

ERP VISION GUIDE

ARMY PEO ENTERPRISE INFORMATION SYSTEMS



ARMY

The Army's enterprise resource planning programs carry out the Army's back-office functions, and they all are central to servicewide and DoD-wide operations.

BY AMBER CORRIN AND
NICOLE BLAKE JOHNSON

The Army's highest-profile enterprise resource planning (ERP) programs each have distinctive purposes critical to the service's financial management. Over the years each ERP has seen an evolution in goals, strategy and execution as the Army looks to modernize its programs and centralize operations.

The programs' modernization takes on particular importance as the Defense Department works to achieve directives in financial management reform and audit-readiness. The Army's ERPs each play an important role in helping DoD meet those requirements, and moves the service away from legacy systems.

The Army's General Fund Enterprise Business System (GFEBS), Army Contract Writing System (ACWS), Global Combat Support System-Army (GCSS-Army) and Logistics Modernization Program (LMP) may carry out the Army's back-office functions, but they all



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Soldiers attend class about the Global Combat Support System-Army, an ERP that supports tactical logistics.

are central to servicewide and DoD-wide operations. They also are undergoing a new phase of evolution as the Army streamlines their management, including bringing ERP programs together under a centralized Army Enterprise Systems Integration Program

(AESIP).

While AESIP serves as the enterprise hub for the Army's logistics and financial ERP business systems, another centralization effort, the Army Shared Services Center-Organic System Integrator, moves the responsibility for architecture,

engineering, development and sustainment of the enterprise system under government management. The goal is to insource more ERP subject matter experts within the government to provide the Army with more flexibility, reduced costs and greater stability for future operations, officials said.

By providing clearer insight into Army business functions, logistics and operations, ERPs and their modernization are carrying the service into a new era of management as a whole. To get to that new era, the Army must move beyond the separate and costly legacy systems of the last generation.

"Financial audit-readiness is enabled by visibility of actual execution — visibility of the actions performed in the systems that create debits and credits, users performing those actions and the manner in which they are performed," said Col. Harry Culclasure, AESIP project manager at Army Program Executive Office-Enterprise Information Systems.

Beyond improving visibility

See **ERP**, Page 16

WHAT'S INSIDE



Welcome

A letter from Army PEO EIS Douglas Wiltsie. **Page 14**

Program descriptions

An overview of PEO EIS systems. **Page 14**

Q&A with Col. Patrick Burden

The GFEBS project manager outlines the top goals of the service's largest ERP. **Page 17**

Q&A with Col. Harry Culclasure

The AESIP project manager discusses a modular approach to delivering capabilities. **Page 18**

ERP VISION GUIDE

ARMY PEO ENTERPRISE INFORMATION SYSTEMS

‘Our systems support every soldier, every day, everywhere’

Welcome to the 2014 Federal Times/C4ISR & Networks ERP Vision Guide highlighting the accomplishments of the Army’s enterprise resource planning (ERP) systems managed by the Program Executive Office Enterprise Information Systems (PEO EIS).

We are the Army’s technical leader for business information systems — our systems support every soldier, every day, everywhere.

We currently manage the Army’s four main ERPs: the General Funds Enterprise Business System (GFEBS), the Global Combat Support System-Army (GCSS-Army), the Logistics Modernization Program (LMP) and the Integrated Personnel and Pay System-Army (IPPS-A).

GFEBS, which is the foundation for Army audit readiness, is the Web-enabled financial, asset and accounting management system. Through GFEBS we’re able to standardize, streamline and share critical data across the enterprise to make the best resourcing decisions in real time. GFEBS was fully deployed in 2012 to 58,000 users around the world. Today GFEBS processes nearly 200,000 transactions daily. Now in sustainment, GFEBS has laid the groundwork for other Army financial, accounting and procurement systems.

GCSS-Army is now in fielding across the Army to provide modernized supply and related financial tracking at the warehouse level and installation level. When fully deployed at the end of fiscal year 2017, GCSS-Army will improve every supply room, motor pool, direct support repair shop, warehouse and property book office in the Army, improving efficiency and visibility for 154,000 users.

