



**Interoperability and System
Integration Conference
HRMS & FMMP
April 3, 2003**

DIMHRS Supports the Secretary of Defense's Top '10' FY04 Priorities

1. Successfully Pursue the Global War on Terrorism
2. Strengthen Joint Warfighting Capabilities
3. Transform the Joint Force
4. Optimize Intelligence Capabilities
5. *Improve Force Manning (Develop 21st century human resource approach)*
6. New Concepts for Global Engagement
7. Counter the proliferation of WMD
8. Homeland Security
9. *Streamline DoD Processes*
10. Improve Interagency Process, Focus and Integration

DIMHRS Transformation Goals

- Better Service to the Military and their families
- Ensuring the best use of human resources
- Put the right person in the right place at the right time
- Providing timely and accurate information to authorized users
- Ensuring visibility and accountability of our military personnel to authorized users

DIMHRS & FMMP Share the Same Functional and System Goals

- **Modernization of the business of DoD include:**
 - **Policies**
 - **Processes**
 - **Organizations**
 - **Systems**
- **Role of an Enterprise Architecture**
 - **Provides a business-wide model of business policies, processes, organizations and systems**
 - **Will drive out undesirable duplication of effort while establishing required functional linkages**

Linking DIMHRS & FMMP Functional Goals

- **DIMHRS – Common business practices for all components within the military personnel and pay functions**
- **Transform business operations to better support the Service member, OSD and other Federal Agencies, the personnel and pay community and the personnel and pay decision makers**
- **Use commercial practices and COTS with as little modification as possible**
- **FMMP - Common business practices for all components within DoD functions**
- **Transform business operations to provide accurate, reliable and timely information to better support decision-makers**
- **Use commercial practices and COTS with as little modification as possible**

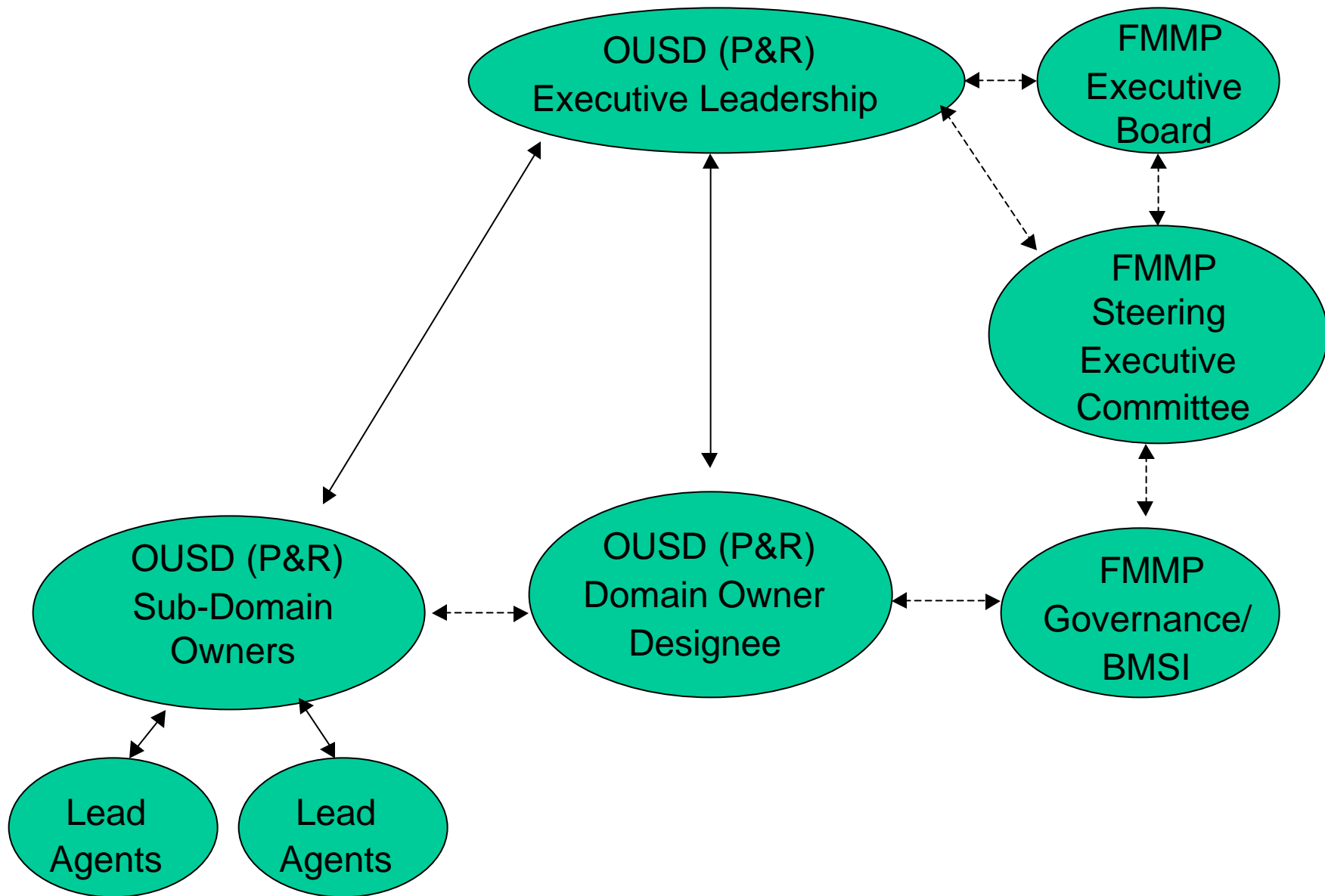
DIMHRS & FMMP Took A Similar Approach

- **Pre-DIMHRS**
 - **Focus on functional needs and requirements, incorporate best practices and BPR (Strategic Plan, High Level Functional Model)**
 - **Assessment of legacy systems and data (Baseline Functional Matrix, Data Model, Data Standards)**
 - **Target quick wins “up front” (Several BPR successes)**
 - **Use of an outside advisory group to validate approach and recommend best practice solutions (Defense Science Board)**
- **DIMHRS**
 - **Chartered by DepSecDef**
 - **Directed in Congressional Law**
 - **Use stakeholders to document requirements, issues, COTS gaps, (Details of Personnel to JR&IO for Comprehensive Analysis)**
 - **Work with the entire functional community to resolve issues, view documents (Joint Integration Group, Executive Steering Committee)**
 - **Has high level support from Under Secretary of Defense / Deputy Secretary of Defense**
 - **Use Independent Advisors to review and validate work (Institute for Defense Analysis – cost, alternatives feasibility and bench marking; Quantitative Software Management (QSM) – cost and schedule for development)**

