

Assistant Secretary of the Army (ASA) Acquisition, Logistics, and Technology (ALT) and
Program Executive Office, Enterprise Information Systems (PEO EIS)

PEO EIS YEAR IN REVIEW



2011

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The PEO EIS Project and Product Offices

AcqBusiness	Acquisition Business
AESIP	Army Enterprise Systems Integration Program
AHRS	Army Human Resource System
AKO	Army Knowledge Online
ALTESS	Acquisition, Logistics and Technology Enterprise Systems and Services
BEC	Biometric Enabling Capabilities
CHESS	Computer Hardware, Enterprise Software and Solutions
DCATS	Defense Communications and Army Transmission Systems
DLS	Distributed Learning System
DoD Biometrics	Department of Defense Biometrics
DWTS	Defense Wide Transmission Systems
FMS	Force Management System
GCSS-Army	Global Combat Support System - Army
GFEBs	General Fund Enterprise Business System
HR Solutions	Human Resource Solutions
I3MP	Installation Information Infrastructure Modernization Program
IMS-A	Installation Management System - Army
IPPS-A	Integrated Personnel and Pay System – Army
J-AIT	Joint – Automatic Identification Technology
JPI	Joint Personnel Identification*
LMP	Logistics Modernization Program
LMR	Land Mobile Radio
MC4	Medical Communications for Combat Casualty Care
NES	Network Enterprise Services
P2E	Power Projection Enablers
RCAS	Reserve Component Automation System
SCS	Satellite Communications Systems
TIS	Transportation Information Systems
VIS	Vehicular Intercom Systems
WC	Wideband Control

**Formerly known as Tactical Biometrics System*

Message from the PEO



PEO EIS is well known as a systems acquisition, development and integration center of excellence. Through its diverse program portfolio, PEO EIS touches every soldier, every day by delivering cost-effective, easy-to-use, information technology (IT) based capabilities to the Army enterprise. Our mission is to enable information dominance by developing, acquiring, integrating and deploying enterprise-wide, network-centric information management and communications to meet our customer's current and future mission requirements.

Our systems continually adapt to rapidly changing requirements, providing products and services to meet the needs of the soldier. For PEO EIS, it is all about doing things better, smarter and faster while taking advantage of the technology, knowledge and the expertise available to us.

The 2011 Year in Review reflects our continued commitment to our soldiers and the vital role PEO EIS plays in providing them with mission-focused products and services. This

document highlights our programs in six categories: Communications, Computing Infrastructure and Core Enterprise Services; Logistics; Human Capital Management; Financial Management; Acquisition; and Biometrics. In addition, we have featured key Headquarters initiatives.

PEO EIS has been extremely successful in our mission, thanks to a dedicated staff of committed acquisition professionals and industry partners. The final story on awards is testimony to the accomplishments and recognition they have received across a wide range of government and industry awards.

As we begin 2012, we will continue to improve and build upon our successes to deliver innovative and cost-effective capabilities to our globally deployed forces in an era of evolving budgetary constraints. I am personally committed to ensure that PEO EIS is postured to meet the challenges that change brings, without interruption to the exemplary services we provide.

Douglas K. Wiltsie

Program Executive Officer

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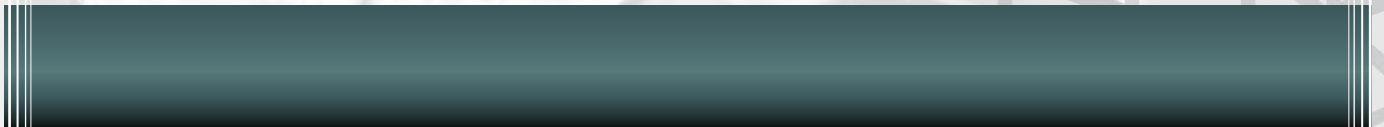
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Communications, Computing Infrastructure and Core Enterprise Services



ALTESS: A Triumphant Year for the Virtualization and Standardization of Army Systems

Introduction

Acquisition Logistics and Technology Enterprise Systems and Services (ALTESS) is the Army's premier data center, located in Virginia's technology corridor. ALTESS provides innovative IT solutions, engineering and security in support of the Army's acquisition community.

Challenges

In 2011, ALTESS overcame numerous obstacles in building and improving its leading-edge virtual environment:



ALTESS' data centers rely on in-row cooling devices and other efficiency measures to reduce power consumption.

- **Develop a standardized computing environment while continuing to meet customer demand.** ALTESS is developing shared architecture and software to reduce operating expenses and increase the efficiency of the IT infrastructure. The end goal is to enable applications to execute seamlessly in the Army cloud.
- **Transition systems from physical hardware to virtual environments.** As ALTESS continued to migrate customer systems to virtual environments, measures had to be taken against virtual machine saturation, or the depletion of application and network resources in virtual environments.
- **Ensure portability for migration and improved application interoperability.** In order to realize the goal of a shared enterprise architecture, ALTESS first had to migrate customer systems from their previous platforms, which varied between physical, hybrid and virtual environments.
- **Adjust costing methods to maximize cost-avoidance for shared environments.** Fully realizing virtualization's cost-benefits required that ALTESS redesign its cost model. The new model needed to appropriately cost out Infrastructure as a Service (IaaS), introducing the option for customers to share the cost of server hardware.



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Strategy

In 2011, ALTESS took its virtualization capabilities to the next level. In anticipation of customer growth and the Army cloud, ALTESS developed a dedicated “virtual data center” to support its enterprise shared environment. ALTESS’ virtual data center is 2,200 sq. ft. and provides over 10,000 cores of processing and 10 gigabits (Gb) of throughput for applications. ALTESS’ virtual environment results in a 75 percent reduction in space from traditional “stove-pipe” data centers, which require room for physical servers, power supplies and supporting hardware.

In implementing the virtual data center, ALTESS’ engineers and technicians met and overcame various obstacles. In order to seamlessly migrate customer applications from various states (physical, hybrid, and virtual) to its shared architecture, ALTESS made use of leading technologies and standards in application migration. Armed with these technologies and standards, ALTESS successfully encrypted and transferred data, established networking to maintain source-environment relationships and architected tools and processes in support of ALTESS services.

To counteract the depletion of resources caused by virtual machine saturation, ALTESS’ engineers aligned the organization’s application and storage networks. The data center’s network architecture was upgraded to 10 Gb to support input/output (I/O)-intensive operations. These measures overcame the challenge of virtual machine depletion and facilitated continued migration and expansion of ALTESS’ enterprise shared environment.

Fully realizing the cost benefits of virtualization and shared environment required drastic changes to ALTESS’ cost model. Rather than merely updating the existing cost model, however, ALTESS’ Service Level Management Branch developed a robust new cost model. The new cost model breaks down and directly aligns costs with the service components of IaaS. This methodology provides the customer with accurate decision-making information, encouraging the utilization of shared services.

Under the new cost model, the customer can realize the benefits of economies of scale, lower procurement and sustainment costs, and reduced migration time for applications to reach operational capability. On average, customers who move their systems to the shared virtual environment reduce their support costs by 37 percent.

Results

- Using new, high-density virtual servers, ALTESS took on 400 new virtual systems without having to increase its physical server footprint. In other words, while the number of supported virtual systems grew from 350 in January 2011 to 750 in December, the growth did not require an increase in physical servers.
- ALTESS has implemented a standardized, 10-gigabit Ethernet infrastructure to simplify future deployments. The new infrastructure supports both new and legacy systems and services.
- ALTESS’ virtual data center platform is standardized to ensure interoperability and ease of maintenance.
- Customers who have seized the opportunity to migrate to the shared virtual infrastructure have reduced their physical footprints, achieved significant cost savings and provided great value to the Army.

AKO: Increasing Operational Efficiency and Enhancing Service for Others

Introduction

Army Knowledge Online (AKO) provides a secure, enterprise-class suite of collaboration, communication and identity management services to the entire Army community. The AKO site's extensive collection of online tools and services facilitate knowledge sharing and information management, reliably connecting those who know with those who need to know—anytime, anywhere.

Challenges

- The high volume of traffic on AKO's Business Process Management (BPM) capability slowed down processes and left them prone to errors.
- Increased service demand required additional hardware and software; however, AKO's physical space was limited.
- AKO lacked an established procedure for capturing, processing and responding to user input. Historically, feedback from users was communicated to AKO leadership through various unstructured channels.
- Maintaining an information architecture possessing the highest levels of security, availability, reliability, scalability and effectiveness provided a wealth of challenges to AKO.

Strategy

To improve overall BPM performance, developers optimized a number of portal operations and leveraged caching services on both the Non-Classified Internet protocol Router Network (NIPRnet) and the Internet. These enhancements reduced overall page load times by an average of 75 percent, providing seamless service for, among other units, the Warrior Transition Command's Wounded Warrior Program.

Engineers overcame physical space limitations with virtualization, which creates a virtual instance of something that would typically require a physical component, such as a server. Virtualization makes it possible for a single physical server to perform the work of multiple servers. By utilizing virtual servers, AKO data centers maximized floor space and reduced infrastructure costs through lower power and cooling requirements.

To collect accurate user input, a BPM process dubbed "Tell CPT AKO" went online in February 2011. Tell CPT AKO provides a user-friendly interface that guides users through submitting feedback, as



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well as robust back-end processes that aggregate data and generate reports. Tell CPT AKO facilitates the quick analysis of very specific feedback, which can now promptly be funneled to AKO leadership. Due to the success of Tell CPT AKO, an NCO-specific version, "Tell Top," was implemented in November 2011.

Last year saw the conclusion of a two-year effort to transition AKO's contracting strategy. Previously, a single integrator was responsible for the operation and maintenance of all portal services. With the new configuration, which follows a split-responsibility model, the single integrator oversees operational systems while government resources are responsible for maintaining and augmenting hardware and software. With an eye toward overall cost savings, the AKO team followed an aggressive contract execution strategy. This approach leveraged existing BPA and Indefinite Delivery, Indefinite Quality (IDIQ) contracts and included an open competition of maintenance contracts, making it possible for AKO to negotiate directly with vendors and their resellers. The results were a very high return on the government's investment.

Results

- Optimization of existing BPM processes directly benefitted the Warrior Transition Command, which heavily relies on BPM tools. Improvements were also applied to the near-500,000 active BPM processes used by soldiers across the Army.
- Virtualization allows AKO to keep pace with ever-increasing user demand. This resource multiplier helped AKO reduce both its hardware footprint and the related infrastructure costs while expanding performance and reliability.
- Users have submitted more than 3,700 kudos, complaints and suggestions to Tell CPT AKO and Tell Top. As a result, dozens of user-proposed improvements and fixes have been implemented.
- AKO's new contracting strategy avoided approximately \$9 million in fiscal year 2011, reducing the program's annual fiscal requirement by roughly 10 percent. A beneficial by-product of the new strategy was an open line of communication between government and development teams.

CHES: Collaborative Efforts Across the Board Promote Maximum Efficiency

Introduction

Computer Hardware Enterprise Software and Solutions (CHES) is the Army's designated "primary source" for commercial IT products and services. CHES provides a no-fee flexible procurement strategy, enabling Army users to procure commercial off-the-shelf (COTS) IT hardware, software and services via an e-commerce based process. CHES offers simple, straightforward contract vehicles through its online Army e-commerce ordering system, the IT e-mart. These contracts provide continuous vendor competition for best value and consolidation of requirements to maximize cost avoidance and leverage the Army's buying power.



Whether it's collaborative efforts among several organizations or talking to a customer face-to-face, CHES does its best to ensure it meets customer needs. Here Dawn Bare talks to a soldier at LandWarNet 2011 in Tampa, Fla. Photo courtesy of GFEB, Pamela Gray.

Challenges

In full support of its mantra of providing simple, straightforward contract vehicles for its IT customers, CHES created a new Enterprise License Agreement (ELA) for SAP software and maintenance. The SAP ELA resolved several licensing issues that imposed major economic and efficiency constraints for the Army's Enterprise Resource Planning (ERP) programs, including Army Enterprise Systems Integration Program (AESIP), General Fund Enterprise Business System (GFEB), Global Combat

Support System-Army (GCSS-A), Logistics Modernization Program (LMP), Headquarters Army Environmental Systems (HQAES) and eNOVA.

- **Maximize the leverage of the Army's buying power.** This allows procuring licensing and maintenance at the enterprise level.
- **Standardize operations for greater efficiency.** The Army's ERP programs use almost 400 SAP



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software products, many of them subject to licensing agreements. ERP programs cannot be cross-referenced. Until the Award of the new ELA, the same software licensing program used by GFEBS, for example, could not be used by a GCSS-Army because of different licensing agreements.

- **Cut costs.** Some organizations use the same software, but pay individual licensing fees at random price rates. This practice is redundant and not cost-effective. Negotiating one enterprise licensing agreement that applies to all agencies would reduce operations and maintenance fees.

Strategy

Consolidating and streamlining licensing agreements among the ERP programs results in greater efficiency and cost savings. The new ELA CHES has introduced provides a flexible contract vehicle for all ERP programs using SAP software to procure additional users. CHES, in partnership with Army Contracting Command-National Capitol Region, collaborated with a major contracting vendor to establish an ELA to better support AESIP, GFEBS, GCSS-A, LMP, HQAES and eNOVA.

Over the course of five years, the new ELA is estimated to generate up to \$30 million in direct lifecycle license cost savings, and avoid up to \$10 million in administrative costs associated with tracking licenses and maintenance renewals.



SFC Cassandra McCulloch from the Army Finance Command attends the Power User Training Class in Alexandria, Va., and familiarizes herself with the GFEBS site. As a direct result of collaborative efforts with CHES, the efficiency improves greatly for GFEBS and its soldiers. Photo courtesy of Michael Dorsey.