Established and improving Army operations for more than 10 years, LMP has paved the



DOUGLAS WILTSIE
ARMY PEO EIS

way for how national-level logistics and working capital funds financial systems are developed, deployed and sustained. Today, LMP continues to strengthen the Army through its fully integrated supply chain, maintenance, repair and overhaul, planning, execution and financial management systems. LMP Increment 1 is fully fielded and operational, and LMP Increment 2 is on track to deliver new and expanded capabilities to meet Army and DoD initiatives, as well as support expanded industrial base operations.

IPPS-A is fulfilling the Army’s responsibility to our soldiers to provide them with complete, accurate personnel and payroll records. IPPS-A will collapse the antiquated stovepiped systems that hinder information sharing and consolidate this information into a single, enterprise solution, reducing personnel and pay errors.

PEO EIS’ innovative capabilities enhance the Army’s ability to equip, train, sustain, man, organize and deploy more effectively in any environment. We appreciate your interest and support as we work to provide tireless support to every soldier, every day, everywhere.

Sincerely,
Douglas K. Wiltsie

Program descriptions

GENERAL FUND ENTERPRISE BUSINESS SYSTEMS

Contact

Col. Patrick Burden, project manager, (703) 545-8816
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Description

The General Fund Enterprise Business System (GFEBS) is moving the Army toward a more fiscally responsible cost management culture. Since 2012, GFEBS has expanded its reach and is now responsible for the acquisition life cycle management of not only GFEBS, but a financial management system for classified information, and for the Army Contract Writing System as well.

Results

GFEBS has been fully deployed to more than 58,000 end users at 227 locations in 71 countries. This achievement is still unmatched in the Department of Defense (DoD).

For the first time, Army and DoD leadership have real-time visibility into Army financial data. This provides the foundation for informed decision-making as the Army shifts from a spend-based budget culture to a planning and analyzing cost culture.

In 2013, GFEBS executed over 65 million financial transactions and obligated more than \$118 billion dollars, a 39 percent increase compared with 2012. GFEBS’ quarterly software releases included critical end-user functionality to include Standard Procurement System consolidated buys and Electronic Funds Distribution process.

The Army Audit Agency deemed GFEBS to be over 96 percent compliant with over 1,100 federal financial management system requirements mandated by the Federal Financial Management Improvement Act. □



GLOBAL COMBAT SUPPORT SYSTEM-ARMY

Contact

Lt. Col. Christopher Romero, product manager, (804) 734-5614
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Description

Global Combat Support System-Army (GCSS-Army) manages the development, deployment and sustainment of the tactical logistics ERP solution for the Army’s logistics enterprise. GCSS-Army replaces the aging Standard Army Management Information System and the associated financial management systems that support Army tactical logistics, with one integrated solution.

Results

Though early in the deployment phase, the results of Wave 1 fielding have produced testimonials from a number of stakeholders.

Lt. Gen. Raymond V. Mason, the Army’s Deputy Chief of Staff G-4 stated: “We have great technology fielding teams, with the right people, focused on getting every unit up and running. Our brilliant program executive office and program manager leadership are spreading the word about how GCSS-Army will benefit units.” CW3 Bonner, a material manager in the U.S. Army Europe stated: “What I like most about GCSS-Army



is that now I am not a data chaser. Beforehand, I would have to go to many different locations to pull data to prepare for the logistics readiness reviews that I would have to go to at the unit levels. Now I no longer have to do that. GCSS-Army allows me to have that one-stop shop to collect all of my data and to be fully capable and ready to perform my job and not have to be at 40 different places at one time.”

Since GCSS-Army started fielding in February 2013, it received an overall customer satisfaction rating of 80 percent and has successfully fielded its Wave 1 solution to fifteen Forces Command units, 21 Army National Guard units, four Army Reserve units and 10 Army Sustainment Command Logistics Readiness Centers (formerly Directorates of Logistics), which equates to having 17 percent of Wave 1 fielding com-



Spc. Rodolfo Moreno, a finance specialist with the 4th Financial Management Company, 1st Advise and Assist Task Force, 1st Infantry Division, conducts routine checks and services on a kiosk outside of his office.