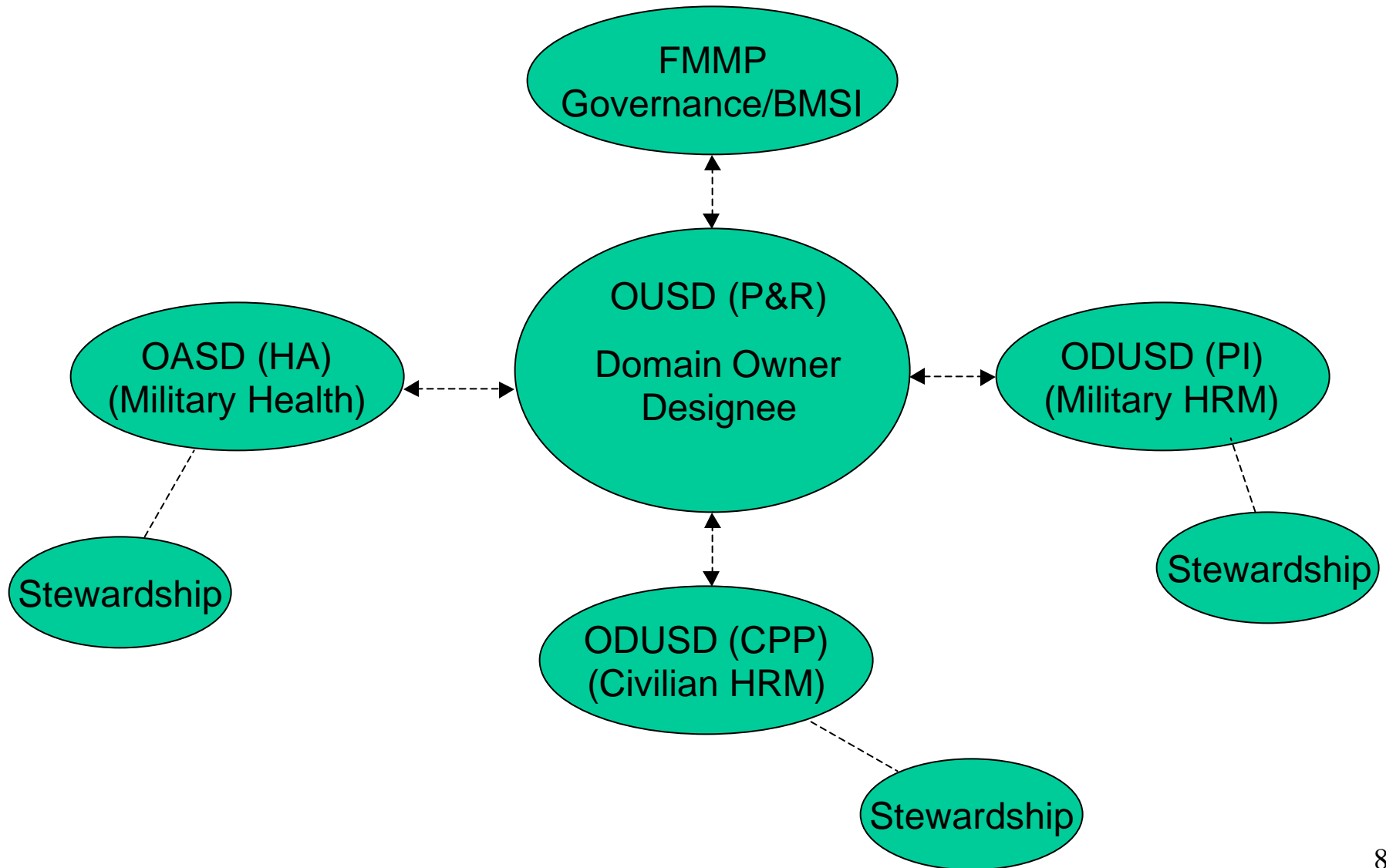
FMMP Integrating DIMHRS Work

- **We have provided the FMMP**
 - **IDEF models**
 - **Function Process and Activities Report**
 - **Operational Requirements Document**
 - **business rules**
 - **information requirements**
 - **data elements**
 - **interface information**
- **Now in the process of integrating within the FMMP process**

