Designing Defense Business Systems for the Future

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(DHRA)
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Today's "Smart Objective"
(Keep Everyone Awake!)

"The capacity of the mind to absorb is limited by what the seat can endure"
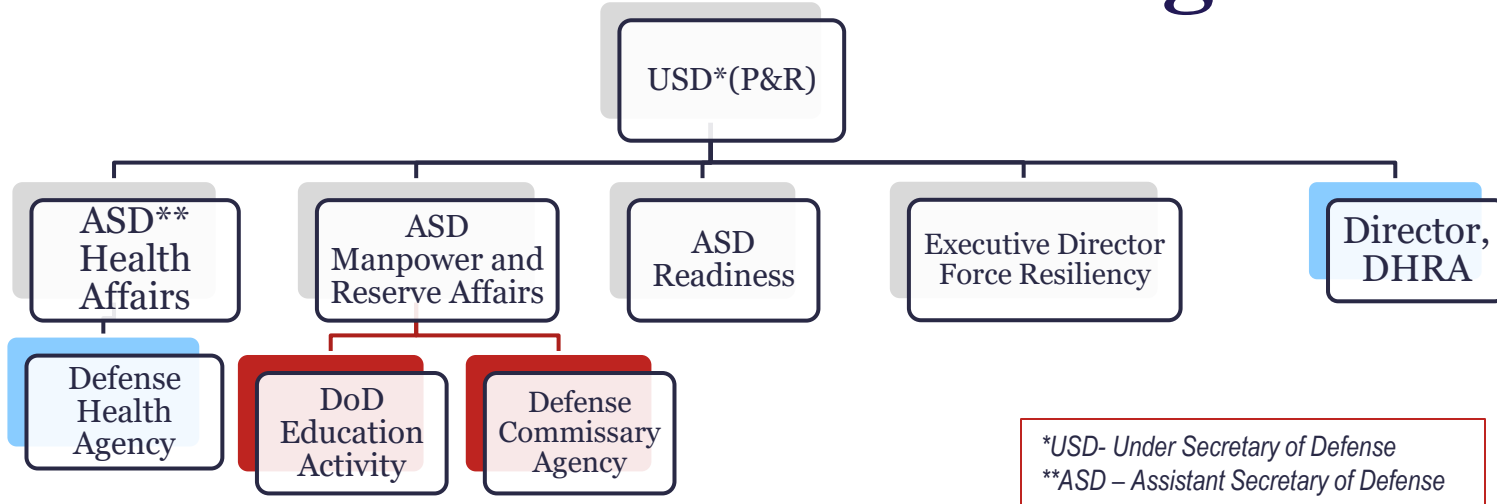
Some famous, dead Greek philosopher-guy