STAFF SGT. ROBERT DEDEAUX/ARMY



ARMY PEO EIS

CW03 Sammy Rodriguez and CW03 Mel Fontanez, instructors from Army Logistics University, receive instruction on the Equipment Status Report in Petersburg, Va.

pleted. In 2013, GCSS-Army converted 57 Standard Army Retail Supply Systems and the associated financial management systems and provided new equipment training to 1,666 students. □

LOGISTICS MODERNIZATION PROGRAM

Contact

Gabe Saliba, product director, (703) 545-6724
www.army.mil/LMP

Description

The Logistics Modernization Program (LMP) supports the Army national-level logistics mission to develop, acquire, field and sustain the world's best equipment and services, providing soldiers with a decisive advantage. LMP delivers an enterprise system for the Army Materiel Command (AMC) with a fully integrated suite of software and business processes, providing streamlined data on maintenance, repair and overhaul; planning; finance; acquisition; and weapon systems supplies, spare parts, services and materiel. LMP Increment 1 is deployed to more than 50 locations with approximately 21,000 users throughout AMC and related major subordinate commands, depots and arsenals, as well as the Defense Finance and Accounting Service. With the implementation of LMP Increment 2, the system will have 9,000 new users and provide additional functionality to 5,000 existing users.

Results

For financial compliance and audit readiness, as of Dec. 19, work has resulted in:

- Standard Financial Information Structure (SFIS): Deputy Chief Management Officer completed their SFIS 9.0 assessment of LMP



SPC. ERIC CABRAL/ARMY

In 2013, LMP Increment 1 addressed solution deficiencies and compliance requirements, while LMP Increment 2 worked on efforts to extend the current LMP solution and provide new capabilities that will address AMC critical requirements.

on Oct. 15, 2013, with LMP achieving 86 percent compliance to SFIS 9.0 business rules. LMP is currently in the process of implementing Government-wide Treasury Account Symbol / SFIS 10.0 compliance with a target completion date of November 2014.

- Federal Financial Management Improvement Act (FFMIA): Due to the effects of the furlough and budget constraints at Army Audit Agency (AAA), the Interim 1 report reviewing Phase 1 requirements was targeted for completion by March 31. Army and AAA must still determine the path forward for full FFMIA attestation based on revised Office of Management and Budget A-123 guidance in order to provide an estimated completion date.

- Financial Improvement Audit Readiness (FIAR): FIAR is on track

to complete audit readiness assessment with PricewaterhouseCoopers by June 2015.

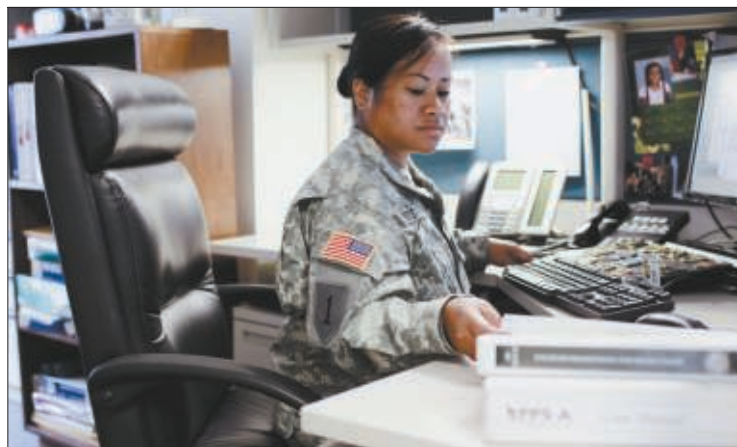
After delivering more than 15 Business Capability Lifecycle (BCL) documents and achieving Business Enterprise Architecture 10.0 compliance, LMP received a favorable Milestone (MS) B decision in June 2013. The decision was formally documented in the Aug. 27, 2013, Alternative Dispute Resolution, which also authorized entry into the Engineering Development phase of the acquisition life cycle and increased funding to support efforts through MS C. Through this effort, LMP became the first Army increment to use the BCL process to achieve a successful MS decision. During the design review process, LMP worked with customers and stakeholders to identify 328 Busi-

ness Process Reengineering (BPR) opportunities to change AMC Industrial Base shop floor business processes instead of customizing the commercial software. Through these workshops and BPR efforts, the team reduced the LMP Increment 2 scope by 40 percent and saved approximately \$5 million on design work.