Results

- Consolidation of 30 SAP contracts for software and maintenance to produce a single contract. The consolidation significantly increased asset visibility and created a standardized license model throughout ERP programs.
- Benefits of the ELA include removing previous restrictions on individual program licenses, eliminating the need to buy multiple licenses of the same product (e.g., having to buy a named user license for a user of multiple ERP systems), reducing the maintenance rate from 22 to 17 percent, ensuring maintenance is provided by cleared U.S. citizens and drastically reducing administrative costs for tracking and monitoring metrics—resulting in \$40 million in savings and cost avoidance.
- The new ELA resulted in greater flexibility in the use of almost 400 different software products used among AESIP, GFEBS, GCSS-A, LMP, HQAES and eNOVA.
- The new ELA will allow any Army customer to purchase SAP licenses and maintenance, including Business Intelligence (BI), at significantly reduced rates. CHES increased the flow of communications/operations efficiency among all Federal agencies stakeholders (58,000 users) associated with the ERP programs.
- The new ELA allows for non-Army users to use Army ERP programs during conflicts and emergency situations without having to purchase additional SAP licenses.

DCATS: Successfully Realigns, Continues to Meet Army and Soldiers' Needs

Introduction

The Defense Communications and Transmission Systems (DCATS) enables information dominance for the soldier, the DoD, the national command authority and international partners by acquiring, implementing and sustaining strategic satellite and terrestrial communications, in-transit visibility and other leading technologies to meet current and future Army requirements.

DCATS is among the largest organizations in the PEO EIS portfolio, comprising the following project and product managers:

- Defense Wide Transmissions Systems (DWTS)
- Joint-Automatic Identification Technology (J-AIT)
- Satellite Communications Systems (SCS)
- Wideband Control (WC)
- Land Mobile Radio (LMR)
- Vehicular Intercom Systems (VIS)

Challenges

In 2011, DCATS experienced major challenges as the organization complied with the 2005 Base Realignment and Closure Strategy (BRAC). The realignment from Fort Monmouth, N.J. to Fort Belvoir, Va., resulted in a loss of over 85 percent of DCATS's specialized workforce. DCATS is in the process of rebuilding the organization, recruiting



AN/GSC-70 Ka-Band Satellite Transmit and Receive System (Ka-Stars) Terminal, Wahiawa, Hawaii

and realigning personnel to best deliver, manage and sustain the products and services within its core competencies.

DCATS addressed three critical areas of focus in 2011:

- The safe and successful completion of the BRAC move from Fort Monmouth, N.J. to Fort Belvoir, Va. Despite the loss of expertise and other key resources, there were no operational gaps in mission areas.
- The recruitment and accession of subject matter experts (SMEs) and professional staff members to fill vacancies.



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- Ensuring 100 percent mission accomplishment during the transitional phase. This was DCATS's most important challenge. Identifying, preventing and mitigating potential gaps in service were major efforts.

Strategy

The strategy DCATS adopted for ensuring continuity of the mission amid the division of resources between Fort Monmouth, Aberdeen Proving Ground (APG) and Fort Belvoir was simple, efficient and effective. DCATS first reviewed the functions that were performed at Fort Monmouth and determined which would be transferred to the new operating environment at Fort Belvoir. Gaps were reviewed to determine which functions not performed at Fort Monmouth needed to be included in the Fort Belvoir mission set. After developing a comprehensive list of functions, on-hand personnel were aligned to functions, and recruitment actions were executed as necessary.

Split-based operations were also employed to preclude gaps in mission execution. A Risk Mitigation Facility was established at APG to ensure that engineering and testing requirements for satellite communications systems were accomplished. An initial operating capability for DCATS was established at Fort Belvoir. As functions transferred and new workers were hired, the center of operations shifted from Fort Monmouth. By the end of July 2011, all functions, property and relocating personnel were moved to Fort Belvoir, in compliance with the BRAC deadline.



The AN/VIC 3 Vehicle Intercom System, (Headset worn by the soldier in this photo), provides hearing protection and advanced communications capabilities to over 50 platform variants

Results

- The continuation of the Modernization of Enterprise Terminals (MET) upgrade program for the aging fleet of enterprise strategic satellite communications (SATCOM) earth terminals will allow DoD services access to increased satellite bandwidth.
- WC declared full operational capability for the Wideband Satellite Operations Center (WSOC) in Wahiawa, Hawaii, which provides high-speed satellite communications support and improved communications control services to the U.S. Pacific Command (PACOM) Area of Responsibility (AOR).
- VIS supplied over 100,000 tactical intercom kits “just in time” for integration into tactical vehicle platforms, and assisted the Army National Guard with the installation of VIC-3 systems in HMMWVs in all 50 states.
- LMR completed installation of the LMR system at various Continental United States (CONUS) locations, including Fort Bliss, Yuma Proving Grounds and Holloman Air Force Base.

DWTS: Supports Multiple Missions Abroad

Introduction

Defense Wide Transmission Systems (DWTS) provides solutions to meet communications needs for U.S. government agencies worldwide. DWTS has two primary missions. The first entails program and life cycle management of the Connect-the-Logistician systems, including the Combat Service Support (CSS) Automated Information Systems Interface (CAISI) and the CSS Satellite Communications (CSS SATCOM) programs. The second entails implementing and sustaining wide-area transmissions systems, including terrestrial transmissions (Global C4 Commercialization, as well as Technical Control Facilities) and Very Small Aperture Terminal (VSAT) SATCOM transmissions.

Challenges

In 2011, DWTS faced multiple challenges across the full spectrum of its mission requirements.

- The DoD redeployed forces from Iraq to Afghanistan and was faced with the challenge of increasing the amount of satellite coverage over Afghanistan. This challenge had to be met while ensuring continuous availability for one of the Army's largest SATCOM networks, the CSS SATCOM network.
- DWTS had to determine how to engineer or re-engineer terrestrial long-haul communications capabilities, including critical power issues, to soldiers across the globe.

Strategy

The connect-the-logistician mission requirement to increase satellite coverage over Afghanistan amid a flow of additional forces strained the existing network. Commercial Ku-band bandwidth from satellite space segment providers was limited, leaving little existing satellite space. The CSS SATCOM team's solution utilizes a newer satellite, which supports extended Ku-band (13.75 to 14.5 GHz) communications. However, the Army's fleet of CSS VSATs were procured with standard 4-watt Block Up Converters (BUCs), which allowed them to operate within the standard Ku-band (14.00 to 14.5 GHz). The CSS SATCOM team executed a plan to procure, test and deploy 160 extended Ku-band BUCs to Afghanistan. In just a few months, the CSS SATCOM team retrofitted CSS VSATs throughout Afghanistan with extended Ku-band BUCs.

For the wide-area transmission systems mission, DWTS effectively met the goal of providing soldiers long-haul communications capabilities. DWTS developed a System Design Plan (SDP) for the U.S. Army Signal Technical Control Facility School at Fort Gordon, Ga. This helped DWTS obtain funding and resulted in a more relevant training program in the technical control career field.



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DWTS managed the upgrade of the Timing and Synchronization Systems at the National Military Command Center (NMCC). This system provides vital timing for communications systems and is required for digital communication systems to ensure accurate data processing and the reliable transmission and reception of information.

DWTS completed the Regional Top Level Architecture (R-TLA) at Landstuhl, Germany. The R-TLA provides a secure connection at the Tier 0 connection point and stateful failover ability for the Fixed Regional Hub Node (FRHN), which provides deployed soldiers access to the Internet and the Army network cloud through Tier 0.

DWTS took over satellite communications for many of the US Army Corps of Engineers (USACE), allowing the Corps to reduce satellite air time costs and improve reliability via standardized VSAT equipment and a single request for bandwidth.

In Japan, DWTS managed several successful projects that included the Okinawa Special Forces Group (SFG) Secure Internet Protocol Router Network (SIPRNet) Protected Distribution System (PDS) installation/SIPRNet upgrade. Other projects included the Okinawa Circuit Emulation over Internet Protocol (CEoIP) and the U.S. Army Japan Camp Zama Building 101 electrical power upgrade.

The contractor for the SIPRNET PDS upgrade engineered, designed, furnished, tested and documented a PDS and upgraded the SIPRNET equipment. The CEoIP project utilizes a TDM-based first level multiplexer for low speed data and voice circuits. This project replaced the TDM multiplexer with a CEoIP solution at all JWIT network sites to provide IP connectivity between the sites. Finally, the USARJ Camp Zama power project addressed critical power issues to protect the facility's operational mission.

Results

The connect-the-logistician mission provided:

- Increased the capacity of the CSS SATCOM network from 4.75 megabits per second (Mbps) to 20.03 Mbps, a 248 percent increase.
- Increased CSS VSAT maximum upload speed from 290 kilobits per second (kbps) to 476 kbps, a 64 percent increase per CSS VSAT.
- A 25 percent savings for satellite bandwidth in the extended Ku segment verses comparable standard Ku-band BUCs for the same capacity.
- Added capability to ensure soldiers in Afghanistan's most remote and communications-austere locations have the bandwidth to perform their missions.

The wide-area transmission systems mission provided:

- Relevant training for soldiers in the technical control career field.
- Accurate data processing and reliable information, transmission and reception to support accurate, informed decisions.
- Additional access/capabilities to the Internet cloud and Army network.
- Increased capability/reliability with wartime/peace-time communications.
- Power upgrades to improve efficiency and reliability.

NES: Assumes New Role, Boldly Overcomes New Challenges

Introduction

In June 2011, Network and Enterprise Services (NES) experienced a change of charter with COL Debora Theall assuming command. PEO EIS charged NES with ensuring seamless interoperability across the Army and joint enterprises. In addition, NES is responsible for overseeing all cost, performance and schedule baselines of its subordinate organizations. These organizations are: Acquisition Business Systems (AcqBusiness); AKO; ALTESS; I3MP and Power Projection Enablers (P2E).

Challenges

The NES mission baseline increased in 2011 with the addition of the I3MP and P2E missions and corresponding internal growth. Also in 2011, NES established a primary objective of identifying and working closely with all of the primary stakeholders in its portfolio. Against this background of collaborative dialog, its SMEs conducted a series of deep-dive reviews to ensure the stakeholders' requirements and expectations were known, documented and satisfactorily attained. Each subordinate program came with its own unique challenges and results, which are discussed in their individual 2011 year in review submissions.

NES's challenges were to effectively manage a wide portfolio of efforts that required a broad level of SME and management experience.

- AcqBusiness: Develops innovative enterprise solutions that support the Army acquisition community in providing materiel solutions to the soldier.
- AKO: Delivers portal and enterprise services that enable transformation and efficiency among soldiers, the Army workforce and the extended Army community through communication and collaboration capabilities that are secure, reliable and accessible - anytime, anywhere.
- ALTESS: The Army's premier data center, located in Virginia's technology corridor. ALTESS provides innovative IT solutions, engineering and security in support of the Army's acquisition community.
- I3MP: Provides modernize installation infrastructure and terrestrial transmission (voice, video, data and connectivity) with standard architecture and equipment from multiple vendors.
- P2E: Enables the Army with globally connected capabilities that provide the full spectrum of network and information services so soldiers, commands and supporting organizations can access and process information anytime, anywhere. This enables the application of force across all phases of joint operations.



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Strategy

- NES key leadership and staff recognize that communications, coordination and collaboration with key stakeholders and customers are a critical aspect of delivering LandWarNet capabilities and services.
- Streamlining acquisition practices to implement available technologies and delivering relevant capabilities to our soldiers is essential to maintaining the technological advantage in today's battle space.
- Leveraging key technologies like virtualization, data center optimization, cloud computing and enterprise-wide collaboration solutions are essential to supporting the operating force.
- NES is focused on delivering LandWarNet strategic level infrastructure and services to transform the Army network into a centralized, secure, operational and sustainable enterprise.

Results

- NES is delivering enhancements to the soldier's ability to effectively "fight upon arrival" and is making a significant contribution towards achieving the Army's IT objectives.
- NES is supporting the combatant commands and Army initiatives by implementing voice and data infrastructure upgrades and modernization at several key sites worldwide.
- NES is providing the ability for the Army to realize significant cost savings and benefits by leveraging a shared virtual infrastructure, reducing the physical footprints of IT infrastructure and reducing Operations and Management (O&M) costs.

I3MP: Providing Unified Capabilities and Critical State-of-the Art Infrastructure Modernization

Introduction

The Installation Information Infrastructure Modernization Program (I3MP) installs and modernizes installation network infrastructure using a standard design and common suites of equipment to meet Chief Information Officer (CIO)/G6 vision and goals. The program supports converged network-centric operations and enterprise unified capabilities. Based at Fort Belvoir, Va., I3MP's global mission includes modernizing Army installations in CONUS, Europe and the Pacific, and fielding enhanced communications, connectivity capabilities and secure sub-systems.

Challenges

During calendar year 2011, I3MP was confronted with simultaneous challenges. Per the BRAC, the I3MP program management office was migrated from Fort Monmouth, N.J., to Fort Belvoir, Va. Simultaneously, I3MP was also responsible for the following:

- Completing the six-year BRAC effort at 15 different sites and 22 BRAC projects on time and according to schedule.
- Assuming the Command Centers Upgrade (CCU) mission under I3MP Secure Infrastructure (SINC).
- Executing the virtualization of the Korea Transformation (KT) command and control (C2), Network Access Control, and U.S. Forces Korea (USFK) Combined Enterprise Regional Information Exchange System (CENTRIX) projects.

Strategy

I3MP's key leadership and staff recognize that communication, coordination and collaboration with stakeholders and customers worldwide are critical to I3MP mission execution and success.

The I3MP mission objective is to provide technical guidance and integration solutions to a large number of high-caliber DoD entities, all of which support critical national defense missions both overseas and within the United States.



(Right to Left) Randy Shiver, COL Deborah Theall, PM, NES, and LTC David Thompson, PDM I3MP discussing the out data and outside plant (OSP) effort at Fort Belvoir, Va.