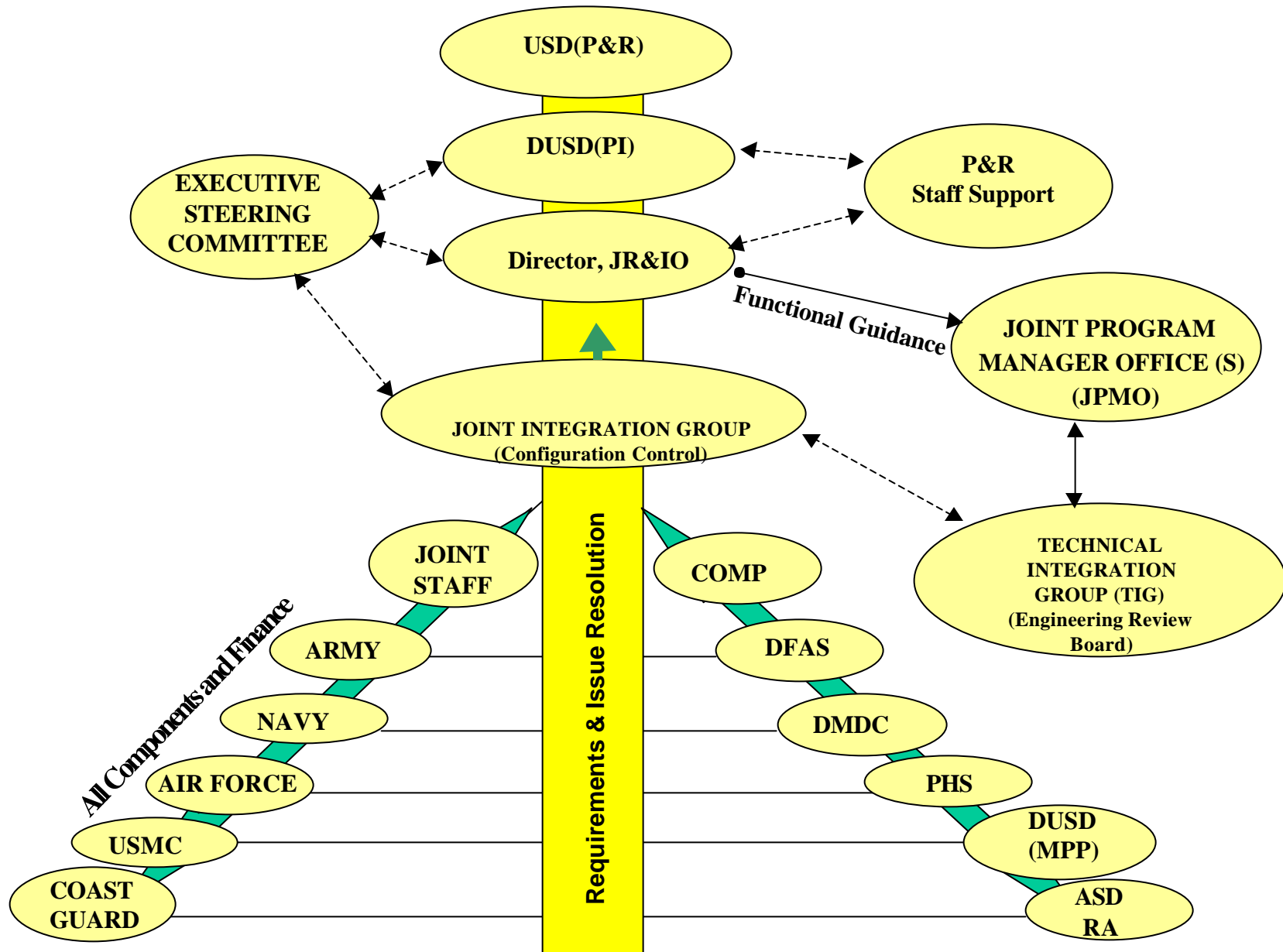
OUSD (P&R) Participation in FMMP



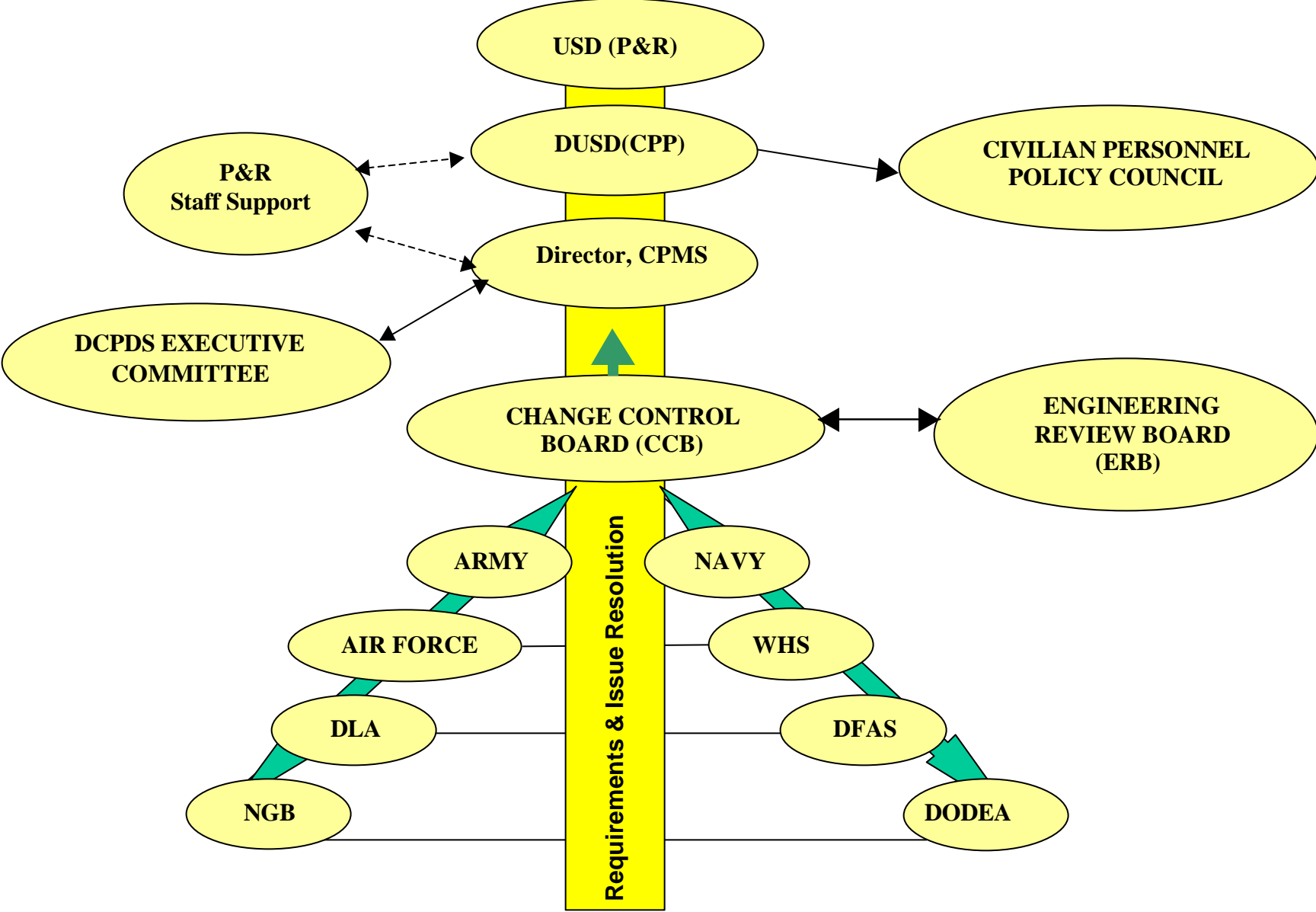
OUSD (P&R) Partnership/Stewardship



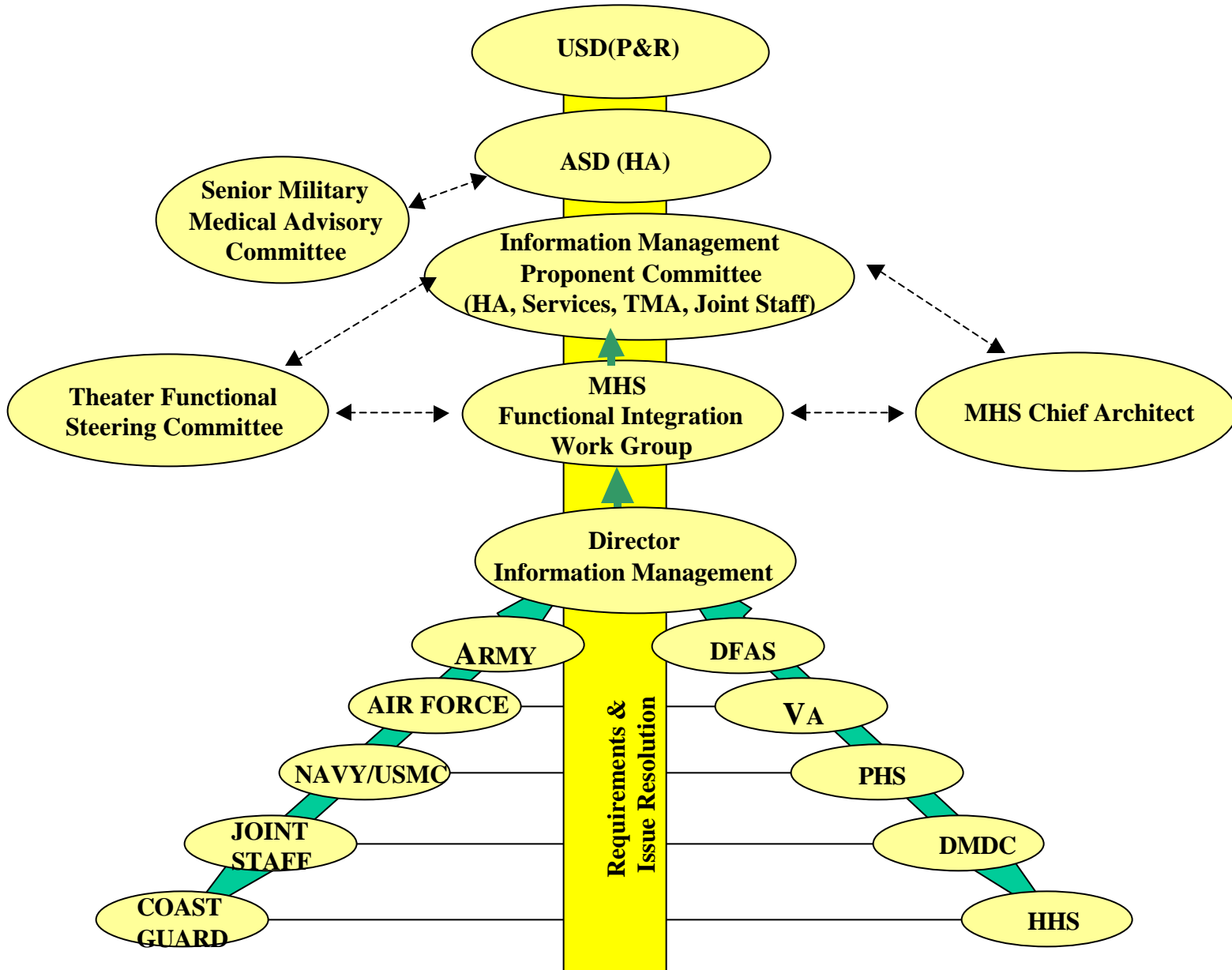
FUNCTIONAL GOVERNANCE MILITARY HUMAN RESOURCES



FUNCTIONAL GOVERNANCE CIVILIAN HUMAN RESOURCES



FUNCTIONAL GOVERNANCE MILITARY HEALTH SYSTEM



Defense Science Board Task Force on Military Personnel Information Management

Convened by USD(P&R), USD(C), and ASD(C3I) to advise on a best strategy to develop systems to support military personnel and pay

- Dr. Alan B Salisbury (BG, USA, Ret) Pres, Learning Tree International (Chair)
- Admiral Stanley Arthur (USN, Ret) VP, Naval Systems, Lockheed Corp.
- Mr. Tony Battista, ARB Consultant
- LTG Tom Carney (USA, Ret) Deputy Librarian of Congress.
- **Dr. David Chu, Dir. Washington Research Dept., Rand Corp.**
- Dr. Carl Dahlman, Assoc Dir Rand Corp