As a result of the team's planning efforts, the transition of services pilot program began in August 2013. In November 2013, the effort received approval from AMC to open the first round of 35 government positions at the Army Shared Services Center, 25 of which have been posted and candidates are being interviewed. Also currently being approved is the next round of 75 positions. The core contract is in final stages of review and is expected to be awarded by year's end.

Due to close teamwork communication and innovative testing strategies with the test community, the Army Test and Evaluation Command delivered a draft Engineering Results Brief (ERB) soon after the end of Wave 1 testing and expedited it through their review cycle in time for the LMP Increment 2 Wave 1 Limited Fielding Decision brief to PEO EIS on Dec. 18, 2013, receiving a favorable Wave 1 fielding decision. PEO EIS recommended that the Army Acquisition Executive accept the ERB prior to fielding and the Abbreviated Operation Test Agency Assessment Report after fielding to meet the ADM requirement. □

INTEGRATED PERSONNEL AND PAY SYSTEM-ARMY



ARMY

An IPPS-A team member reviews the Soldier Record Brief, which will eventually replace Officer and Enlisted Record Briefs.

Contact

Col. Darby McNulty, project manager, (703) 545-2689
www.ippa-a.army.mil

Description

Integrated Personnel and Pay System-Army (IPPS-A) will provide the Army with an integrated, multi-component personnel and pay system that streamlines Army human resources, enhances the efficiency and accuracy of Army personnel and pay procedures and supports soldiers and their families. The tool will be web-based, available 24 hours a day and accessible to soldiers, HR professionals, combatant commanders, personnel and pay managers and other authorized

users throughout the Army. IPPS-A addresses major deficiencies in the delivery of military personnel and pay services and also provides internal controls and audit procedures that prevent erroneous payments and loss of funds.

Results

IPPS-A Increment I will provide three capabilities not currently available within the Army: consolidation of personnel data from all Army components into a single trusted source, enhanced visibility of personnel across all components and a soldier record brief for all Army component soldiers (active, guard and reserve). □

ERP VISION GUIDE

ARMY PEO ENTERPRISE INFORMATION SYSTEMS



SGT. 1ST CLASS TYRON MARSHALL/ARMY

The Army is modernizing its ERPs to gain near-real-time insight into Army business logistics and operations.

Evolving ERP modernization

ERP, from Page 13

across the enterprise of the logistics and financial environments, the modernization efforts will enable better near-real-time decision-making and agile, efficient combat operations. The changes also will allow the Army to retire custom-designed, standalone legacy business systems and replace them with a central, integrated business software baseline optimized to best business practices. Additionally, modernization helps the Army take advantage of current technology that meets financial compliance regulations, and eliminates the need for extensive maintenance and modification of aging, separate systems.

One way those separate efforts come together is under AESIP. From a program perspective, AESIP provides program management leadership direction for GCSS-Army, LMP and the AESIP Hub, which is the master data repository and information hub and that provides cross-functional, cross-domain business intelligence.

GCSS-Army and GFEBS consume the enterprise master data as

part of their respective business processes. Each uses the information hub for interfacing outside the Army enterprise, and GCSS-Army uses the business intelligence suite as the principle decision support system.

Not only does the modernization plan improve business operations and decision-making, it also will improve how the Army handles procurement — and how the service conforms to broader DoD acquisition reform, including Better Buying Power.

“The Army ERP services acquisition plans to implement various Better Buying Power initiatives, including strategic sourcing, reducing indirect costs, increasing use of small businesses, maximizing competition, shortening award cycle times, and centralizing contract planning and administration,” Culclasure said. “Increasing small business contracting opportunities — specifically prime awards — is a priority of this acquisition and will play a role in reducing cost.”