- The importance of a well-established communication and collaboration strategy is illustrated in the work performed at Fort Bliss, Texas, one of the Army's designated power projection platforms. I3MP's work with the Site Assessment Working Groups (SAWG), the Fort Bliss Network Enterprise Center (NEC), Information Systems Engineering Command (ISEC), the BRAC office, the 106th Signal Brigade (SIG BDE), and the USACE facilitated the completion of vital modernization phases required to support the power projection functions, which involve networking with strategic sea and aerial ports in accordance with national security strategy objectives.
- At Fort Irwin, Calif., the I3MP team collaborated on an innovative and alternative solution to installing a traditional fiber-optic cable, as a fiber-optic couldn't be installed due to heavy concrete impediments. The I3MP team implemented a secure wireless infrastructure, allowing access to the Defense Information System Network (DISN) via more than 100 access points and other handheld wireless user devices.
- The work accomplished by the I3MP Product Director (PD Pacific) demonstrates I3MP's worldwide scope and stakeholder interface. The I3MP PD Pacific, in conjunction with the Program Management Consortium and Information Systems Engineering Command, conducted a series of overviews for industry partners, explaining Army plans for consolidating Army infrastructure into two enduring hubs: Camp Humphreys and U.S. Army Garrison–Daegu. I3MP was instrumental in providing the industry partners with an overview of the breadth and complexity of the technical efforts associated with Korea Transformation / Yongsan Relocation Program/Land Partnership Program objectives and initiatives. Camp Humphreys, for example, is projected to grow from approximately 10,000 personnel to more than 44,000 personnel, and will be adding 25 million square feet of facilities by 2014.
- One of I3MP's many tasks in 2011 involved designing and engineering an enterprise-wide solution for the Installation Management Command (IMCOM). This task required delivery of three primary capabilities: a state-of-the-art operations center, a network thin client virtual machine implementation, and video teleconferencing enterprise C2 upgrade and modernization. Successful completion of the IMCOM project provided substantive support to IMCOM's global mission of ensuring and materially enhancing soldier and family well-being and readiness.

Results

Fiscal year 2011 accomplishments include:

- Modernized 4,236 buildings.
- Awarded five new voice switch awards.
- Performed 35 voice switch upgrades.
- Enhanced capabilities for 32 garrisons and 211,155 users.
- Performed two Secret Internet Protocol Router (SIPR) upgrades, increasing efficiency for 2,080 users.
- Completed 20+ Top Level Architecture (TLA) and 13 Strategic Command Center (SCC) projects.

I3MP has a long-standing tradition of leadership and a history of success and achievement in providing state-of-the-art IT infrastructure and capabilities, and continues to introduce innovative ideas and concepts to improve communication technology in support of Army and DoD strategic goals and objectives.

P2E: A Driving Force for Critical IT Support to Deployed Soldiers and Enterprise Projects for the Entire Generating Force

Introduction

Power Project Enablers (P2E) enables the Army with globally connected capabilities that provide a full spectrum of network and information services. P2E services provide access and process information to soldiers, commands and supporting organizations anytime, anywhere. This enables the application of force across all phases of joint operations.

Challenges

P2E faced several significant challenges in 2011, all linked to the expansion of the its roles, both in Central Command (CENTCOM) AOR as well as across the generating force.

- **In March 2011, Area Processing Centers (APCs) merged with Product Director, South West Asia (SWA) to create P2E.** The intent of this merger was to provide Army customers in SWA with a “single face” for all in-theater IT infrastructure work, as well as theater enterprise IT projects. In April 2011, P2E was given six months to deploy three major Network Operations (NETOPS) tools to 88 sites worldwide.
- **In June, the Army informed P2E that no further funding would be allocated to the Enterprise Service Desk (ESD) project.** The ESD project serviced 26 installations with Tier 1 help desk support and was preparing to “onboard” 22 additional installations.
- **In 2011, P2E also continued its role as the materiel developer for the second phase of Operation Guardian Enable (OGE II), a project that senior Army leadership has deemed the most important for transforming the Army’s networks.**
- **P2E had to award a large-scale contract for the commercial hosting of Army applications from both fixed and mobile sites, or else P2E would risk a loss of funding for the project.** Nonetheless, by May 2011, P2E became responsible for the entire gamut of IT support, from the Forward Operating Base (FOB) to the front office.

Strategy

P2E’s strategy has been and remains focused on providing rapid and relevant support to its multiple and varied customers. Whether that support includes building and maintaining processes to quickly and efficiently analyze customer requirements, ensuring that customers always have a “single face” for support or empowering leaders at all levels to make decisions, P2E is a customer-centric organization.



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Immediately following the merger that expanded the PM's mission scope, P2E's focus was to continue to provide the high-quality support that its customers in SWA, Forces Command (FORSCOM) and US Army Network Enterprise Technology Command (NETCOM) are accustomed.

P2E had to evolve from a structure where Assistant Product Managers (APMs) reported directly to the PM in a directorate-based structure. Each of P2E's four directorates (Force Projection, Technical Management, Business Management and Integration/ Strategy/ Logistics) focused their efforts on both a specific customer and on how their mission-set integrated across the other directorates and customer bases. Because of the diverse mission set, P2E needed a standardized process by which to evaluate all incoming requirements and to allow all of the P2E directorates to work collaboratively to provide an integrated solution. The result was the creation of a Business Process Initiative Working Integrated Product Team (BPI WIPT). Comprising members from each directorate, the BPI WIPT maintains and enforces a PM-specific acquisition workflow.

The PM-specific workflow process maps all processes that new requirements must go through as they evolve into technical solutions with accompanying acquisition strategies and plans. The process assigns specific roles and responsibilities to directorates, as well as to other Integrated Product Teams (IPTs). While the acquisition workflow is still in its emerging stages, the initial results have been integrated solutions that are standardized yet tailorable. More importantly, the solutions are affordable for the customer throughout the capability's life cycle.

Results

Instead of allowing frequent changes and expansions to the mission disrupt support to the Army, P2E has leveraged change to yield significant results. Listed below are several stellar examples of P2E projects currently supporting the Army.

- P2E completed over 70 projects in Afghanistan and Kuwait in 2011, all worth over \$300 million. All of these projects provide cutting-edge IT infrastructure support to the soldier. Examples include Inside/Outside Plant (ISP, OSP) support at multiple FOBs in Afghanistan, the build-out of several mobile technical control facilities at both FOBs and enduring sites in Afghanistan and the virtualization of processing and data storage in Building 209 at Camp Arifjan, Kuwait.
- In order to further support efforts in the SWA theater, P2E established a Support Operations Center (SOC). The SOC's mission is to synchronize actions, communications and real-time information between the PM's forward-deployed teams and the directorates on a 24-hour, seven-days-a-week coverage schedule.
- In July 2011, P2E awarded a contract for the second phase of OGE II. The OGE II contract provides critical engineering, integration, testing and operational support for a capability that will afford all units the ability to collaborate on one network, whether those units are on the front line, deploying to theater or training in garrison.
- In September 2011, P2E awarded the \$250 million Army Private Cloud (APC2) contract. The APC2 is the first vehicle in Army history that allows customers to acquire cloud computing services to host their applications. Requesting activities will use one of two APC suites instead of the traditional approach of acquiring equipment and paying separately for services to operate the environment.

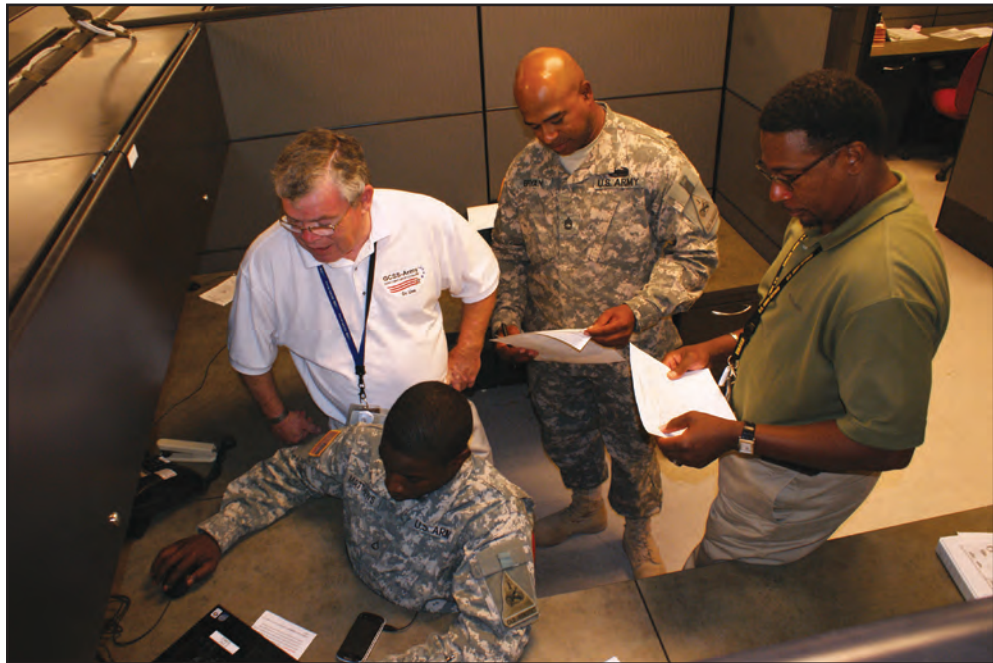
Logistics



GCSS-Army: Pursues an Integrated Solution for Soldiers Worldwide

Introduction

Global Combat Support System-Army (GCSS-Army) is one program comprised of two components, GCSS-Army and the Army Enterprise Systems Integration Program (AESIP). GCSS-Army manages the development, deployment and sustainment of the tactical logistics Enterprise Resource Planning (ERP) solution for the Army's Logistics Enterprise. Additionally, GCSS-Army replaces the aging Standard Army Management Information Systems (STAMIS) that manage Army tactical logistics and the associated financial management systems with one integrated solution.



An 11th armored cavalry regiment soldier uses GCSS Army to perform his sustainment mission at the National Training Center, Fort Irwin, Ca.

AESIP provides oversight, management and enterprise governance among the Army ERPs (AESIP, GCSS-Army and the Logistics Modernization Program (LMP)) and facilitates coordination with the General Funds Enterprise Business System (GFEBs). The management of the logistics ERPs under a single program office improves the functionality between ERP systems and drives efficiency and effectiveness of business integration.

Challenges

In 2011, GCSS-Army faced and overcame several challenges related to moving the project toward its full deployment decision and the fielding of a modernized solution to the total Army:

- **Reallocate functionality.** GCSS-Army faced the challenge of providing the appropriate solution for the Army's sustainment community to meet the combat developer's requirements using available resources. The GCSS-Army incorporated financial functionality into the



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solution while providing the level of support required by soldiers.

- **Leveraged an ELA.** The success of the ELA effort ensured the affordability and the realization of the many benefits that the GCSS-Army and other ERP solutions bring to the Army.
- **Achieved a successful Milestone C decision.** Achievement of the Milestone C decision in August 2011 officially advanced GCSS-Army into the production and deployment phase of the acquisition life-cycle management process.
- **Passed the Initial Operational Test and Evaluation (IOT&E).** The IOT&E took place in October 2011 at the 2nd Brigade Combat Team, 1st Armored Division (2/1 AD), Fort Bliss, Texas. GCSS-Army successfully passed the IOT&E.

Strategy

In 2011, GCSS-Army took an aggressive and agile approach to solving challenges and meeting goals. GCSS-Army formed multiple internal teams to address each of the major challenges and to plan, coordinate and execute plans to move the project forward. One of these internal teams actively collaborated with AESIP to coordinate the ELA, which solved a major problem of affordability for the Army. This agreement ensures that, once the ERP solution is fielded, all GCSS-Army users will have access to the solution within the resources allocated to the PM.

GCSS-Army also stood up an internal team to aggressively manage the documentation required to receive a Milestone C decision from the Milestone Decision Authority (MDA). This team actively managed the progress of new document preparation, updates to existing documents and submission of all documents through the approval chain to ensure the entire packet was accurate and complete when submitted to the MDA. The successful Milestone C decision in August 2011 was a direct result of this effort and brought the project closer to deployment.

The GCSS-Army team also conducted significant organizational change management activities at the 2/1 AD, beginning in February 2011 and continuing through system implementation in August. Significant activities included creating and following a repeatable process. The PM team will use the repeatable process during full deployment. The process includes data cleansing in the current systems, training lead users to make a smooth transition to GCSS-Army, conducting New Equipment Training (NET) for more than 300 soldiers, migrating data and going live with GCSS-Army. Following the 2/1 AD system implementation, the GCSS-Army team remained on site for several weeks to provide “over-the-shoulder” assistance and to prepare soldiers for the IOT&E, which proved successful.

Results

- Two brigade-sized Army units now operate their tactical logistics and financial management missions entirely on GCSS-Army (11th Armored Cavalry Regiment and 2/1 AD).
- The Commanders of the 2/1 AD now have accurate, near real-time readiness data available from their desktop computers.
- Soldiers of 2/1 AD now perform their sustainment missions more effectively and efficiently.
- GCSS-Army’s 2011 accomplishments permit planning for a full deployment decision in the summer of 2012 and subsequent full deployment to the entire Army.
- AESIP continued deployment of enhanced Material Master Data capability to the Army, resulting in a “single version of the truth” for Army Material Data File and the Army Enterprise Material Catalog. This enabled the “sunsetting” of the Army Central Logistics Data Bank (ACLDB), a 1964 mainframe system, in support of the modernized ERP capability.

J-AIT: A Year of Transition for Premier Joint Forces Asset Tracking Products and Services

Introduction

After almost a decade of providing Radio Frequency In-Transit Visibility (RF-ITV) in SWA Joint-Automatic Identification Technology (J-AIT) entered a period of transition that offered a number of challenges, as well as opportunities, to improve its manner and level of support.

Challenges

- **Drawdown of RF-ITV infrastructure and support in Iraq.** As operations in Iraq began to wind down, J-AIT had a mandate to provide continued RF-ITV support during the retrograde of equipment and the drawdown of U.S. forces—despite the additional responsibility of taking down RF-ITV sites, which would no longer be required.
- **Stabilize and maintain RF-ITV operations in Afghanistan.** Having developed a large RF-ITV footprint in Afghanistan's austere communications and power infrastructure, J-AIT concentrated its efforts to strengthen and maintain a stable level of support.
- **Award the RF-ITV II contract and transition to a new contractor with minimum disruption to RF-ITV services.** The contract was awarded to Lockheed Martin (LM) in March 2011 with contract transition beginning in August of the same year. J-AIT had to complete the transition within three months without any adverse effects on the level of support provided to combatant commands.



Stand-alone solar-powered (solution for austere locations without commercial power) RFID read capability in support of Surface Deployment and Distribution Command (SDDC) in Afghanistan provides continuous satellite RF-ITV connectivity without sunlight for up to 32 hours.