- Dr. Larry Druffel, Pres. & Dir., S.C. Research
- Mr. Christopher Jehn, Sr. VP, ICF Kaiser International
- LtGen Robert Ludwig (USAF, Ret) IT & Management Consultant
- LtGen, Anthony Lukeman (USMC, Ret) Exec Dir, Marine Corps Assoc
- BG James R. Ralph (USA Ret), Exec VP, ARS, LTD
- Dr. William Wulf, Interim President, National Academy of Engineering

Military Personnel and Pay Specific Deficiencies

- Ineffective Support to the Warfighter
- Problems with linkages between Personnel and Pay
- Inability to Track Active and Reserve Status Changes
- Inability to Track Personnel in Theater
- Lack of Single, Comprehensive Personnel Record of Service
- Inconsistent Processes and Data
- Redundant Data Capture
- Multiple, Redundant Systems
- Lack of Adequate Security

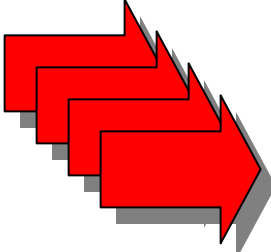
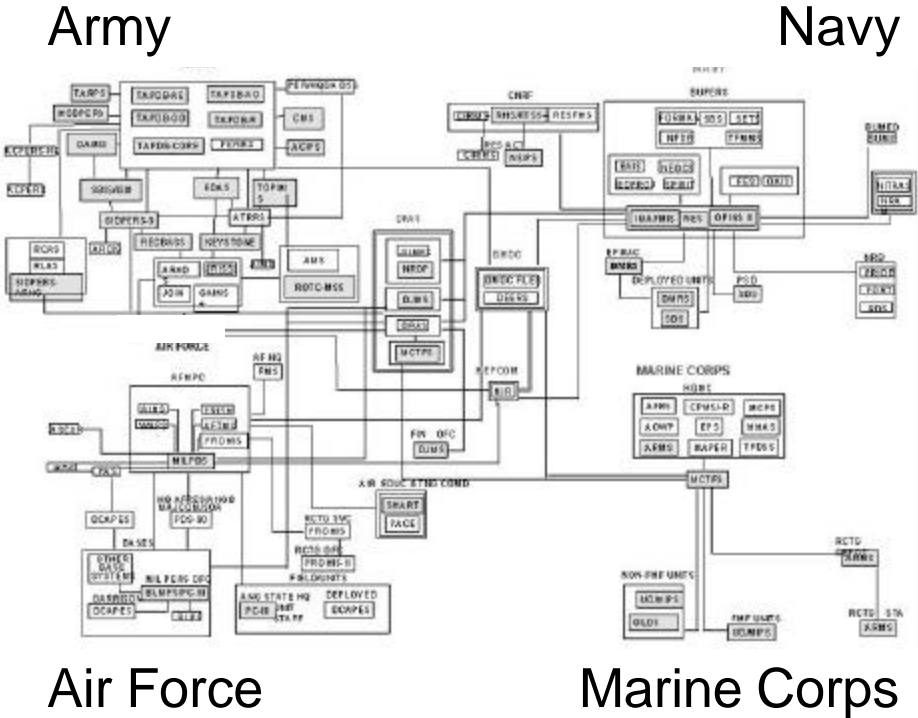
Military Human Resource Life Cycle

