides messaging, security, and other services
- Identify a governance platform that is part of the EA to enable the automation of policies where possible
- Ensure consensus is built regarding the migration of legacy systems and platforms
- Ensure enhancements coincide with the IT portfolio plan and business services plan
- Failure to enact policies on IT infrastructure will result in incompatible services with poor interoperability...not fit for enterprise wide use

Operational

- Biometrics capabilities are used across the DoD with operational implications required by policy
- Identify the operational services and resources where metrics can be identified, collected, analyzed and reported to improve performance across the enterprise
- Operational monitoring and planning ensures critical operational processes that rely on biometrics are measured, monitored and supported to ensure needs are met
- Ensure metrics policies, processes and results are in place and utilized

Architecture

- Ensure the product and application lifecycles (upgrade, enhancement, maintenance, and retirement) are consistent with DoD Architecture requirements
- Ensure standards exist and are exercised to enable interoperability
- Ensure hardware and software meet architecture requirements

Information Management

- Ensure data ownership is established
- Identify roles and responsibilities between data providers, customers, and users
- Create a single logical source for key enterprise information
- Eliminate custom interfaces and proprietary data formats
- Make data readily available, accessible and interoperable
- Realize policy driven IA and security for data

Emerging Technology

- Ensure a strong S&T program that focuses on the mid (7-10 year) to long term (11-15 year)

Project Execution

- Create projects to align applications and infrastructure with milestones and goals of the enterprise
- Plan the projects, foundations and technical portfolios such that can be phased in and synchronize with projects that will be utilizing them
- Ensure projects and applications which are a potential source can be leveraged for decisions on new application needed for strategic and enterprise direction

People

- Assigning and empowering employees with responsibility for driving process improvement through use of metrics to drive performance improvements
- Develop and ensure skills for building, testing and deploying metrics and information
- Create incentives to encourage building of performance improvement using metrics

Open Forum Discussion

Recommendations and concerns for furthering Operational Metric Strategy

Discuss/Develop Results