- **Migrate from sole source RFID tags to an RFID tag that can be produced by multiple vendors.** J-AIT's solutions for RFID tags would have to be in compliance with International Organization of Standards (ISO) 18000-7, which states that RFID-deployed products be interoperable and backward compatible with current legacy environmental, pending an ISO-only decision date of January 2014.



Strategy

J-AIT developed a support/demobilization plan that detailed levels of support, timelines and personnel support requirements affecting the drawdown of RF-ITV sites at strategic locations in sync with the tactical/operational timelines of area forces. Drawing down critical logistics assets in Iraq required close coordination to ensure that support remained constant during the simultaneous reduction in J-AIT's logistics footprint.

With its Liaison Officer and Field Service Engineers (FSEs) stationed in critical locations, J-AIT developed and executed plans to maintain over 80 fixed RF-ITV read sites in Afghanistan, many of which lacked adequate power and communications, at a high rate of operational readiness. J-AIT developed solar-powered field data units and acquired SATCOM capabilities to be used in austere locations.

J-AIT directed that a coordinated transition plan be prepared and priced by both the outgoing contractor, Unisys Corporation (UC), and LM. The PM's transition team met weekly to gauge progress against the plan and took corrective actions as necessary. A worldwide Government Furnished Equipment (GFE) inventory was conducted; missing items were reported to the Contracting Office for action, and the GFE was handed off to LM. The majority of UC FSEs were rebadged with LM, which helped sustain the infrastructure for combatant commands at an optimum level of readiness.

J-AIT developed interoperability modules with participation of product vendors and the DoD RFID community. Following development and extensive testing of the interoperability modules, J-AIT embedded the modules within the current J-AIT RFID read and write applications. J-AIT then tested for interoperability and functional performance. Once the interoperability modules had been vetted through this rigorous development and test cycle, they were distributed to RFID III product vendors and DoD organizations for integration within their respective product environments. Thereafter, J-AIT provided all technical help and guidance to developers within DoD organizations and product vendors to ensure their products were compliant with the open ISO 18000-7 standards and backward compatible (i.e., were operational in dual mode) with the legacy proprietary environment pending the ISO-only January 2014 decision date.

Results

- The drawdown of RF-ITV assets progressed on schedule, from a high of over 100 RF-ITV read sites in Iraq in 2009 to zero sites by November 2011.
- The RF-ITV infrastructure in Afghanistan was maintained in a high state of operational readiness.
- J-AIT completed the contract transition of the RF-ITV system and its infrastructure in November 2011 without delay or adverse impact on the level of readiness for joint forces worldwide.
- Interoperability modules were successfully deployed with minimal impact on the soldier and the DoD supply chain. Over 3,500 locations worldwide were upgraded with the new technology, which tracks and reports the ITV of logistics assets within the DoD supply chain on a near real-time basis.

LMP: Moves to Sustainment, Continues to Enhance its Capabilities for Soldiers

Introduction

The Logistics Modernization Program (LMP) is a fully integrated supply chain, maintenance, repair and overhaul planning, execution, and financial management system. It's also among the largest SAP implementations in the world. LMP is an SAP-based COTS solution that manages and tracks orders and delivery of materiel from the Army Materiel Command (AMC) to soldiers, wherever and whenever they need it.



LMP fully fielded the baseline system (Increment 1) in October 2010 in support of the Army Materiel Command's National-Level Logistics support solution. Going forward, LMP will integrate the solution with shop floor capabilities as an Increment 2 for delivery to AMCs depots and arsenals

Challenges

LMP's challenges are consistent with an ERP program of its size and magnitude. The project office continues to excel at mitigating and meeting its challenges.

- **System Availability** Ensuring the system is consistently up and running is an ongoing challenge for any IT solution. For LMP, this means managing interfaces with more than 70 DoD systems and guaranteeing that approximately 25,000 users worldwide are able to access the system. Throughout 2011, LMP delivered a 99.70 percent system availability rate.
- **Enhanced Capabilities** The benefit of using an SAP-based solution is the ability to change and evolve the system in step with the Army's evolving needs. In 2011, LMP released enhanced reporting, financial management and functional capabilities. These enhancements provided a continuously improved view of assets around the world.
- **Future of the Program** The future of the program came to the forefront this past year, and presented new challenges and opportunities. With new functional requirements, planning the transition of services from the contract service



provider to a government-led operation, and a new incremental approach to future enhancements, the LMP project office is challenged to strategically align soldiers' needs with both system enhancements and program management efforts.

Strategy

LMP's strategy for success is to remain compliant with all statutory and regulatory requirements, to listen to customers' needs and to execute at all times with excellence.

In 2011, LMP achieved DoD Information Assurance Certification and Accreditation Process (DIACAP) recertification and continued to work with strong and strategic IT management process- and issue-resolution tactics.

IPTs continued to be at the heart of LMP operations. Listening to and working closely with AESIP, PEO EIS, AMC and its major subordinate commands and stakeholders, the LMP strategically aligned its efforts with each of the deployed sites' missions, as well as the overall Army's IT and ERP strategies, to support a cohesive and integrated approach to delivering excellence to soldiers.

Throughout 2011, LMP continued to deliver excellence to its deployed sites through sustainment and issue-resolution efforts, and worked together with these sites to plan for future requirements. Specific to Third Deployment, LMP's excellence was validated when the AMC Commanding General, Ann E. Dunwoody, signed the memo to officially transition Third Deployment sites to sustainment in November 2011.

To continue delivering excellence for future enhancements, LMP is adopting an incremental approach that follows the business capability life-cycle strategy. In the future, this means that customers and soldiers will benefit from continuously improved processes. These processes will oversee the careful planning and implementing of releases, which will provide new system functionality. Through meaningful and efficient program documentation and management, LMP will remain compliant with all requirements.



LMP is a fully integrated supply chain, maintenance, repair, and overhaul (MRO) planning, execution and finance solution that supports soldiers around the globe by providing needed materiel for communications and electronics, aviation and missiles, tank automotive and armaments, Army sustainment, and joint munitions.

Results

- **For users** LMP reduces the time it takes to process multiple sales orders from approximately five minutes per transaction to less than five minutes per batch of transactions (an approximate savings of 45 minutes daily in workload per item manager). LMP responds to actions in less than two seconds per transaction in 97 percent of all cases, and makes it easier to input purchase requisitions (if system interruptions occur, transactions are saved and users can return to the system to complete them, whereas with legacy users were forced to start over).
- **For sites** LMP reduces the time needed to process maintenance orders from approximately two weeks to two days, and offers greater oversight of materiel movement and financial management.
- **For soldiers** LMP makes materiel movement easier, faster and more accurate, thereby delivering the right supplies and parts at the right time to soldiers worldwide.

TIS: A Milestone Year with a Major Release, FOC and New Enterprise Theater Movement Control System

Introduction

Transportation Information Systems (TIS) mission is to provide and sustain premier IT solutions for transportation and distribution, and to enable the Army's transformation into a net-centric fighting force. TIS solutions include Unit Move, Transportation Coordinators'-Automated Information for Movements System II (TC-AIMS II) Theater Operations (TOPS) and Automated Air Load Planning System (AALPS) applications. Active component soldiers, the Army Reserve, and Army National Guard utilize these resources to plan and manage the movement of personnel, equipment and sustainment cargo between home stations and destinations; and to maintain movement visibility at the tactical, operational and strategic levels.



A soldier helps load a convoy; TC-AIMS II version 6 was delivered in 2011 with significant functional improvements and performance enhancements.

Challenges

In 2011, TIS was challenged to simultaneously complete several key program initiatives while undertaking a fast-turn effort to deliver an Enterprise Theater Movement Control System in the combined joint operations area-Afghanistan, as tasked by HQDA.

- **Achieving Full Operational Capability (FOC).** TIS needed to complete fielding of the TC-AIMS II, a task that required the displacement of multiple legacy systems and affected nearly every Army unit and installation.
- **Fielding TC-AIMS II version 6.** TIS needed to deliver, field and train users for the major release to TC-AIMS II, which delivered significant functional improvements and performance enhancements. The release was the largest and most complex software build in TIS history.



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- **Planning and initiating implementation of the Enterprise Theater Movement Control System.** In response to several Joint Urgent Operational Needs Statements (JUONS) to support improved management and ITV of intra-theater air and ground movement requirements, TIS had to develop an efficient strategy and work plan quickly to integrate the TC-AIMS II TOPS module with the Air Movement Request (AMR) module.
- **Optimizing software development, capability delivery and customer support in parallel with budget reductions and Army emphasis on efficiency.** Like other programs, TIS was faced with budget reductions, but was still expected to maintain the same high level of support to soldiers. TIS identified multiple efficiencies to reduce cost and to leverage shared resources.

Strategy

TIS re-prioritized workload and reorganized internal assets to complete the training/fielding push while ramping up for an aggressive software development effort for the Enterprise Theater Movement Control System. At the same time, TIS focused on completing major system transitions to better support long-term program goals while optimizing efficiency. Transitions included eliminating the use of a Sybase database and migrating all data to MS SQL, as well as closing the TIS Continuity of Operations Plan (COOP) strategy site and moving it to an Army data center.

TIS initiated the transition of its Tier 1 customer service support operations to PEO Command Control, Communications and Tactical (C3T's) Support and Operations Center. To increase efficiency and cost savings, TIS also transitioned the use of CA Unicenter to the Single Interface to the Field (SIF), a C3T sponsored shared IT service management web tool. TIS is currently integrating the AMR module with the TC-AIMS II TOPS module to provide a single automated system for requesting, processing, approving and managing all air and ground movement requests using military and commercial surface assets.

To develop the Enterprise Theater Movement Control System, TIS formed a productive partnership with J-AIT and Battle Command Sustainment Support System (BCS3) to ensure seamless information sharing. TOPS and AMR will interface with Global Air Transportation Execution System (GATES), Integrated Data Environment (IDE) / Global Transportation Network (GTN) Convergence (IGC), Intra-Theater Airlift Request System (ITARS), and BCS3 - Node Management (BCS3 - NM) by providing data feeds to the ITV server.

Results

- Achieved FOC for TC-AIMS II in September 2011 with more than 9,000 systems fielded, ensuring that all Army units and organizations authorized to use the system were trained and capable of performing deployment activities.
- Enhanced TC-AIMS II version 6.1.1 support was delivered to every Army unit deploying to Afghanistan, with significant improvements to the Unit Move, TOPS and convoy components of the system.
- Fielded the first increment of the Enterprise Theater Movement Control System in October 2011. AMR version 1.3 received air-mission planning data from the Air Mission Planning System, as well as processing hub and spoke missions.
- Improved system performance to facilitate large-scale user migrations from standalone and client-server systems to the enterprise version of TC-AIMS II, which will help enable future webification and virtualization of the system for greater efficiency.
- Improved system security while lowering costs for systems maintenance, software licensing and customer support.

Human Capital Management



AHRS: Increasing, Improving and Optimizing Personnel Accountability

Introduction

In 2011, Army Human Resource System (AHRS) expanded to support a wider range of accountability duties. Operation Tomodachi (“Friend”) was a US Armed Forces assistance operation to support Japan in disaster relief following the March 2011 Tōhoku earthquake and tsunami. The official memo established a requirement for reporting of personnel information to the Defense Manpower Data Center (DMDC). Following the Tōhoku disaster, the Deployed Theater Accountability System (DTAS) seamlessly assumed the role of tracking personnel.



SFC Lisa Phillips and MAJ Julian Toro confer on DTAS operations. Photo by Michael S. Walker

Challenges

In meeting the need for personnel accountability in the Japan disaster relief effort, DTAS overcame several challenges:

- **Short notice.** After Japan suffered a severe earthquake and tsunami in March 2011, an official memo from the Under Secretary of Defense (Personnel and Readiness) established reporting of personnel information to the DMDC in response to Operation Tomodachi. The initial data submission was mandated to begin seven days after the official memo.
- **System modification.** DTAS was fielded with the intention of tracking personnel in a theater of operations. However, minor modifications to address different personnel types transformed DTAS to meet the humanitarian effort.
- **Getting caught up.** DTAS’s personnel accounting data included family members who had already departed the Tōhoku area, as well as relief personnel. Since DTAS began tracking



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17 days after the initial disaster, a process was required to manage a backlog of accountability data accurately, effectively and efficiently.

Strategy

Out of several existing systems, DTAS was determined to be the most appropriate due to its ability to collect and forward personnel tracking data. Personnel from the eighth Human Resources Service Center (HRSC), United States Army Pacific (USARPAC), were bound for Japan the following day.

The goal was to establish by-name/by-day/by-location personnel accountability for personnel (i.e., soldiers, civilians, contractors, dependants) traveling in and around Honshu, Japan, due to the potential for health risks associated with the disaster. DTAS would also use this information to establish eligibility for benefits and entitlements predicated upon participation in the initiative. Four data-entry points (nodes) were established for accountability purposes: Camp Zama, Yokota, Sagami Depot and Ishinomaki.

DTAS was originally intended as a personnel-tracking system in a theater of operations. AHRS extended the types of personnel contractors and augmented the types of personnel DTAS was capable of tracking, enabling the system to track family members and dependants. Other AHRS systems, including the Electronic Military Personnel Office (eMILPO) and Tactical Personnel System (TPS), provided auxiliary data to DTAS. DTAS was provided complete soldier records by eMILPO, while the TPS facilitated the mass scanning of Common Access Cards (CACs) to create a location manifest list.

Personnel tracking data was initially collected in spreadsheets, which were later imported into DTAS. Because DTAS functionality permits back-dating of personnel movement events, users were able to construct accurate location histories for personnel. AHRS personnel, on-site network support personnel and contractors participated in a conference call in Japan to implement the network access necessary to transmit data.

Results

- DTAS was successfully deployed at Camp Zama, Yokota Airbase, and Misawa Airbase and was able to begin actively tracking personnel ahead of schedule.
- DTAS tracked all required personnel, including soldiers, civilians, dependants, contractors and relief personnel. The program was successfully modified to meet the needs of the Tomodachi effort.
- A data feed to DTAS and DMDC was established and relayed data on a daily basis. DTAS performed with a rate of accuracy comparable to that of its theater operations for tracking personnel locations and statuses.
- The personnel tracking mission of DTAS in Japan was declared complete at the end of June 2011.
- The use of DTAS for a humanitarian mission demonstrated how personnel accountability functionality could easily be modified to accurately and effectively address urgent accountability requirements.