My Plan for Today

- **Speak my mind in a respectful manner**
- **Keeping in mind:**
  - Each of you may interpret what I say differently
  - My remarks will impact listeners differently
  - Staying conscious of the fact all in this room are committed to doing those actions that promote the best interest of our military establishment and the nation as a whole!
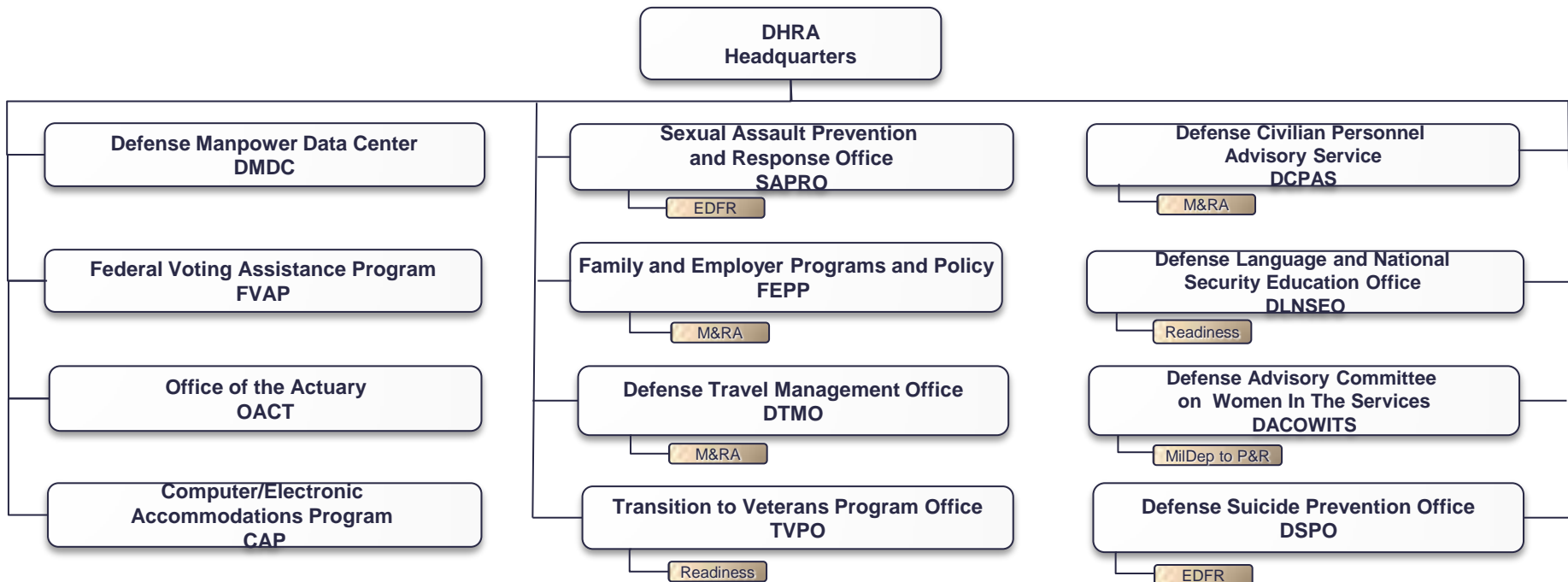
What is DHRA?

Field Activities / Defense Agencies

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                          │  USD*(P&R)  │
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│ Health  ││Manpower  ││Readiness ││  Director    ││  DHRA   │
│ Affairs ││and       ││          ││Force         ││         │
│         ││Reserve   ││          ││Resiliency    ││         │
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│ Agency  │ │ Activity ││  Agency  │
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*USD- Under Secretary of Defense
**ASD – Assistant Secretary of Defense

What is a Field Activity?

- Established as DoD Components by law, the President, or the Secretary of Defense, to provide for the performance, on a DoD-wide basis, of a supply or service activity that is common to more than one Military Department.
- Each DoD Field Activity operates under the authority, direction, and control of the Secretary of Defense, through an Office of the Secretary of Defense (OSD) Principal Staff Assistant (PSA), or other designated official.

DHRA Organization

DHRA Headquarters

Defense Manpower Data Center DMDC

Federal Voting Assistance Program FVAP

Office of the Actuary OACT

Computer/Electronic Accommodations Program CAP

Sexual Assault Prevention and Response Office SAPRO
EDFR

Family and Employer Programs and Policy FEPP
M&RA

Defense Travel Management Office DTMO
M&RA

Transition to Veterans Program Office TVPO
Readiness

Defense Civilian Personnel Advisory Service DCPAS
M&RA

Defense Language and National Security Education Office DLNSEO
Readiness

Defense Advisory Committee on Women In The Services DACOWITS
MilDep to P&R

Defense Suicide Prevention Office DSPO
EDFR

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Boxes represent alignment to OUSD(P&R) policy and oversight

Why has Designing & Successfully Fielding New Defense Business Systems Proven to be Difficult?

Personal Observations

- **Some senior functionals have been late in embracing fielding new Defense Business Systems (DBS) for their capability area as being in their "must-do" job jar!**

  - o   It is Acquisition/PEO's Job
  - o   It is the CIO's job
  - o   It is anybody's job *but* mine

Personal Observations

- **Many times we do not recognize fielding a new DBS as more than just having a "perfect" software/code!**
  - Appropriate funding upfront and throughout the development, testing, and fielding cycle
  - Appropriate infrastructure from test-to-production
  - Active Change Management end-to-end

It is More Than Just the Perfect Software Package!