The use of small business is a priority as the modernization effort also guides the Army to new approaches in contracting. Extensive

review of the ERP programs, including in conjunction with the Office of Management and Budget, resulted in Army leaders recommending a hybrid approach. That new approach would include a new small business contract anticipated for award in the third quarter of fiscal 2015, as well as the use of the National Institutes of Health Information Technology Acquisition and Assessment Center’s CIO Solutions and Partners 3 governmentwide acquisition contract.

Army ERPs and DoD audit-readiness

It is impossible to separate Army ERP modernization from the Pentagon’s high-profile efforts to achieve audit-readiness and financial management reform across the department. Audit readiness and logistics operations are inextricably linked, and PEO EIS officials say that the relationship is being implemented enterprise-wide for the very first time in the Army.

“The systems are built on cross-domain integration, based on authoritative data, and leverage the inherent capabilities of the software that otherwise would not be



SGT. BAILEY KRAMER/ARMY

Integrated Personnel and Pay System-Army aims to increase the efficiency and accuracy of personnel and pay procedures.

‘It’s stated in law that we have to be auditable by 2017. We believe we are fully on track to meet that.’

Army Secretary John McHugh

possible,” Culclasure said. “The Army is achieving this integration through the linkage of business processes between the logistics ERPs — GCSS-Army and LMP — and GFEBS, the Army financial management system.”

In particular, due to the scale required to support the sheer numbers of Army users, the GFEBS and GCSS-Army systems utilize a federated design. The federated approach incorporates GFEBS general ledger rules and processes into GCSS-Army, and properly updates the financial ledger in GFEBS. This reduces related real-time transaction volume between the two systems and helps ensure audit readiness, officials said.

Across DoD, military leaders at the highest levels repeatedly have

emphasized the need for department finances to be auditable.

In a recent congressional testimony, as part of hearings examining Army posture, Army Secretary John McHugh addressed the state of the ERPs, praising the Army’s efforts and specifically pointing out the great strides that GFEBS and GCSS-Army have made.

“It’s stated in law that we have to be auditable by 2017. We believe we are fully on track to meet that. The ERPs have been going very well,” McHugh said. With regard to GFEBS in particular, “we’ve had a series of roll outs ... which we’re taking in segmented fashion so that we can make sure we’re managing [GFEBS] in the right way. And we’re having very, very good success.” □

ERP VISION GUIDE

ARMY PEO ENTERPRISE INFORMATION SYSTEMS



ROB CURTIS/STAFF

GFEBS PROJECT MANAGER

Col. Patrick Burden

As project manager, Col. Patrick Burden oversees the operations of one of the military's largest enterprise resource planning (ERP) programs, the General Fund Enterprise Business System. Designed to help the Army track finances, assets and accounting, the \$1.8 billion program represents a significant step forward for Defense Department ERPs, particularly as the Pentagon drives toward audit-readiness. In a recent interview with **Federal Times Senior Writer Amber Corrin**, Col. Burden outlined GFEBS' top goals, its evolution over time and where the program is headed as part of broader DoD financial management reform.

What exactly is GFEBS?

GFEBS is our integrated Army-wide management system. It's the system of record for general funds and financial execution support. As a financial management and cost-accounting system, it transforms the way we do business as it relates to financial performance data, providing accurate and timely data and producing the most reliable cost information for decision-making.

How have your goals, mission and game plan changed over the course of the program/your involvement/the last few years? Where do you see those aspects going in the future — near-term and long-term?

When I first took on responsibilities as PM, we had a single focus on GFEBS. We were still developing capabilities, fielding capabilities to the Army. That came on in 2010.

We fully deployed the system by 2012; now we're currently in the sustainment phase of the pro-

gram. So essentially we're doing sustainment operations, making some hardware modifications or enhancements to base capabilities. There are discussions in the Army about additional new requirements, potentially to be executed under a follow-on phase or release. So essentially we've transitioned to development and fielding for the system.

In the program office, there are additional responsibilities to come: a classified version, integration between our contracting procurement system and our financial management system.