DLS: Army Smart through Army e-Learning

Introduction

Distributed Learning System (DLS) provides soldiers and Army civilians with efficient and flexible training opportunities. Army eLearning, a component of DLS, improves the Army's readiness to accomplish the mission by providing users 24/7 global availability to over 5,400 commercial web-based courses in topics including IT challenges, business, leadership and personal development.



DA Civilians accessing Army eLearning.

Challenges

DLS entered 2011 expecting usage trends to resemble what they had been the previous year—that soldiers would continue accessing and completing DLS courses with a strong, steady rate of user acceptance with the same significant return on investment.

- In 2011, DLS anticipated continuation of previous registration trends: 8,600 new courseware registrations and 1,300 new reference-ware registrations per month. However, the Army and DLS were surprised and pleased to find monthly averages of 10,300 for new course registrations and 1,700 for reference-ware.
- Significant changes were made to Army policy for enlisted soldiers in the pay grades of E4 and E5. Among these changes was the semi-centralized promotion system, which emphasized the Army e-Learning program as a resource for professional development. Coupled with force-structure downsizing predictions, deployment rotations, the end of Operation Iraqi Freedom, the initiation of Operation New Dawn and other operational events, the semi-centralized promotion system's emphasis on education as a primary factor in career continuity led to an unforeseen surge in e-Learning users.
- Due to the rapid increase in system traffic, the overall support plan for the Army e-Learning program was challenged. The increase in



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traffic continued, and first-quarter statistics closed with what had previously been a full year of course completions (511,601). By the end of 2011, e-Learning had facilitated a total of 3,461,987 course completions, an increase of 690 percent from the previous year.

- The increased demand challenged e-Learning system capabilities, including processing, storing and reporting. System resources were utilized well beyond their anticipated levels of use. In addition, administrative and help desk personnel were challenged by exhaustive workloads to meet the needs of the mounting number of e-Learning users.

Strategy

To manage the unprecedented increase in demand for e-Learning courses and reference materials, DLS first resolved to determine the causes for the increase. After determining the causes, DLS measured system capabilities to ensure they could handle the increased traffic, and upgraded systems resources to ensure accurate reporting and system availability.

To counter the immense workloads the usage increase placed upon administrative and help desk personnel, DLS adopted a series of adaptive measures to ensure continued access and service for e-Learning users. The program informed Army e-Learning administrative personnel, help desk and technical support personnel of the causes of the increased traffic to align assets, to post announcements on AKO and to ensure the clarity of login instructions on the e-Learning homepage. DLS also increased server capacity, continued to monitor loads and add assets, and involved all layers of management and support teams with an emphasis on continuity of service and support.

Results

The results are in the numbers:

- Course accesses (prior to 2011, the yearly average: 737,856; increased to 4,047,320 in 2011)
- Course completions (prior to 2011, the yearly average: 511,601; increased to 3,461,987 in 2011)
- Army eLearning registrations (prior to 2011, the yearly average: 104,347; increased to 124,199 in 2011)
- Books registrations (prior to 2011, the yearly average: 16,156; increased to 20,637 in 2011)

Army leaders face the daunting task of recruiting and retaining a highly-trained workforce capable of supporting today's soldiers and building tomorrow's forces. What does the future hold for this landmark program? If the increased usage in 2011 is an indicator, then 2012 will surely bring continued growth for Army e-Learning and will drive down costs associated with training.

Soldiers and civilians are encouraged to take advantage of the resources available through Army e-Learning. For additional information about Army e-Learning, log onto <http://www.us.army.mil> and access the My Education, Army e-Learning portal page.

FMS: Building the Army's Force Management Cloud

Introduction

Force Management System (FMS) is responsible for integrating and modernizing the IT solutions for the Army's Force Structure Portfolio. FMS is actively deploying transformational cloud solutions leveraging virtualization and Global Force Management Data Initiatives (GFM DI) to the DoD and Army enterprise.



FMS successfully deployed the MTOE System to users at Fort Belvoir, Va., Fort Lee, Va. and Fort Lewis, Wa.

Challenges

In 2011, FMS successfully deployed key enablers of the FMS Campaign Plan:

- **Strategically employ the Army's data center consolidation plan for FMS.** Deployed the virtualized FMS Modified Table of Organizations and Equipment (MTOE) system to the cloud. FMS successfully developed and deployed the FMS MTOE virtualized application using Microsoft Windows server 2008 R2 and Windows 7 remote desktop services providing service delivery to 400 Fort Belvoir, Fort Leavenworth, Fort Lee and other Army users.
- **Deploy significant new FMS MTOE business capabilities while increasing system performance.** Leveraging the architectural advantages of virtualization as well as executing significant capability enhancements, FMS was able to bring significant business efficiencies to the Army's force structure development process.
- **Improve and replace the legacy Structure and Manpower Allocation System (SAMAS) and Table of Distribution and Allowance (TDA) system.** In fiscal year 2011, FMS successfully developed and deployed the FMS SAMAS and FMS TDA systems. These modular systems bring significant business improvements in the Army's force structure development process and are scheduled to be virtualized in fiscal year 2012.
- **Meet or exceed the J8 deployment goals for deployment of the Army Organizational Server (AOS) and achieve Full Operational Capability (FOC).** The AOS enables "publish and subscribe" capabilities for Army and DoD consumers of Army force structure data. Unique



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enterprise identifies and common DoD data specifications provide for force structure interoperability.

- **Successfully develop and deploy the DISA Joint User Messaging (JUM) publish and subscribe cloud implementation of the GFM DI.** The JUM enables enterprise consumers of force structure data the ability to subscribe to data content in the cloud and receive force structure changes for adjudication within their portfolio systems. This capability provides GFM DI enterprise interoperable force structure data while eliminating many of the currently necessary consumer's legacy data manipulations such as baseline file comparisons to identify changes, expanding structure quantity rollups to individual authorizations, expansion of hierarchical structures for greater fidelity and force structure over time. This implementation will significantly empower planned ERP solutions that have discovered scalability issues with legacy force structure data exchanges.

Strategy

In 2011, FMS developed and successfully executed key components of its Campaign Plan. The FMS Campaign Plan is focused on the remaining tasks necessary to fully integrate the Army's force structure portfolio IT systems. The FMS Campaign Plan centers on leveraging Microsoft Windows server 2008 R2 and Windows 7 remote desktop services to enable the Army's force structure cloud. Scheduled for completion in fiscal year 2012 for all FMS modular applications, FMS successfully deployed into production the FMS MTOE application as its first cloud implementation. With this deployment, FMS has transformed the force management process, improving service delivery at lower cost, with improved fidelity of data. The most important architectural contribution to the enterprise is the demonstration of how to leverage capital investments through the use of new COTS technologies, increasing value to the user while significantly reducing operations and maintenance costs. In fiscal year 2012, FMS will be leveraging the knowledge gained with the successful FMS MTOE virtualization, and move the remaining FMS applications to complete the integration of all FMS cloud services.

Results

- Successful implementation of the FMS MTOE virtualized application enables the future elimination of 3 Force Management legacy data centers at the Pentagon, Crystal City, Va., and Fort Belvoir, Va.
- FMS MTOE reduces application load time from three days to one hour, requires no local client software installs, significantly reduces bandwidth utilization and allows for application access from any CAC-enabled, .mil domain accessible client.
- Leveraged cloud infrastructure to enable virtualized User Acceptance Testing (UAT) open to the entire customer base, eliminating travel costs and improving testing results.
- AOS and JUM publish and subscribe capability, combined with FMS MTOE and TDA implementation, establishes a scalable data exchange capability necessary for successful ERP systems.

HR Solutions: 2011 A Transitional Year

Introduction

Human Resource Solutions (HR Solutions) is the Army's centralized entry point for human resources acquisition management and support services. HR Solutions and the new HR Solutions Division of the Mission Installation Contracting Command (MICC), Fort Knox, Ky., provide the Army and the DoD access to high-quality human resource services through 57 IDIQ contracts. HR Solutions also provides total life-cycle contract management for task orders issued against IDIQ contracts.



M1A1 Abrams Main Battle Tank at Fort Knox's Main Gate

Challenges

HR Solutions overcame many challenges in 2011. However, the most significant challenge was relocating from the National Capitol Region (NCR) to Fort Knox, Ky. and standing up an entirely new office and staff as a result of the BRAC Act.

- **Staffing:** When HR Solutions moved to Fort Knox from the NCR in October 2010, the only Fort Knox staff members were the newly-hired deputy director and program analyst, neither of whom had any historical background with the HR Solutions mission. The new HR Solutions contracts division of the Fort Knox MICC faced similar staffing challenges in supporting the program. Over the next few months, both organizations added key personnel, but the learning curve was steep for new hires due to the unique mission and streamlined business practices of the organizations.
- **Information/Technology:** The secure web portal, a key capability to the directorate, was unreliable if not completely unresponsive for staff at Fort Knox due to its configuration on Fort Belvoir, Va.



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- **Customer Requirements and Business Processes:** While HR Solutions was in a transitional year, the Army's requiring activities and current HR Solutions customers were not. When HR Solutions moved to Fort Knox, it was managing over 90 task orders issued by the National Capitol Region Contracting Center (NCRCC) that required actions to exercise options, re-compete or close out task orders. The directorate continued to receive new customer requirement requests for support as well.

Strategy

Regular communications with former staff members were paramount for a successful transition. These communications would play integral roles in bringing the new Fort Knox staff up to speed while filling in numerous continuity gaps created by the transition. Open communications between new staff also played a major role in the transitional period. Weekly meetings provided the new staff an open forum to discuss the challenges they faced, to collaborate and to share lessons learned. Bi-weekly coordination meetings with the new HR Solutions division of the MICC, Fort Knox was also crucial in keeping pace with current task orders and incoming requirements for new customers.

Improving the responsiveness of the directorate's secure web portal server was a priority. After discerning the root cause of the portal's unresponsiveness, it was determined that the best option was to move the server to Fort Knox as soon as possible.

The directorate's primary focus during the transitional period was to ensure that none of its customers experienced a break-in or degradation of service. A comprehensive business plan was implemented to streamline the acquisition process, and an acquisition plan was developed and implemented for each customer to support requirements. The plan included a timeline to migrate all HR Solutions contracts and task orders from the NCRCC to the Fort Knox MICC HR Solutions division by the end of the fiscal year.

Results

- By June 2011, HR Solutions at Fort Knox reached its current staffing level. In July, the directorate received its operating charter. By September, the BRAC-mandated transition of the office was deemed complete. HR Solutions is now a fully operational, self-sustaining organization within PEO EIS.
- The directorate moved the secure web portal from Fort Belvoir to Fort Knox on June 14. The move required extensive planning and coordination by staff at both locations. The transition was invisible to non-staff members and drastically improved the portal's responsiveness. The transition's success significantly improved customer, contractor and staff satisfaction.
- During the transitional year of 2011, HR Solutions completed 296 contract actions totaling \$222.6 million and met all customer expectations. In addition, all NCRCC contracts and task orders were successfully migrated to the new HR Solutions division within the MICC at Fort Knox.

IMS-A: Improves Capabilities and Efficiency to Inventory Accountability

Introduction

IMS-A provides Army installation management personnel with IT systems that improve efficiency and facilitate the execution and operation of specific installation-level functional business processes by providing standardized software applications. The IMS-A solution employs five discrete modules to assist commanders to train, equip, deploy, sustain and transition soldiers.

Challenges

- **Develop and implement an automated systems interface between the Army Warrior Care and Transition System (AWCTS) and the PEO EIS installation support modules Transition Processing (TRANSPROC) applications.** Provide a one-way interface from TRANSPROC to AWCTS to provide soldier transition status data that support the needs of Army Wounded Warrior (AW2) program-eligible soldiers.
- **Improve efficiency and modernize the Range Facility Management Support System (RFMSS).** Web-enable and upgrade the system's code and database to meet the needs of the RFMSS user community based on input from the end-user formed Functional Advisory Team (FAT).
- **Improve the functionality of the automated system utilized to manage Army Organizational Clothing and Individual Equipment (OCIE).** Provide the capability for more immediate and more granular control of OCIE ordering and issue/turn-in operations.
- **Add bar-coding capability to the ISM Central Issue Facility (CIF) application.** Provide necessary hardware, software, technical support services, software license and supplies to support the issue, turn-in and inventory functions of managing the Army's OCIE and provide training to fielded installations.



Organizational clothing and individual equipment enhances soldier readiness.

Strategy

IMS-A developed an interface between TRANSPROC and AWCTS to provide separation/transition data elements required by the Army's centralized data source to support the physical disability evaluation process and all related business requirements and services. The interface between the two systems would increase the personnel accountability of wounded soldiers from point-of-injury to a post-transition period.

Efficiency was improved and RFMSS was modernized. IMS-A rewrote the RFMSS code to web-enable the application and upgrade the system's database to Oracle 11g. To ensure the upgrade meets the current needs of the RFMSS user community, the functional proponent will update the system's Functional Description Document (FDD) as required.



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IMS-A implemented a significant change to the CIF application to track each Installation's OCIE Requisition Objective (RO)/Re-order Point (ROP), allowing for the application of automated calculation of restocking. Computations are based on the peak issue methodology, developed in conjunction with Rand Arroyo Center. This effort, coupled with an earlier enhancement to provide an automated ordering process for centrally managed items, is intended to improve CIF inventory management efficiency while maintaining high levels of soldier support.

IMS-A also awarded a firm-fixed price contract (using the J-AIT-IV contract vehicle) to provide necessary hardware, software, technical support services, software licenses and supplies for a minimum of one year of operations. IMS-A also adjusted existing code to support the connected hardware and to seamlessly incorporate scanned data to the CIF application. The new hardware and upgraded software were fielded to the Army, the Army Reserve and the Army National Guard sites. In addition, CIF personnel were trained in their use.