MOBILIZE DEPLOY REDEPLOY MOBILIZE DEPLOY REDEPLOY



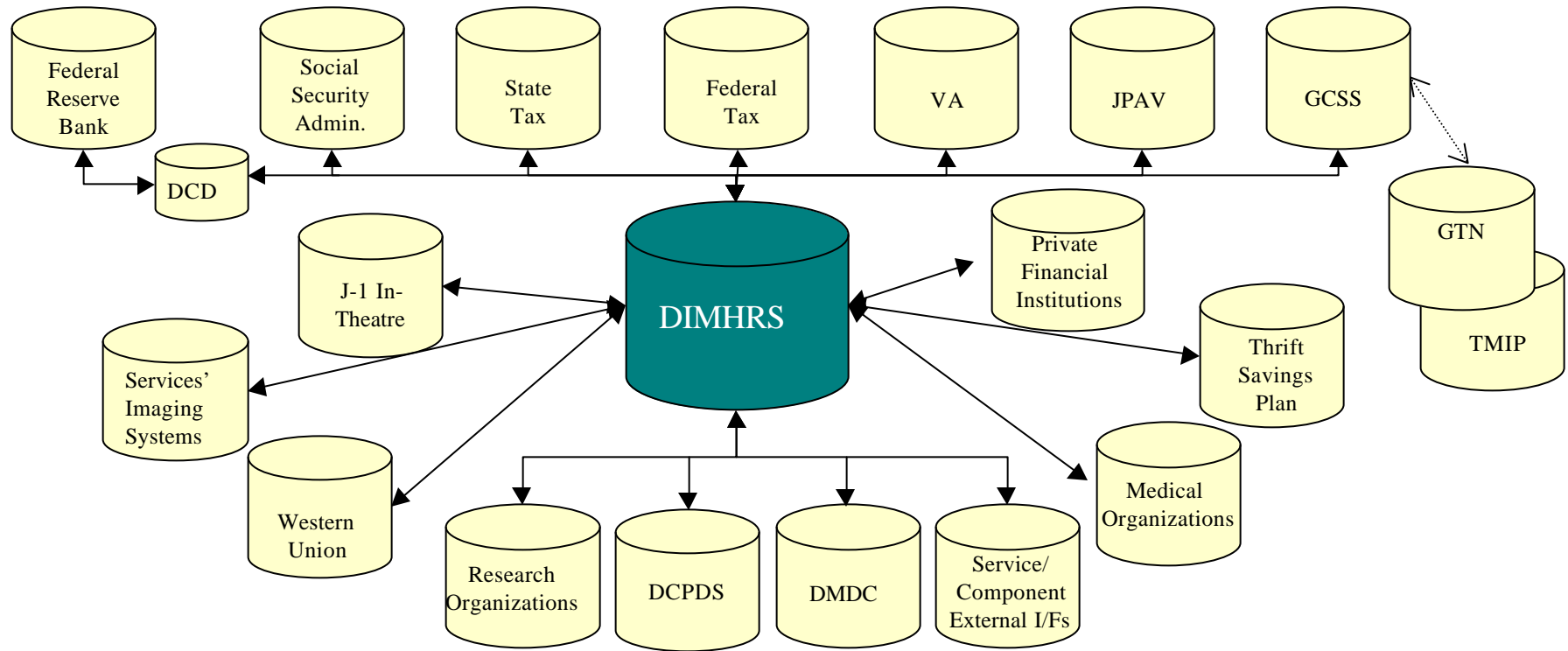
ACTIVE GUARD RESERVE ACTIVE GUARD RESERVE ACTIVE

DIMHRS... transforms military personnel and pay management through ...



A single capability ensuring accuracy, timeliness and accountability for **all components** of the Army, Navy, Air Force and Marine Corps

DIMHRS (Per/Pay) Overall System View



Overarching BPR/BPI Goals

- Integrate military personnel and pay processes
- Integrate active component and reserve component processes
- Provide a single logical database for storing of personnel and pay information
- Establish DIMHRS (Pers/Pay) member's record as the source for all military personnel and pay information
- Streamline/standardize business processes and data across the functional enterprise
- Eliminate multiple data entry
- Eliminate legacy military personnel and pay systems

Selected BPR Opportunities for DIMHRS

- **Consolidation of customer support for human resources functions (including pay)**
- **All Members paid twice a month**
- **Full Calculation of Pay twice a month instead of current once a month**
- **Electronic signature for SGLI**
- **Incorporation of Civilian Skills into Competency Data**
- **Complete Tracking of Temporary Assignments and Deployments**
- **Incorporation of PersTempo requirements**
- **Consistent Retirement Eligibility Laws for all Services**
- **Consistent Strength Accounting Transfer Definition**
- **Streamlined Component Change Process**
- **Correction of management of combat zone leave tax exclusion (DJMS does not comply with DoD Policy)**
- **Corrected Accounting of Duty Days (pay for number of days actually worked)**
- **Automated incident reporting capability**