There also are other potential new requirements. We don't have a formal project yet — it's still being vetted in Army — but one is to enable time and attendance capabilities that allow the civilian workforce to record their time tracking in the ERP. There's discussion of integrating those capabilities into the existing system, so that's a new requirement that was not originally the scope of GFEBS.

Another possibility is related to

environmental management and environmental liability. We have an existing effort, and we're looking at moving to integrate environmental management and leveraging existing ERP capabilities to address new needs in the Army. But that's still in the planning phases.

In the past, DoD's ERPs have been tough and faced a lot of challenges and criticism. What's different now, at least as far as your programs are concerned?

I think the Army understands better than it did in the past what it takes to develop and manage these systems, and the roles required across the Army — not just a PM, but a functional sponsor. We've worked hard to ensure that we work together to understand how systems are used, so we can understand how to deliver capabilities. We do our best to leverage commercial-off-the-shelf technologies to the greatest extent possible and modify products when needed. And that requires business process reengineering within the Army to really leverage out-of-the-box. We work with the functional components to make sure we understand what we're getting out the box, and what absolutely must be augmented to meet U.S. and Army/DoD statutes and regulations.

Across DoD there are significant efforts underway to

move toward shared IT services. What are you doing in your office and with GFEBS that fits into those broader initiatives?

We have a number of services supporting the program office. One thing we're doing is working with other ERP PMs to leverage services across multiple ERPs. We're migrating local infrastructure residing in data centers from three separate networks to a single ERP network so we can have better efficiencies within the ERPs and we don't go buy services three separate times.

We're also working together to transition our service from an Army-owned, noncore data center to Defense Information Systems Agency core data centers. So those IT services common among ERPs, that's where we're looking to have shared services, and we do expect savings and efficiencies. There are definitely efficiencies to be gained associated with all of us ensuring that we leverage a single set of services and infrastructure instead of doing it separately. And that fits in with Better Buying Power as well.

Another major department-wide effort that you're involved in is getting your corner of the military ready for audit-readiness requirements. Tell me about what you're doing under financial management reform and in preparation for the audit-ready deadlines.

In the Army we're implementing three mock audits — we call them exams. The first [deadline] is the general funds statement of budgetary resources, by fiscal 2015. So we have three practice exams to prepare for that and in each of the exams, the scope increased. The first exam concluded in fiscal 2012 and looked at five GFEBS funds centers at six installations, a half-dozen business processes and selected general ledger accounts within the system.

For exam two, the scope increased to 19 GFEBS funds centers at 10 installations, nine business processes and additional general ledger accounts, also [Defense Finance and Accounting Service] processes as related to GFEBS, and also an assessment of general application controls. That report was finalized a year ago.

In the third exam the scope expanded even more. The actual exam was expected to be complete in December 2013 but was extended; now we're waiting for that final report.

These are key systems that will allow the Army to achieve audit readiness requirements by 2017, so we're ensuring we're developing audit-compliant systems that provide us with the information we need. Our jobs as PMs are to build the right systems and develop and enforce those general controls and process controls to ensure we are and remain auditable across DoD. □

ERP VISION GUIDE

ARMY PEO ENTERPRISE INFORMATION SYSTEMS



ROB CURTIS/STAFF

AESIP PROJECT MANAGER

Col. Harry Culclasure

As project manager for Army Enterprise Systems Integration Program (AESIP), in the Army Program Executive Office Enterprise Information Systems, Col. Harry Culclasure oversees a portfolio of Army business management programs. Among them are two of the service's major enterprise resource planning (ERP) initiatives: the Global Combat Support System-Army (GCSS-Army) and the Logistics Modernization Program. Col. Culclasure recently sat down with **Federal Times Senior Staff Writer Amber Corrin** to talk about the programs, their evolution over time and where they're headed under modernization.

Let's focus first on GCSS-Army. What exactly is the program and what does it do?

GCSS-Army handles supply operations, property books, maintenance and financial operations. It enables business processes for receipt, store, sale and issue of commodities consumed in tactical and installation operations.

The property book operations enable business processes to sustain accountability of assigned tactical equipment, while maintenance operations allow for business-supporting tactical and installation maintenance activities. The financial operations provide financial systems-of-record for expenditures at tactical and installation operations.