Results

- The interface between TRANSPROC and AWCTS has reduced or eliminated the duplicate manual data collection efforts formerly required, and promotes timeliness and increases accuracy of the data reported, thereby more efficiently supporting the AW2 program.
- The modernized RFMSS application is being utilized at 211 active Army, Army National Guard, Army Reserve, Navy, and Marine Corps locations—utilizing 102 servers located at installations throughout the world.
- The ISM CIF application provides Installation's CIF with RO/ROP values calculated from the issue and turn-in history in the past 12 months, taking into account substitutable and replacement items. These RO/ROP values are used by the automated ordering process to calculate shortage/excess at all CIFs in order for the Army's Central Management Office (CMO) to facilitate any lateral transfer opportunities before creating requisition requests. Excess OCIE at one installation will now be used to meet the needs of an installation short in OCIE. The anticipated reduction in unnecessary procurements is estimated to be \$5 million per year.
- Initial fielding of bar-coding equipment to Central Issue Facilities began in April 2011 and will continue through May 2012. PD IMS-A training personnel are providing on-site instructor-led training to installation Central Issue Facility personnel immediately following equipment fielding to installations throughout the world. Bar Coding is projected to improve the accuracy of OCIE inventory accountability and issue and turn-in operations at CIFs worldwide by approximately 10 percent, which will equate to approximately \$30 million in annual requisition savings.

IPPS-A: Gearing Up for Development

Introduction

The Integrated Personnel and Pay System-Army (IPPS-A) is a web-based system that will provide integrated personnel and pay capabilities for the Active Army, Army National Guard, and Army Reserve. IPPS-A will create a comprehensive personnel and pay record for all soldiers by consolidating redundant and antiquated personnel and pay systems. IPPS-A personnel actions will automatically trigger associated pay events, which will reduce inefficiencies, standardize data and streamline both personnel and pay processes.



IPPS-A Project Manager COL Robert McVay speaks at the 2011 Human Resources Summit to share IPPS-A capabilities with Human Resources leaders from across the Army.

Challenges

In 2011, the IPPS-A implementation team overcame numerous preparatory challenges to begin development. These included:

- **Develop an IPPS-A release strategy in line with the Army Enterprise Resource Planning Strategy.** IPPS-A intends to subsume more than 50 active legacy personnel and pay systems. How IPPS-A will interact with these systems and then subsume them is critical to IPPS-A's successful multi-year deployment.
- **Develop a way to deliver IPPS-A while meeting the Army's acquisition streamlining requirement.** As the largest enterprise resource planning system implementation in the Army's history, IPPS-A was tasked with identifying the means of delivering its web-based system in no more than 18-24 months increments.
- **Identify how IPPS-A will help the Army meet its goal to reach financial audit readiness by fiscal year 2017.** IPPS-A was charged with implementing internal audit controls to help reduce fraud and unintentional loss of Army funds to help meet statutory 2017 audit readiness requirements.



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Strategy

In January 2011, the under secretary of the Army issued a memorandum for record on IPPS-A that directed changes to the IPPS-A program and adjustments to Army enterprise resource planning strategy management. The memorandum directed IPPS-A to modify its acquisition strategy to incorporate an incremental development approach and to synchronize its business process re-engineering. In February 2011, the Federal Office of Management and Budget issued a memorandum directing IPPS-A to move to a more agile, modular approach and to break the project into manageable segments capable of delivering functionality in shorter timeframes. Separately, the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)) directed Defense Business System programs to develop and deploy capabilities within 18 months.

Based on these decisions and guidance from the Army Office of Business Transformation, the IPPS-A program revised its acquisition strategy to develop and deploy integrated personnel and pay functionality in cycles of 18-24 months, capitalizing on acquisition reform initiatives to streamline efforts and release capability to soldiers as quickly as possible. IPPS-A will be developed and implemented in two increments and in multiple releases. Each IPPS-A release will incrementally build upon the prior release's design and capability to support the Army's goal of attaining financial audit readiness by fiscal year 2017.

IPPS-A is critical to the Army's audit readiness efforts. The Army is currently unable to predict Military Pay Appropriation (MPA) accounts, which has resulted in significant traceability and accountability issues. IPPS-A will be the authoritative source for the Army's personnel-related commitments and obligations in standard financial information structure-compliant detail for the MPA, and will align with the Army's financial improvement plan and audit readiness initiatives.

In July 2011, the DoD deputy chief management officer issued an Acquisition Decision Memorandum (ADM) granting the program a Materiel Development Decision (MDD), providing strategic direction for the program and detailed acquisition requirements. IPPS-A's first increment will deliver a trusted database containing essential personnel data for the entire Army (Active, National Guard, and Reserve), allowing users to generate multi-component reports to include the soldier Record Brief, which replaces the Officer Record Brief and the Enlisted Record Brief. The IPPS-A database will serve as the foundation for the system's second increment, which will develop and deploy pay and personnel capabilities.

The signed ADM granted a materiel development decision, which designated IPPS-A as a certified acquisition program. The ADM also enabled the IPPS-A program to begin development in fiscal year 2012.

Results

- Received an acquisition decision memorandum in July 2011 granting the program a materiel development decision.
- Became a certified acquisition program.
- Received strategic direction to begin development in fiscal year 2012.

MC4: Delivering the Power of Health Information Technology to Deployed Forces

Introduction

MC4 integrates, fields and supports a comprehensive medical information system that enables lifelong electronic medical records, streamlined medical logistics and enhanced situational awareness for Army operational forces.

Challenges

- **Leverage technology to connect soldiers remotely with mental health specialists.** The use of improvised explosive devices has made travel in combat zones increasingly difficult. The geographical dispersion of soldiers and mental health providers has made obtaining mental health services a formidable challenge. The end goal is to use technology to provide soldiers an easy and private means of accessing behavioral health services while minimizing the stigma associated with mental health treatment.
- **Enable deployable medical units to train as MC4 users fight.** Because MC4 users are mobile and transient, units often have difficulty acquiring adequate pre-deployment training. Providers (Professional Filler System) often arrive in theater after unit training has occurred, do not receive MC4 training, or are only part of



1st Lt. Christopher Jarvis, nurse with the 256th Combat Support Hospital, uses the MC4 system to electronically capture data on a mass casualty victim during pre-deployment training at Joint Base Lewis-McChord, Wash.

a unit for 90 to 180 days. Reservists lack familiarity with DoD electronic medical record systems, and many garrison aid stations in the U.S. don't document patient care electronically. MC4 needed a new approach to bridge the educational gap and improve readiness for deployable users prior to deployment.

- **Empowering and connecting with deployed users to improve MC4 use and support.** MC4 has expanded use to more than 15 countries, often operating in austere environments that present unique challenges to maintaining systems for consistent use and optimal technical support. The MC4 system can



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differ by location and individual proficiency. As such, the methods MC4 uses to capture medical information can vary, which creates challenges to data-query and data-reliability. By utilizing new MC4-deployed tools and technologies, users can meet technical and functional challenges in theater with greater ease and with less downtime.

Strategy

In 2011, MC4 fielded a major software upgrade, Electronic Medical Record version 2.1.2.1, to all operational Army medical forces. The upgrade improved reporting and documentation capabilities for traumatic brain injuries and made it easier for deployed facilities to manage their medical supplies digitally and to track in-transit patients and equipment. This capability met an urgent need for Joint Staff and Central Command and was provided three weeks ahead of schedule and \$500,000 under budget.

MC4 also fielded an innovative technology solution to digitally connect remote soldiers with mental health specialists in support of the Army's suicide prevention campaign. By electronically connecting at-risk soldiers deployed to remote combat and forward-operating bases with mental health providers, MC4 facilitated faster recognition and treatment of post-traumatic stress disorder symptoms and other mental health issues. The technology was fielded within six weeks of requirement identification for less than \$50,000.

By the end of 2011, MC4's strategic refocus on new "train as you fight" initiatives ensured 85 garrison battalion aid stations were equipped, were documenting sick calls and were ordering medical supplies. Aid stations reported the electronic capture of 71,000 patient encounters that otherwise would have been documented on paper. Additionally, more than 50 major training exercises, including Vibrant Response and Global Medic, adopted MC4 training. Upon deployment, units using MC4 systems during exercises are better prepared and require less over-the-shoulder training and support.

In an effort to improve system support, reduce overhead costs and leverage new and existing technologies, MC4 forged a partnership with the 7th Theater Tactical Signal Brigade to integrate MC4 systems with the Afghanistan enterprise network. This marked the first time an Army standard medical information system was integrated into an enterprise network in theater. To date, Army support personnel remotely manage more than 736 MC4 systems utilized across Southwest Asia, Europe, Egypt and Africa. As a result, medical staffs gained improved system functionality, strengthened security and customer service, and now require less equipment and in-person support.

Results

- **1.7 million** electronic patient encounters captured via MC4 in 2011, replacing paper-based records on the front lines.
- **10,000** deployable doctors, nurses, medics, logisticians and systems administrators trained and ready to effectively employ MC4 downrange.
- **8,000** systems fielded to 195 units with medical personnel, including Army National Guard and Reserves and all active component divisional units.
- **360** deployed and forward stationed units with medical personnel in 14 countries receiving 24/7 technical support from MC4.

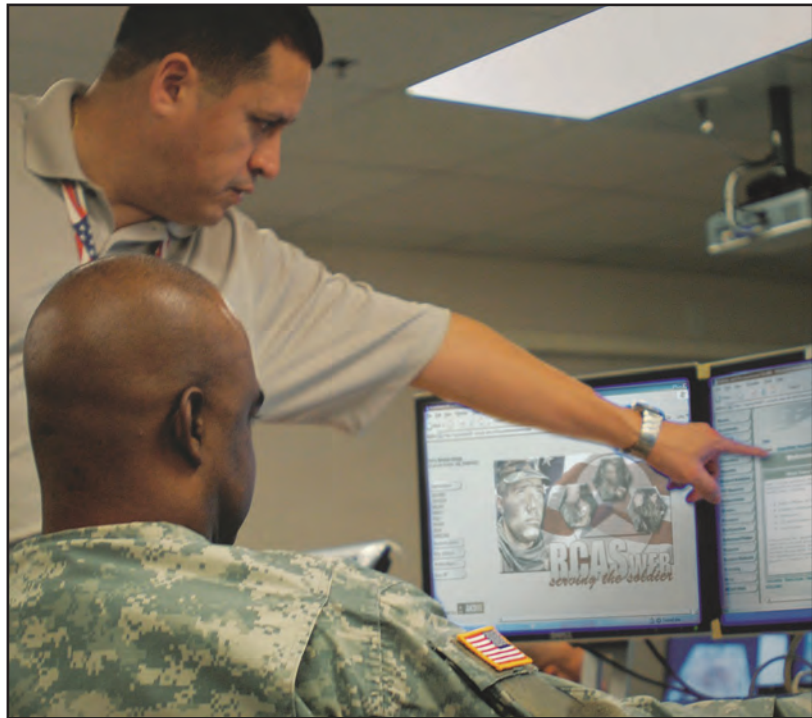
RCAS: Improves Training Resources and Ensures Availability for Users Worldwide

Introduction

The goal of the Reserve Component Automation Systems (RCAS) is to sustain and modernize an automated information system to enhance the Reserve Component's ability to achieve and sustain critical automation interoperability, to accomplish unit mobilization planning and readiness and to support day-to-day operations and administration.

Challenges

- Sustainment of 19 web-based, virtualized software applications used throughout the Army National Guard (ARNG) and United States Army Reserve (USAR) for mobilization planning and execution, force structure management, safety and personnel management.
- Tier 2/3 Help Desk, ARNG and USAR field system administrator technical training and end-user training on RCAS functional software applications.
- Commercial-off-the-shelf IT life-cycle refresh for the Reserve Component.
- In 2011, the U.S. Army Reserve Command moved from Fort McPherson, Ga. to Fort Bragg, N.C. One of the challenges involved in this move was the migration of the RCAS servers, equipment, and staff from the USAR's data center, which was situated in a contractor-owned and operated facility in Peachtree City, Ga. The RCAS Project Director assumed responsibility for the migration, teaming with the USAR G2/6 to formulate a plan to minimize downtime and prevent any impact on the mobilizing USAR units that rely on the RCAS MPDV application to plan and conduct mobilizations.
- In fiscal year 2010, RCAS assumed the lead for the design and implementation of data infrastructure and voice-over-internet-protocol (VOIP) for U.S. Army Reserve Centers funded through the Base Realignment and Closure (BRAC).

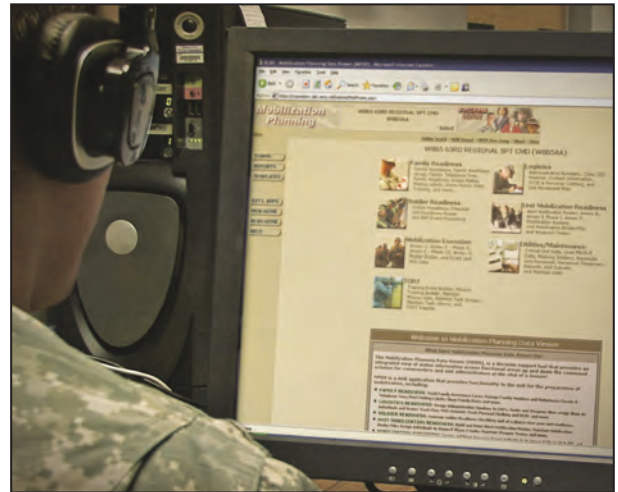


Instructor demonstrating the RCAS MPDV Homepage Navigation features.



Strategy

The RCAS Project Director's primary mission is to design, build and field software for use across the Army's Reserve Component. During 2011, seven RCAS software releases were fielded to update RCAS applications supporting mobilization, force management, personnel and safety. The most important of these new capabilities was the Mobilization Planning Data Viewer (MPDV) Battle Roster, which provided an automated solution to replace a legacy business process and delivered enhanced mobilization readiness visibility to leaders across the USAR. In 2012, RCAS's focus is a major upgrade of the entire RCAS suite of software, the Enterprise Modernization Plan (EMP). EMP will enable RCAS to take full advantage of cloud-based services and leverage its investment in virtualization technology.



United States Army Reserve (USAR) soldier using the RCAS MPDV to build a Battle Roster.