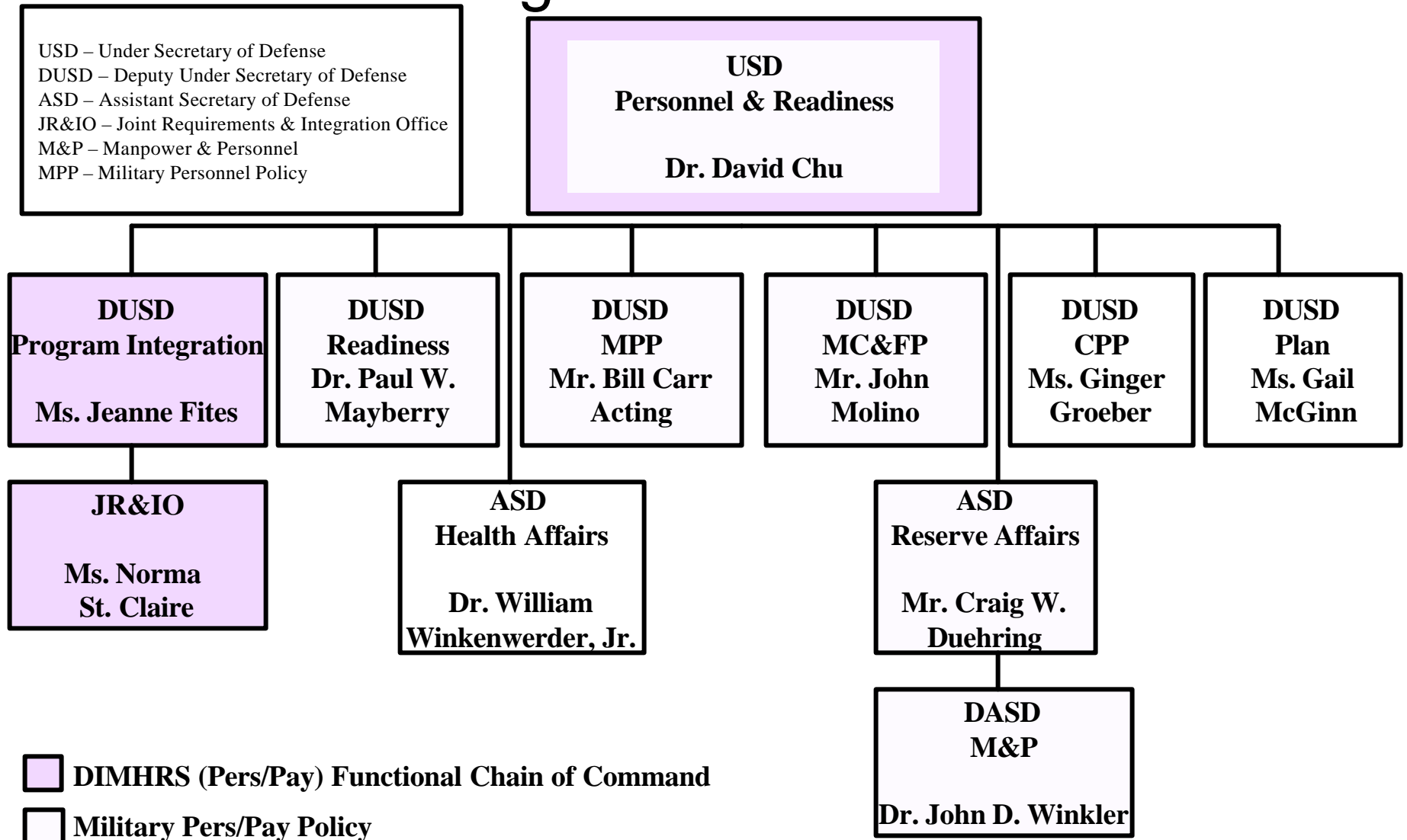
Lessons Learned

- **Requirements must be closely monitored and controlled - - requirements creep affects program cost and performance**
- **Business rules must be understood to be successfully implemented - - cannot adopt software without knowing impact on current processes**
- **Services must be willing to make changes in processes and adopt COTS when result does not adversely affect mission, efficiency, or Service member**
- **Transformation requires serious commitment from the Services - - getting ready for DIMHRS is as critical as getting DIMHRS ready**

Why COTS Implementations Fail

- **Haphazard documentation of requirements**
 - Too many viewpoints/ too much open to interpretation
- **Lack of clear criteria that promote changes to existing practices rather than modifications (adopt, not adapt)**
 - Modifications made hastily
 - Lack of user understanding of new processes
- **Insufficient data analysis prior to implementation**
 - Legacy data does not map easily to product
 - Lack of planning for gaps in both directions
- **Insufficient performance planning/ testing (Coast Guard)**
- **Unrealistic schedules**

USD Personnel & Readiness Organization Chart

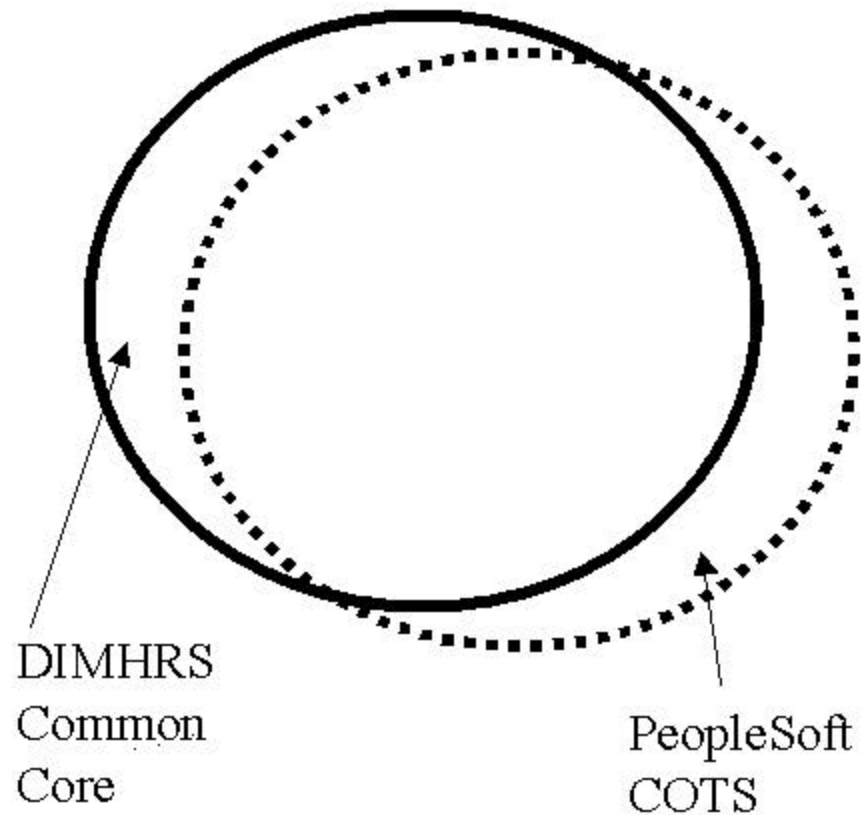


Relationship with Civilian Personnel System

- **After DIMHRS (Pers/Pay) is implemented for military, Civ (Pers/Pay) may be integrated into the system.**
- **Plan to integrate Civ (Pers/Pay) dependent on:**
 - **OPM/OMB plans to possibly integrate Civ (Pers/Pay) across the Federal government**
 - **Absent OPM/OMB initiative, cost and benefits of a single DoD (Pers/Pay) system will be evaluated**
- **Civilian personnel are in DIMHRS (Pers/Pay) when deployed**

DIMHRS Functionality

DIMHRS does not *equal* PeopleSoft



Status of DIMHRS

- **Two phase approach to selection of Developer/Implementer in process**
 - Five vendors selected for phase I
 - CSC
 - Lockheed Martin
 - IBM
 - Northrop-Grumman
 - PricewaterhouseCooper
 - Participated on program for 90 days to gain better understanding
 - Final proposals submitted December 20
- **Milestone B expected in April 2003 to pave way for final selection**
- **Development period - 15 to 18 months after contract award**

Back Up

Current Status

- **One-year PeopleSoft Contract Award to complete feasibility assessment - in process (June 2001)**
 - ~ **Initial Analysis Complete - August 2001**
 - ~ **Detailed Analysis - Jan 02 through Aug 03**
- **Two-year Development Option of the PeopleSoft Contract was executed (June 2002)**
- **Migration Strategy Revised to reflect full Integration**
 - ~ **DIMHRS Strategy was originally “pay first” to support replacement of DJMS as soon as possible**
 - ~ **COTS Package designed for integrated construction**
 - ~ **Best practices support integrated design**
- **Feasibility of Concurrent Deployment of IOC under review**
 - ~ **Air Force and Navy requested acceleration of implementation**