Personal Observations

- **Many times we put the "cart way-ahead of the horse"**
  - Material solution fixation *before* functional requirements definition
  - Material solution fixation *without* a complete functional requirements definition
  - Laser focus on "bells & whistles," vice core functional capability needs

**Don't Bother Me with Facts,
I Know What I Want!**

Personal Observations

- **Appropriate Performance Measures not established across the development & delivery cycle**
  - o Inadequate Performance Measures
  - o Measures for the sake of having measures
  - o "Pencil-whipped" Performance Measures
  - o No Performance Measures

Personal Observations

- **Business Process Reengineering**
  - o Inadequate Senior Management involvement
  - o Poorly executed with inadequate level of detail
  - o Completely "pencil-whipped"
  - o Inadequate implementation plan
  - o Results not implemented or not fully implemented

Failure to Understand BPR's Role in DBS Success
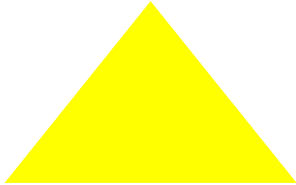
Available Workforce

Available workforce sufficient to accomplish assigned missions using current processes

| Available Workforce to Accomplish Approved Missions | | 100% Mission Accomplishment |

Current Processes/DBSs

Organization Positioned For Success!

Available Workforce

Available workforce not sufficient to accomplish assigned missions using current processes

< 100% Mission Accomplishment

Available Workforce to Accomplish Approved Missions

Current Processes/DBSs

Organization's Success Challenged!
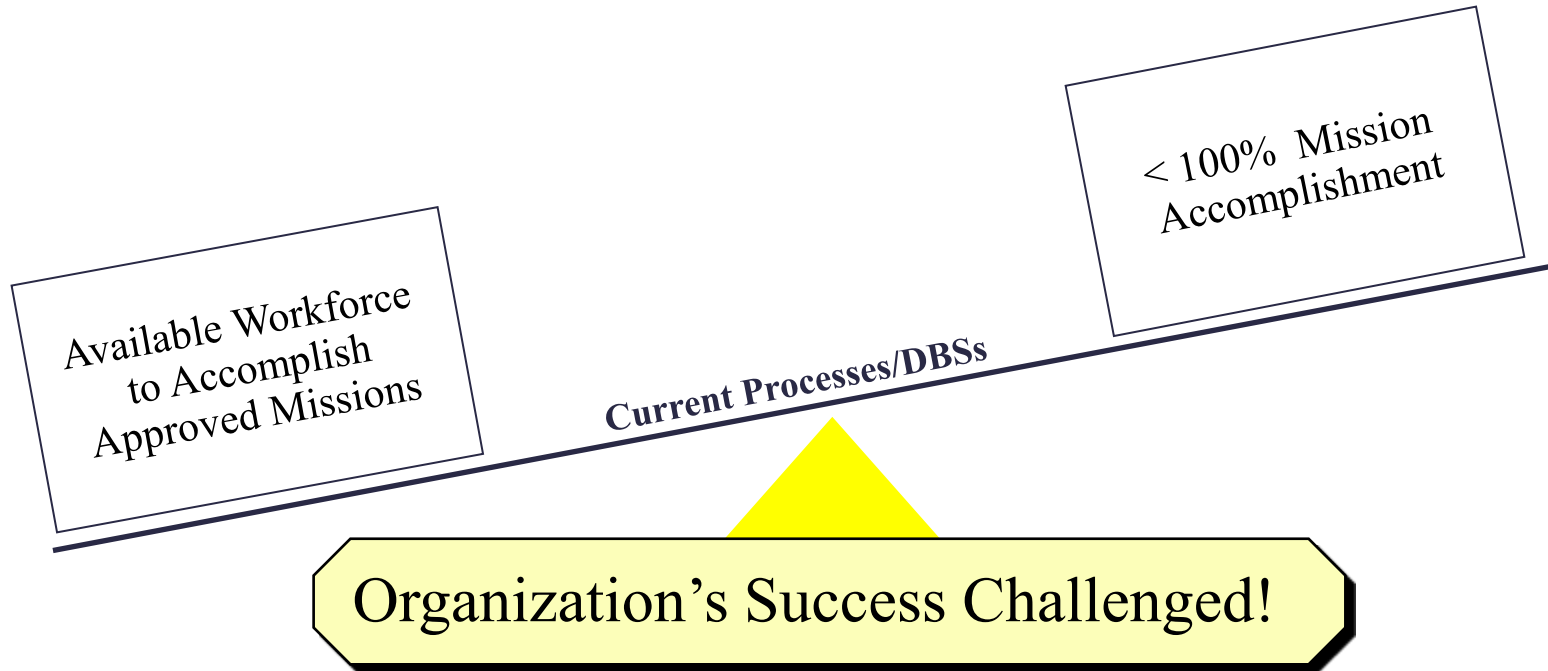
Available Workforce