During the fiscal year 2010 Annual End-User Training Workshop, RCAS training proponents identified a critical need for RCAS to expand the available methods of training to include Distributed Learning (dL) training in addition to instructor-led, platform-based training. The requirement was for dL training to augment existing training packages, but not to replace instructor-led training. RCAS trained over 1200 students in 2011 in the use of RCAS software applications. However, the big success story in training was the delivery of five dL-based training courses, which are now available throughout the Reserve Component. RCAS leveraged relationships with the PEO's Distance Learning System (DLS) to host these training packages on the Army Learning Management System (ALMS). During 2012, another six dL-based courses are scheduled for release, further expanding USAR and ARNG soldiers' ability to train on RCAS software.

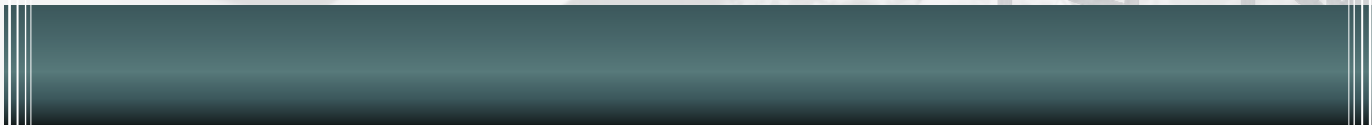
The move from Fort McPherson, Ga. To Fort Bragg, N.C. was a top RCAS customer-facing service project in 2011, and proved a major success.

The VOIP design and implementation mission, to provide network connectivity to Reserve Centers located across the United States, represented a return to the original RCAS mission. The scope of the mission grew exponentially in 2011, with RCAS completing 70 sites, 97 percent of them prior to the scheduled building occupancy date, the Army Reserve's most important metric. The success of RCAS in managing this \$20 million dollar project was made possible by a partnership with the Army Reserve's G2/6, the Army Corps of Engineers and the Assistant Chief of Staff for Installation Management. The proven success of this partnership has resulted in the USAR selecting RCAS to manage their data infrastructure and VOIP projects for Reserve Centers, which are scheduled for renovation in 2012 to 2014.

Results

- RCAS applications were improved with seven upgrades to improve functionality supporting mobilization, force management, personnel and safety.
- Five distributed learning training courses were made available to the Reserve Component.
- RCAS successfully migrated its application suite with minimal downtime to ensure availability to USAR unit mobilizations.
- Successful partnership with G2/6, the Army Corps of Engineers and the assistant chief of staff for installation management resulting in network connectivity for 70 sites.

Financial Management



GFEBs: Streamlining the Army's Financial Community

Introduction

The General Fund Enterprise Business System (GFEBs) is an enterprise resource planning (ERP) system transforming Army financial management and accounting practices by standardizing business processes and transactional input across the Army's financial community. GFEBs enhances the information available to decision-makers such as leaders and managers with accurate financial statements. GFEBs provides rapid and seamless financial management support in real time.



Photo by Pam Gray
Sgt. 1st Class Devon Henry, OCAR (Office of the Chief of Army Reserve) attends a GFEBs Power User Training Class in Alexandria, Virginia.

Challenges

GFEBs strives to provide and improve the effective and efficient use of resources, to comply with statutory and regulatory accounting requirements, to standardize financial and business processes and to ensure a flexible system that provides the capabilities necessary to meet the future needs of its end users.

Chief Financial Officer (CFO) Act Compliance: GFEBs is the Army's response to the 1990 CFO Act, which mandates federal agencies to centralize their finance systems to better account for their spending. GFEBs is also the Army's response to the 1996 Federal Financial Management Improvement Act (FFMIA), which requires federal financial management systems to provide accurate, reliable and timely financial management information to the government's managers.

GFEBs provides the core financial system capability to support an unqualified audit opinion for the Army's General Fund in compliance with the CFO Act and other statutory requirements. GFEBs records financial transactions with supporting documentation, tracks transactions to the detailed level and produces an auditable trial balance.

- **Change to Cost and Control Culture.** GFEBs recognizes resistance to change is an obstacle and a natural part of the cultural change process; however, stakeholder resistance can be reduced. The GFEBs approach to change management applies activities to reduce the obstacle of resistance to



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change, including development of leadership alignment, sponsors and change agents for GFEBS. Communications create awareness of GFEBS and understanding of its impacts, role and job alignment consistent with GFEBS business processes.

- **Enhancing the stakeholder experience and effectiveness:** The GFEBS project enhances the stakeholder experience through communities of practice (COPs) that offer end users a venue to connect with their equivalents at other sites. COPs include the Power User Program, the Change Management Discussion (CMD) Network and User Assignment Coordinator (UAC).
- **Enhancement and Sustainment:** GFEBS took steps to address project enhancement through sensitive agencies and procure-to-pay increments.

Strategy

GFEBS ultimately changes how the Army develops, defends and executes its programs. GFEBS provides leaders with data that has never before been available from a single access point. This access to data empowers leaders to consider the true costs of operations, functions and organizations when making budgeting decisions, and fosters a “cost and control culture.”

As a result of incremental system development and incremental deployment approaches, the Army deployed GFEBS while systematically enhancing the operational version with new releases.

The Army validated the requirement for a classified instance of GFEBS, GFEBS-Sensitive Activities (GFEBS-SA), to support sensitive and classified activities. GFEBS obtained a favorable Materiel Development Decision (MDD) to initiate the GFEBS-SA project as an acquisition category (ACAT) III program under PEO EIS acquisition oversight. The program has been authorized to proceed with engineering development.

GFEBS continues to develop the Procure-to-Pay (P2P) Pilot material solution. The pilot users were allowed to use the newly developed Treasury Capability, which is the first component of the P2P Pilot, in December 2011. This new capability enables the generation of Army disbursements directly by the U.S. Treasury. Additionally, the Army’s Ready-to-Pay files are now created with standard SAP formatting vice third-party custom formatting.

Results

- GFEBS is operational throughout the continental United States, as well as Hawaii, Asia, Europe and to the Army National Guard in all 50 states and four territories. GFEBS is also operational at three Unified Combatant Commands, and Joint Bases where the Army is the lead or where the Army has real property. In 2011, GFEBS added nearly 23,000 end users from around the world.
- GFEBS deployed the final two numbered releases of its software, and completed the expansion and stability of business warehouse reporting capabilities to over 38,000 users.
- The Army Audit Agency’s most recent evaluation found GFEBS compliant with 1,054 of 1,113 FFIA requirements (94.7 percent). Ongoing development will complete the remaining requirements for full compliance in 2012.
- Joint Interoperability Test Command (JITC) certified all GFEBS critical system interfaces to include Defense Contract Administration Services (DCAS), Acquisition Data System (ADS) and Certified Electronic Fund Transfer (CEFT). Online system transactions executed per month by GFEBS end users achieved a success average of below 15 seconds 99 percent of the time.
- The GFEBS help desk successfully closed more than 32,000 helpdesk tickets and maintained 99.9 percent GFEBS system availability. As a result end users were able to access GFEBS 24 hours a day, seven days a week.

Acquisition



AcqBusiness: Spearheading the Army Acquisition Initiative for Enterprise Solutions

Introduction

AcqBusiness develops innovative enterprise solutions that support the Army Acquisition Community in providing materiel solutions to the soldier. AcqBusiness teams with the Combat Developer, Assistant Secretary of the Army Acquisition, Logistics and Technology (ASA(ALT)) Performance Assessment and Root Cause Analysis (PARCA) and the community of interest to resolve complex business challenges with modern enterprise technology and data management solutions.

Challenges

In 2011, AcqBusiness resolved several key obstacles while transitioning its current business environment from independent silos to a common enterprise environment. Significant challenges included:

- **Consolidating a multitude of independent business applications into a common operating environment without interrupting business operations.** AcqBusiness conducted a comprehensive analysis of its existing business environments to identify mission-critical applications and data elements required to sustain operations. Further, AcqBusiness collaborated directly with the community of interest to identify practical opportunities to migrate, consolidate, transform and retire existing applications.
- **Engineering the Next Generation Business Environment (NGBE) to drive cost efficiencies by eliminating redundant technology without eliminating required capabilities.** NGBE is a modernized business environment that provides a highly integrated suite of technical capabilities, including Service Oriented Architecture (SOA), Business Intelligence (BI), Portal and Content Management, and Business Process Management (BPM). Additionally, AcqBusiness developed white papers that identified specific opportunities to introduce efficiencies, consolidate the portfolio, and provide a cost-effective infrastructure. These white papers resulted in the elimination of low-value hardware and software, and articulated strategies that enhanced business intelligence capabilities and streamlined the existing architecture design.



Strategy

AcqBusiness is working to develop a net-centric (i.e., web-service based) business environment that provides enterprise-enabling systems, services and data that support ASA(ALT) in establishing a Materiel Enterprise. The AcqBusiness business environment supports this goal. The organization plans to provide and continuously improve the enterprise web environment by strengthening its role-based access, delivering discrete releases of useful capabilities, and prototyping new releases to ensure user satisfaction and understanding of cost, schedule and performance risks.

AcqBusiness also plans to support decision-makers at all levels of the Army acquisition domain by providing a common situational understanding of the “health” of the enterprise and its projects, programs, initiatives, and their ability to support the soldier.

Lastly, AcqBusiness plans to optimize the use of web services to establish a technological means for end users to ensure that authoritative data is managed, reliable, available, accessible and useable across business functions, organizational layers and organizational boundaries.

Results

AcqBusiness' modernization effort will deliver mission-critical enterprise capability and promote authoritative data through a consolidated and modernized technology environment. These efforts will provide:

- Enhanced decision support
- Streamlined acquisition process
- Increased situational awareness
- User-defined operating picture
- Dynamic reporting for unique needs
- Shared information and reusable data
- Secure access to acquisition data and applications via a single location



Biometrics



DoD Biometrics: Leveraging Resources with the Department of State

Introduction

In December 2010, Under Secretary of State for Management, Mr. Patrick F. Kennedy, made a formal request seeking DoD assistance in providing security for Department of State (DoS) personnel who would remain in Iraq following the end of Operation New Dawn. Then Secretary of Defense, Robert Gates, agreed. In anticipation of the formal request, DoS's Diplomatic Security Division approached DoD Biometrics in October 2010 to address force protection through the transition of biometrically-enabled base access systems from DoD to

DoS. DoD Biometrics and the DoS Regional Security Office (RSO) in Iraq then initiated working-group level discussions that have achieved great successes amid a host of challenges.



Biometrics Automated Toolset (BAT) screens individuals requesting facility access.

Challenges

In 2011, DoD Biometrics overcame many challenges to providing biometrically-enabled base access support to DoS.

- **Long term support with quick reaction capabilities (QRC).** At the onset of these working group discussions, it was assumed that the current Iraq-base access system, the Biometric Identification System for Access (BISA), would continue to support force

protection with combined support of both the DoD and the DoS.

- **In June 2011, the Army's Vice Chief ordered the termination of the BISA system based on a recommendation from the Capabilities Development for Rapid Transition (CDRT).**



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Fortunately, DoD Biometrics was already integrating the needed capability into the Biometrics Automated Toolset (BAT). DoS facilities in Iraq are slated to transition to the new system in September 2012.

- **Interagency Support and the Economy Act.** To protect the taxpayers from duplicative costs, the DoD and the DoS have coordinated extensively to ensure tasks are appropriately divided in disparate contracts, and that cooperative efforts are employed where appropriate.

Strategy

In December 2010, DoD Biometrics initiated a cooperative working group with the DoS RSO to determine the best path forward to provide biometrically-enabled base access for both the DoS and the remaining DoD element, the Office of Security Cooperation – Iraq (OSC-I), collectively referred to as Mission Iraq. The initial strategy included transfer of operations of the Biometrics' two deployed systems in Iraq, BISA and BAT, which work in conjunction to screen individuals requesting access to facilities. BISA provides an application platform and credentials for individuals requesting access, and should persons of interest apply for access, BAT provides intelligence information. In addition, BISA provides a method for screening local and third country nationals requesting temporary day-laborer access for various maintenance and construction jobs available on post.

In addition to coordinating the transition of current capabilities, DoD Biometrics and RSO have developed a strategy to deploy a technically-refreshed system that combines BISA base access capabilities into BAT. This system intended to be sustained until the Program of Record (PoR), Joint Personnel Identification, version 2 (JPIv2) is fielded. The current plan is to deploy the combined capability (BAT-Av5) to Iraq in September 2012.

Future planning will involve identifying a strategy for long-term base access solutions, which will allow DoS to stand up its own systems and support.

Results

- DoD Biometrics has transitioned over 200 systems to support 12 DoS and OSC-I sites in Iraq.
- With DoD Biometrics assistance, DoS will issue 4,000 biometrically-enabled smart badges between January and April 2012.
- The DoS is able to leverage the existing DoD back-end information technology infrastructure for BISA and BAT, saving the taxpayer more than \$70,000 in annual licensing fees and up to \$2 million in hardware and software development costs.

BEC: Leveraging Interagency Support to Succeed in Meeting Today's Challenges

Introduction

Biometrics Enabling Capability (BEC) is the enterprise biometric system serving as the DoD's central authoritative biometric repository. BEC denies adversaries anonymity by matching biometric signatures, including fingerprints, palm prints, irises, and facial recognitions.

Challenges

In 2011, BEC provided an interim Master Recovery System (MRS) while the Biometric Identity Management Agency (BIMA) was identifying and securing a resource-effective, long-term Continuity of Operation Plan (COOP) site. BEC avoids costs by utilizing the NASA and other "tenant" organizations. Through close cooperation with BIMA and NASA, the BEC team was able to install the MRS for the Department of Defense Automated Biometric Identification System (DoD-ABIS) without disrupting support to soldiers worldwide.

- **Immediate backup solution for enterprise level system.** BEC needed to establish a facility to safeguard the capability for the DoD-ABIS database. DoD-ABIS is the authoritative biometric database, and contains millions of biometric signatures that reside nowhere else in the world.
- **Site with infrastructure and accreditation to support DoD-ABIS.** The site needed to meet the size, security and communication requirements for a system containing millions of records.
- **Maintain operational availability to soldiers worldwide.** The solution could not detract from operational availability of the system or interfere with ongoing improvements.