Scope of DIMHRS

- **Core Service Personnel and Pay systems targeted for replacement**
- **Systems reviewed to determine Functions, Processes and Activities supported by each system**
- **All functions (except those specifically eliminated by BPR) will be supported to ensure that DIMHRS does no harm**
- **Some functions and data will be Service specific since they are not needed for all Services**
- **Some core functions will maintain Service specific business rules and data to support mission requirements**

Chronology - Pre-DIMHRS

- **1992**
 - **Initiated Mil Per IM Program, Established Joint Integration Group**
 - **Developed Strategic Plan, High Level Functional Model**
 - **Focused Program on Functional Needs**
- **1992 - 1995**
 - **Assessed Legacy systems/Developed Personnel Data Model/Standards**
 - **Implemented Numerous BPR Initiatives**
 - *Developed Coordinated Approach for Standard Systems with Services*
- **1995 - 1996**
 - **Hamre, Dorn and Paige Convened DSB Task Force**
 - *Recommendations Coordinated within DoD and Accepted*
 - **Implementation Delayed by Congressional Language**
- **1997**
 - *Congressional Issue Resolved*
 - **DepSecDef Directed Implementation/ Assigned Responsibilities - July 8**
 - **Functional Requirements Definition under way**

Chronology - DIMHRS

- **1998**
 - **USD(P&R) Approved Mission Need Statement/MS 0 - February**
 - *New Congressional Language expands program (Manpower and Training)*
- **1999**
 - **Program continued as DIMHRS (Pers/Pay)**
 - *IDA independent analysis of alternatives completed*
- **2000**
 - **MS I ORD approved by JROC/ MS I - October**
 - **Navy installed acquisition oversight organization (PEO/IT)**
- **2001**
 - **COTS Selection (PeopleSoft) - March**
 - **MS II ORD validated by JROC - August**
- **2002/03**
 - **Exercised PeopleSoft Option One - June 3**
 - **Complete Comprehensive Analysis - September**
 - **Achieve MS B**
 - **Award Developer/Implementer Contract**

Selected Completed Quick Wins - Pre-DIMHRS

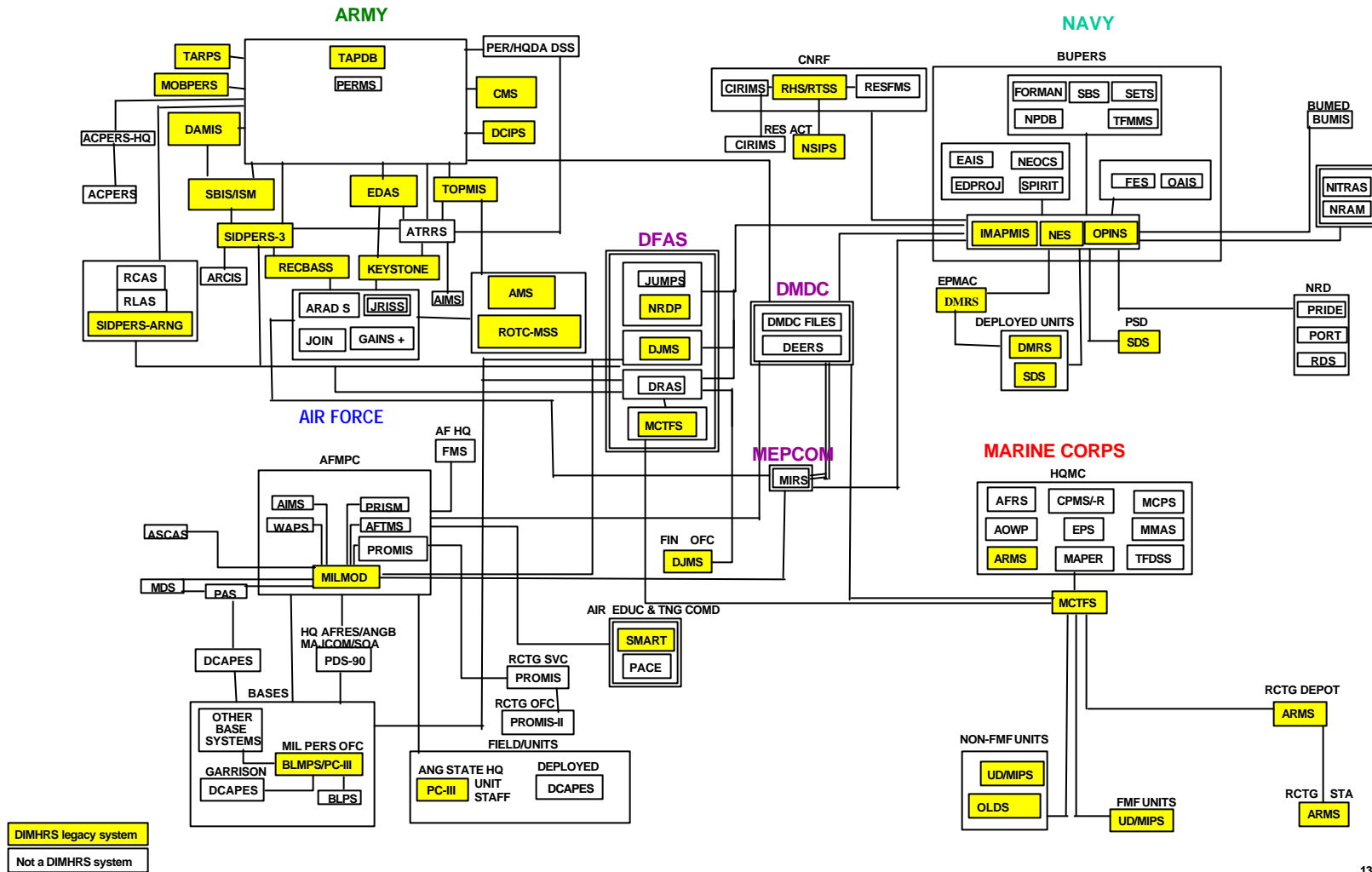
- **Uniformed Services Identification Card**
- **DoD/VA Medical Records Transfer**
- **DoD/VA Death Gratuity Pay Benefit Re-engineering**
- **Family Relocation Assistance**
- **DoD/NARA Medical Treatment Record Archiving**
- **Defense Personnel Records Imaging System (DPRIS)**
- **Defense Casualty Information Processing System (DCIPS)**
- **Entrance Processing**
- **Retirement Point Accounting**

Future Expected Savings

- **Savings cannot be realized until full implementation.**
- **Specific Areas of Expected Savings:**
 - ~ **Elimination of Service Specific Modernization, Development, Operations and Maintenance of Multiple, Duplicate Systems**
 - ~ **Elimination of Costly Duplicate Source Data Entry and Reconciliation**
 - ~ **Reduction of Error Correction Processes (Service Members and Support Staff)**
 - ~ **Streamlining of Personnel Processes**
 - ~ **Elimination of Manual Processes to Access Information (in Service, Post Deployment, after Service)**