To be successful we must do what is required in a more effective, efficient, and economical way

Available Workforce to Accomplish Approved Missions		100% Mission Accomplishment

New Processes/New DBSs

Process Improvements

Productivity Enhancements

Organization "Repositioned" to Ensure Success!

Personal Observations

- **Business Process Reengineering**
  - Hard work….not for the faint-hearted!
  - An openness to change is essential to success
  - Perfection is the enemy of good!
  - Most times meaningful results can be implemented before fielding the new DBS

Senior Leadership Involvement Key to Success!

An Approach to Designing and Successfully Fielding New Defense Business

Recommended Way Ahead

- **Functional led definition of the business need & capability requirements**
  - o Capability requirements document
  - o Business/mission need, not desirement
  - o Capabilities to deliver the need
  - o Performance Measures that demonstrate success
  - o Cost/timeline to conduct end-to-end BPR

Senior Leadership Commitment & Involvement

Recommended Way Ahead

- **Functional led Business Process Reengineering with acquisition participation**

  o Hard work….not for the fail-hearted!

  o An openness to change is essential to success

  o Perfection is the enemy of good!

  o Most times meaningful results can be implemented before fielding the new DBS

Senior Leadership Involvement Key to Success!

Recommended Way Ahead

- **Business Process Reengineering (BPR)**
  - o Detailed "As-Is" processes for each capability
  - o Detailed "To-Be" processes for each capability
  - o "To-Be" process deltas from "As-Is"
  - o "To-Be" process performance measures
- **Document bounded user requirements for "To-Be" processes**

Functional DBS Requirements Baseline!

Recommended Way Ahead

- **Acquisition led initial Capability Plan development to meet bounded user requirements with full functional participation**
  - Specific capabilities that can be delivered by process changes before fielding the new DBS
  - Specific capabilities to be delivered by the new DBS
  - ROM cost for each capability & total capability
  - Net benefits from BPR & new DBS

- **Funding profile to implement BPR/field new DBS**

Recommended Way Ahead

- **Acquisition refines the initial Capability Plan into an executable Capability Implementation Plan**

  o Material solution requirements specified

  o Integrated work loaded Capability Master Schedule (CMS) developed

  o Required funding consistent with CMS

- **Acquisition executes the Capability Implementation Plan with functional oversight**

Functional/Acquisition DBS Team
Functional Requirements Meet the FAR

Functional

Acquisition

Required Capabilities

BPR the Processes

Funding Advocacy & Programming

Change Management

Staff Support

Initial Capability Plan

RFI

RFP

DBS Contract Award

DBS Fielding Plan

DBS Contractor Oversight

INTEGRATED "Team" APPROACH To Field DBSs

"So then…Get a Tight Grip, and Keep Doin' Great Things!"

What's on your mind?

To ask questions during or after the presentation, please email them to:

AFITC2016QA@gmail.com

Your questions will be read aloud for the audience and speaker