Strategy

BEC identified and evaluated a myriad of solutions to meet the immediate need for a backup system while supporting the fielded system and developing improvements. The team evaluated each potential solution and managed cost, schedule and performance to select the best value to the program. The immediate need and ongoing development efforts of DoD ABIS constrained the team's options, but through hard work and creativity they identified a solution.

NASA's Independent Verification and Validation Facility in Fairmont, W.Va., provided the best choice and allowed the team to bring the MRS online rapidly. The team was able to piggyback on existing infrastructure without detracting from NASA's efforts. The arrangement allowed NASA to share common costs, which represented real savings for both organizations and ultimately the taxpayer.



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The use of the existing data center location provided advantages with respect to schedule as well. Modifications of existing agreements and accreditation shaved months off the staffing necessary to establish a standalone site. The facility's communication infrastructure provided a rapid turnkey solution while maximizing the utilization of existing connections.

BEC saved time and money by repurposing existing hardware to build the MRS. The use of existing hardware represented a significant cost savings and minimized the acquisition time for equipment. This approach required additional scrutiny by the team to ensure that the MRS matched the capability and architecture of the main system, and that the resulting solution met and exceeded expectations for performance.

The MRS provides critical redundancy for DoD-ABIS, and has been leveraged to support development and testing of software upgrades. The MRS supported two weeks of familiarization training on the latest version of DoD-ABIS while the main system met operational needs.

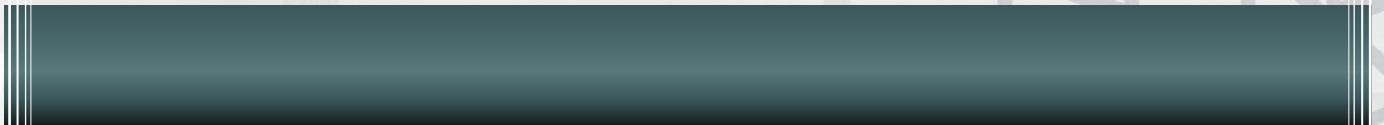
Results

- Occupation of facility 36 days following initial installation plan submission.
- Facility work to include power, cooling and structural went from request to completion in less than 60 days.
- Repurposed existing hardware to establish capability, achieving a cost avoidance of \$8.5 million.
- Realization of capability in shortest possible time. The facility was ready three months before other alternatives.
- Capability is being leveraged to test the newest version of software with no disruption to soldiers.

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PEO ENTERPRISE INFORMATION SYSTEMS

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PEO EIS Headquarters



PEO EIS BRAC Year in Review

Introduction

The 2005 Base Realignment and Closure (BRAC) law relocated five major PEO EIS programs: Defense Communication and Army Transmission Systems (DCATS), Network Service Center (NSC) (now NES), Logistic Modernization Program (LMP), Computer Hardware, Enterprise Software Solutions (CHES) and Defense Message System Army (DMS-A). The relocation transitions from Fort Monmouth, N.J. to Fort Belvoir, Va. with a PEO EIS completion date of July 31, 2011 for all moves.



PEO EIS successfully completed all BRAC relocations using a three phased approach to Fort Belvoir by July 31, 2011.

Challenges

- Maintaining the critical knowledge, skills and abilities needed to continue the mission throughout the transition period.
- Assisting civilian employees and their families prepare and move, as many have never before moved outside of New Jersey.
- Providing assistance and explanation to employees and their families on Permanent
- Hiring new personnel Change of Station (PCS) entitlements and BRAC incentives.
- Providing support to home assistance programs such as the DoD National Relocation Program (DNRP) and Guaranteed Home Sale Service.
- Responding to short-fuse requirements to fill vacancies due to last-minute employee declinations of Transfer of Function (TOF) letters.



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Strategy

PEO EIS's BRAC strategy was broken down into three major phases. Phase I kicked-off in fiscal year 2009 with a series of town hall meetings and briefings to leadership and employees on the impact of BRAC and the upcoming decisions all BRAC employees would be required to make. Twelve employees and family members moved during Phase I.

Phase II continued the identification of positions and the employees assigned to positions that would need to move in order to facilitate the transition of organizational missions to Fort Belvoir. Lessons learned during Phase I were incorporated to improve the process. Ten employees with family members moved during this phase.

Phase III, the final phase, occurred during fiscal year 2011. Phase III culminated on July 31, 2011 with the completion of all organizational moves. Thirty-three employees and their family members relocated to the Fort Belvoir area. During each phase, the HR Division used a three-person team concept to obtain employee decisions and process PCS paperwork. PCS orders were prepared with the appropriate elections, and funding authorizations were documented so employees could make arrangements with the transportation office to move household goods and conduct house-hunting trips.

The team also provided employee assistance by answering questions, making changes to PCS orders, and coordinating with outside agencies, such as the DNRP, for assistance. The use of three dedicated Human Resources personnel to assist employees with accurate and timely information was critical to the success of efficiently moving BRAC employees.

Results

- By July 31, 2011, all BRAC employees who had elected to move were successfully moved to Fort Belvoir, Va.
- A sponsorship program was developed, which greatly assisted in receiving and integrating BRAC employees at Fort Belvoir.
- A BRAC tool managed by the Human Resources Division tracked daily averages of 100 personnel actions, which maximized the recruiting and reassigning of personnel to support program missions. As a result, program missions were never adversely impacted due to personnel shortages.
- Post-BRAC comments from employees indicate a high rate of satisfaction with the assistance made available by the command, including the available programs and access to professional expertise.

PEO EIS Workforce Development

Introduction

PEO EIS placed additional emphasis this year on improving the acquisition certification percentage and surpassing other compliance training requirements such as Continuous Learning Points (CLPs) and Individual Development Plans Challenges (IDPs). The year can be claimed successful, as PEO EIS achieved an all-time record high of 98 percent certified for position or within the grace period for achieving position certification. Although the principle focus was on acquisition training, the workforce at large made significant achievements in earning commercial IT certifications and academic degrees at the undergraduate and graduate level through multiple avenues. These academic accomplishments heightened the workforce level of expertise and greatly furthered the professionalism and leadership talents within the workforce.



Challenges

The balance between mission requirements and workforce development requirements or training opportunities was the most difficult challenge to manage. This was followed by the availability of courses and course dates that would support the organization's mission while at the same time accommodating the employee's personal schedule. Finally, no-shows and attritions hurt the percentage of personnel who achieved certification.

- Cancelled course reservations due to mission requirements, illness, or movement from one position to another position requiring different certification standards.
- Inability to obtain course reservations due to course availability and placed on wait lists with little success of obtaining a class quota.
- Multiple failures by employees of business financial management courses prevented some employees from achieving acquisition certification and increased the number of individuals delinquent for certification (exceeded the grace period).

Strategy

In 2011, PEO EIS revised its Acquisition Certification Requirements policy. The policy establishes the priorities for attending training and now holds supervisors accountable for ensuring employees attend courses when they possess seat reservations. The approval authority for any employee to cancel a



Defense Acquisition University Strategy (DAU) class reservation is now reserved for the PEO or DPEO only. Additionally, employees and supervisors are evaluated on annual appraisals for complying with the acquisition certification requirements. Another great tool to manage and monitor acquisition workforce progress is through the use of monthly metric charts to track certification, CLP and IDP percentages. The metrics tracked progress down to subordinate organization level providing senior management visibility across the organization.



Results

- Acquisition certification for position status increased from 65.2 percent in 2010 to 69 percent in 2011.
- Delinquent acquisition certification status decreased from 2.1 percent in 2010 to two percent in 2011.
- Earned CLP status increased from 58.5 percent in 2010 to 91.9 percent in 2011.
- Current IDP status increased from 98.9 percent in 2010 to 99.2 percent in 2011.
- No-shows decreased from six in 2010 to three in 2011.
- Attritions for DAU classes decreased from eight in 2010 to five in 2011.

PEO EIS Career Development Programs for Current and Recent Graduates

Introduction

PEO EIS has successfully utilized a number of different internship and career development programs to train current and recent college graduates as the future workforce. Programs currently in effect at PEO EIS include the Student Temporary Experience Program (STEP) and the Student Career Experience Program (SCEP) for enrolled college students, a local intern program and the Army G-1 centrally- funded Army Civilian Training, Education and Development System (ACTEDs) program.

Challenges

In 2011, PEO EIS overcame numerous transitional obstacles concerning career development programs, including the following:

- Transitioning from National Security Personnel System (NSPS) to General Schedule (GS) for SCEP and developmental interns.
- Gearing up to place PEO EIS SCEP graduates in May 2011.
- Developing a standardized process to continue growth within the career development programs and merging the Federal Career Intern Program (FCIP), local hired interns and recent SCEP graduates to two-year career ladder positions for developmental/local interns.
- Ensuring that, by the end of FY11, Section 852 funds for acquisition career development programs were fully obligated.

Strategy

In 2011, PEO EIS continued to be successful in growing career development programs for current and recent graduates by pushing through some major transitions and program achievements. In May 2011, the NSPS management system came to a close for all PEO EIS employees. Due to the Federal Register for AcqDemo, all NSPS employees had to return to the former management system (AcqDemo), but SCEPs and recent graduates were transitioned to GS. Training students to use a new performance management system was a major effort.

The SCEP program continues to grow and excel. PEO continues to hire new students and to work to convert interns to permanent positions following graduation. Upon completion of the SCEP program, students as well as management must meet certain requirements. Students must obtain a Bachelors or Masters degree in the area of concentration for their position from an accredited college or



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university, and must accumulate 640 hours of work related experience. Management must possess an appropriate hiring authorization to convert the student to a permanent position. The goal for PEO EIS is to transition SCEP students into developmental/local intern career ladder positions upon graduation to focus on continued career-development and leadership growth.

Results

- During the transition from NSPS to GS in May 2011, PEO EIS successfully transitioned 16 SCEP students and recent SCEP graduates to the Total Army Performance Evaluation System (TAPES). As a result, organizations successfully completed a split NSPS and GS rating cycle, and an evaluation was completed for each employee.
- PEO EIS successfully merged the FCIP program and recent SCEP graduates into the developmental/intern two-year program. During this transition, PEO EIS placed seven recent SCEP graduates into the developmental program.
- PEO EIS established a robust developmental program with seven new SCEP students, and converted three SCEP students to developmental positions. PEO EIS successfully continued to maintain the robustness of the developmental programs throughout the year by having in 15 SCEP students, six local interns, 12 developmental interns and three ACTED students.
- Section 852 funding was 100 percent obligated for employees' salaries, training courses and Temporary Duty expenses. Two training courses were conducted to broaden employees' experience, and were designed to develop teamwork and leadership skills.

Awards

PEO EIS is very proud of its extensive list of annual awards. These awards reflect the dedication and commitment of a world-class organization of acquisition professionals. Team and individual awards provide recognition from industry and the organization's peers for the outstanding contributions EIS team members make across a wide range of IT, logistics, medical and engineering disciplines.

Team Awards

American Council of Technology, Industry Advisory Council (ACT/IAC) Excellence.gov Award

Recognizes Federal programs and program managers who have achieved exceptional results in the management of IT to support the Government's mission and to serve citizens.

Finalist: ALTESS, Going Green

Army Acquisition Corps Annual Award – Information Enabled Army Category

Honors the team's effort in supporting combatant commanders and their soldiers by providing tools they can use to execute decisive, full-spectrum operations in support of the overseas contingency.

Winner: AKO/DKO, Secure Go Mobile Team

Army CIO/G6 Knowledge Management Award

Recognizes leaders in knowledge management practices based on the 12 Army knowledge management principles issued by the Chief of Staff and the Secretary of the Army. The 2011 theme was improving decision making by establishing a knowledge management culture.

Winner: GFEBS

Association of Military Surgeons of the United States (AMSUS) IT Award

Recognizes an organization, team or individual making significant contributions in IT and has positively impacted mission accomplishments.

Winner: MC4

DoD Chief Information Officer (CIO) Award

The highest DoD CIO award given in recognition of outstanding achievement in DoD information management based on the intent of Title 40 of the US Code, known as the Clinger-Cohen Act, and the strategy, goals and vision of the DoD CIO.

Winner: MC4 (second place)



MC4 PM, LTC William Geesey receiving the AMSUS award.

Government Computer News (GCN) Awards – Outstanding Government Agency IT Achievements Award

Recognizes innovative use of tools at hand resulting in effective, often inexpensive systems that improve agencies' performance or eliminate significant obstacles

Winner: DWTS, Combat Service Support Satellite Communications (CSS SATCOM) Network



PM DWTS receiving the 2011 Government Computer News (GCN) Award for IT Achievement: (L-R) Linda Gooden, Executive vice president, Lockheed Martin's Information Systems & Global Solutions, Mr. Peter Nesby, APM CSS SATCOM, LTC Anthony Sanchez, PM DWTS and Paul McCloskey, GCN Editor-in-Chief.

Government Information Technology Executive Council (GITEC) Awards

Recognizes outstanding achievement in the IT field by honoring Federal Government project Teams for the best projects in a variety of categories.

Winner: ALTESS, ITIL Implementation GCSS-Army, GCSS-Army Program

Information Week Top 15 Government IT Innovators Award

Honors the country's most technologically innovative Government IT organizations.

Winner: MC4, Electronic Medical Records

Secretary of the Army 2011 Award for Product Manager of the Year

Pays tribute to the uniformed and civilian professionals who work tirelessly behind the scenes to provide combatant commanders and their soldiers the weapons and equipment they need to execute decisive, full-spectrum operations in support of the overseas contingency operations.

Finalist: LTC William Geesey, MC4

Individual Awards

Army CIO/G6 Cyber Directorate Information Assurance (IA) Professional of the Year for Leaders of Influence Award

Honors individuals and units for outstanding achievements within the IA and information security profession.

Winner: ALTESS, Dwayne Tanner



Debbie Jenkins receives the Pink Elephant award from ALTESS PD Eva.

FCW Rising Star Award

Recognizes up-and-coming employees in the public or private sectors who have made early and substantive contributions to the Government IT community.

Winner: GFEBS, Zachary Lindsay

Pink Elephant ITIL Practitioner of the Year Award

Recognizes individuals and organizations demonstrating significant commitment and dedication to the IT Infrastructure Library (ITIL).

Winner: ALTESS, Debbie Jenkins



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