Military Personnel Legacy Systems Functional Architecture

2001



Elements of Transformation

- **Integration of Personnel and Pay - Systems and Customer Service**
- **Integration of Active, Reserve and Guard Processes - Systems and Operations**
- **Single Comprehensive Record of Service**
- **Cross-Service and Self-Service Support**
- **Accurate Tracking of Personnel and Family Members**
- **Hiring Personnel**
- **Competency Management**
- **Common Business Rules and Data**

Responsibilities

Functional Governance

- The JR&IO supports the DUSD(PI) by:
 - Working with the stakeholders to identify issues and requirements
 - Managing and documenting all functional issues and decisions
 - Incorporating functional policy decisions and priorities into the program
 - Providing day-to-day functional guidance to the acquisition team
 - Providing a single source for functional requirements
- The Executive Steering Committee provides policy and functional advice for the program

Acquisition Governance

- The ASD(C3I) is the Milestone Decision Authority for DIMHRS
- The ASN(RD&A) is the Acquisition Executive for DIMHRS
- The PEO(IT) is assigned acquisition responsibility
- The JPMO is the single acquisition executive responsible and accountable for managing the program and acquiring the capabilities:
 - Responsible to the PEO(IT) for cost, performance and schedule
 - Responsible to JR&IO for meeting functional requirements



DIMHRS
DIMHRS
Success
Success

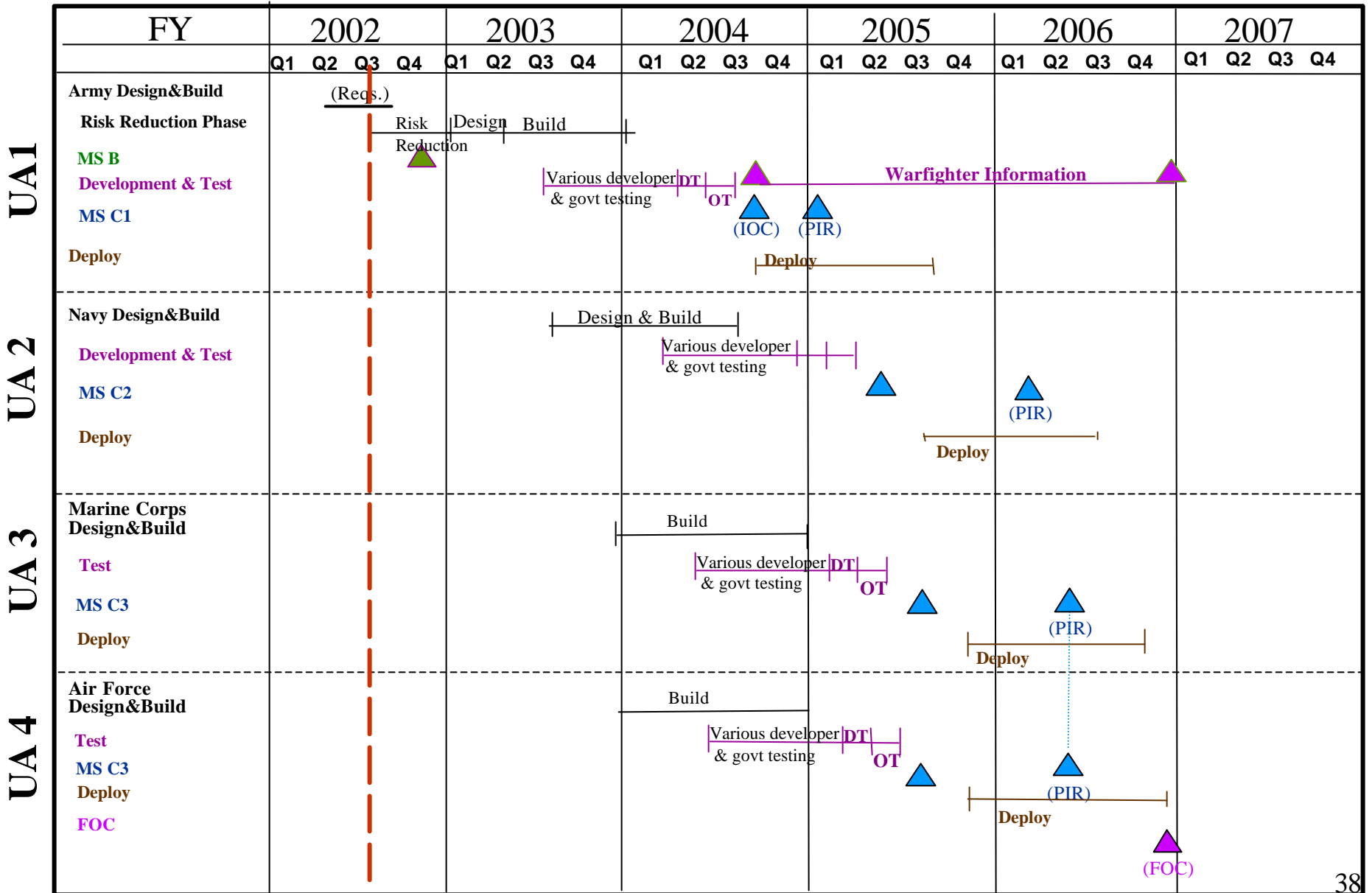
Issue Resolution

- ▶ **Issues may be raised at any level**
- ▶ **All issues are reviewed/discussed at JIG**
- ▶ **ESC endorsement of all resolutions sought**
- ▶ **Issue:**
 - ▶ **Any change to DoD or Service process**
 - ▶ **Any modification to COTS**
- ▶ **COTS Modification:**
 - ▶ **Mission essential**
 - ▶ **Efficiency**
 - ▶ **Impact on Service member**
- ▶ **Service specific requirements:**
 - ▶ **Mission essential**
 - ▶ **Efficiency**
 - ▶ **Impact on Service member**
- ▶ **Issue Resolution Process document available**

DIMHRS Risk Mitigation

- **Single source for well documented requirements**
- **Comprehensive analysis of business rules**
 - **Process gaps identified and resolved**
 - **Modifications only for specific criteria**
 - **Changes to existing practices fully documented**
- **Comprehensive analysis of data**
 - **Pre-mapping of legacy data to DIMHRS**
 - **Data gaps identified and resolved**
- **Complete performance testing**
 - **Optimize Database design**
 - **Maximizing productivity of existing communication infrastructure**
 - **Manage operations efficiently**

Current Strategy



DT: Development Test OT: Operational Test PIR: Post Implementation Review