What are the goals of these programs: GCSS-Army, LMP, AESIP? How have those goals changed over time?

The goal is to provide the Army with integrated and auditable logistics and financial business systems that provide soldiers enhanced capabilities for sup-

porting installation and combat operations. GFEBS has deployed these capabilities across the Army. GCSS-Army is being fielded in two principle waves with retail supply and finance currently being fielded. Property book and maintenance fielding will commence in fourth quarter of fiscal 2015.

While our mission goal of delivering a quality logistics business system to the Army has not changed, our game plan has. The baseline enterprise capability the Army has been able to deliver has allowed unprecedented integration to occur from the national to tactical levels of logistics business operations.

Now, instead of over-reaching to deliver everything at one time, we are focusing on delivering increments of usable capability building on the baseline we have established.

As for future goals, the near-term approach will allow us to deliver and transition capabilities to the national and tactical levels on a continuous basis. The long-term approach has to be carried forward into subsequent incre-

ments to enhance and expand on the enterprise baseline capabilities that are already deployed.

I think we have learned from our past experience that actually delivering increments of useable capability rather than all at once – taking a modular approach – that's the way to go.

In the past, DoD ERPs have definitely faced a lot of challenges and criticism – it hasn't been the easiest path. What is different now, at least as far as your programs are concerned? And how has the criticism shaped your strategy?

The challenges are still there. But instead of trying to boil the ocean, we have focused our efforts on logical increments of useable capability and building on those successes. This approach allows us to show tangible results in better defined periods of time at reasonable costs.

We've had a number of [Government Accountability Office], DoD Inspector General and other auditors all seeking to identify risks and weaknesses. We've taken this as constructive critique and it's intended that we would use these findings to mitigate risk, reduce weaknesses and to ensure we are on track and building the best systems we can with the resources available.

I think we have, and it really goes back to how we look at what we're going to deliver each time. It's that modular approach of what we can guarantee deliv-

ery of in that increment of performance.

How do your programs – in this evolution that we've talked about – fit in with some of these broader DoD initiatives, especially as it relates to acquisition, Better Buying Power, enterprise IT services, and then with audit readiness as well?

The Army ERP programs are well aligned and contributing to achieving the goals of numerous DoD initiatives. The ERP programs are implementing enterprise-wide IT solutions across the entire Army to bring Army supply logistics and financial processes in compliance with DoD and broader U.S. government mandates. For example, these programs are the core systems that will enable the Army to achieve financial auditability by the end of fiscal 2017.

The Army ERP Services Acquisition is implementing numerous Better Buying Power efficiencies through strategic sourcing, reducing indirect costs, increasing utilization of small business, maximizing competition, shortening award cycle times, and centralizing contract planning and administration.

Our audit-readiness efforts are focused on bringing an enterprise solution to our programs by partnering with GFEBS and Integrated Personnel and Pay System-Army to share lessons learned and develop common internal controls, including policies, processes, procedures, over financial systems. This approach supports the objectives of the Army Manager's Internal Controls Program (MICP), and will

facilitate the financial statement auditors' understanding as they conduct their audits across the ERPs.

There's another program that I wanted to ask about, the Army Shared Services Center-Organic System Integrator. Maybe you can tell me a little bit about what that is, what's the goal in transitioning the ERPs to this and what's the timeline for that?

ASSC moves the responsibility for architecture, engineering, development and sustainment of the enterprise system under the control of a government agency. This is a departure from recent thinking in which the government provided a lead system integrator, a statement of objectives and allowed a contractor to develop with minimal oversight.

The government retains life cycle control over the complete solution from architecture, engineering, development through sustainment and retirement. Contractor support would be there for specific areas under the direct supervision of the government. This model has proven to be more cost-effective and flexible in delivering military capability.

As far as our timeline, we started this about three years ago and it will be a phased movement of resources and personnel into the ASSC over the next several years. The AESIP Hub transition is complete; LMP is currently transitioning with final closure in fiscal 2017; GCSS-Army is conducting transition analysis and should transition by fiscal 2018. □