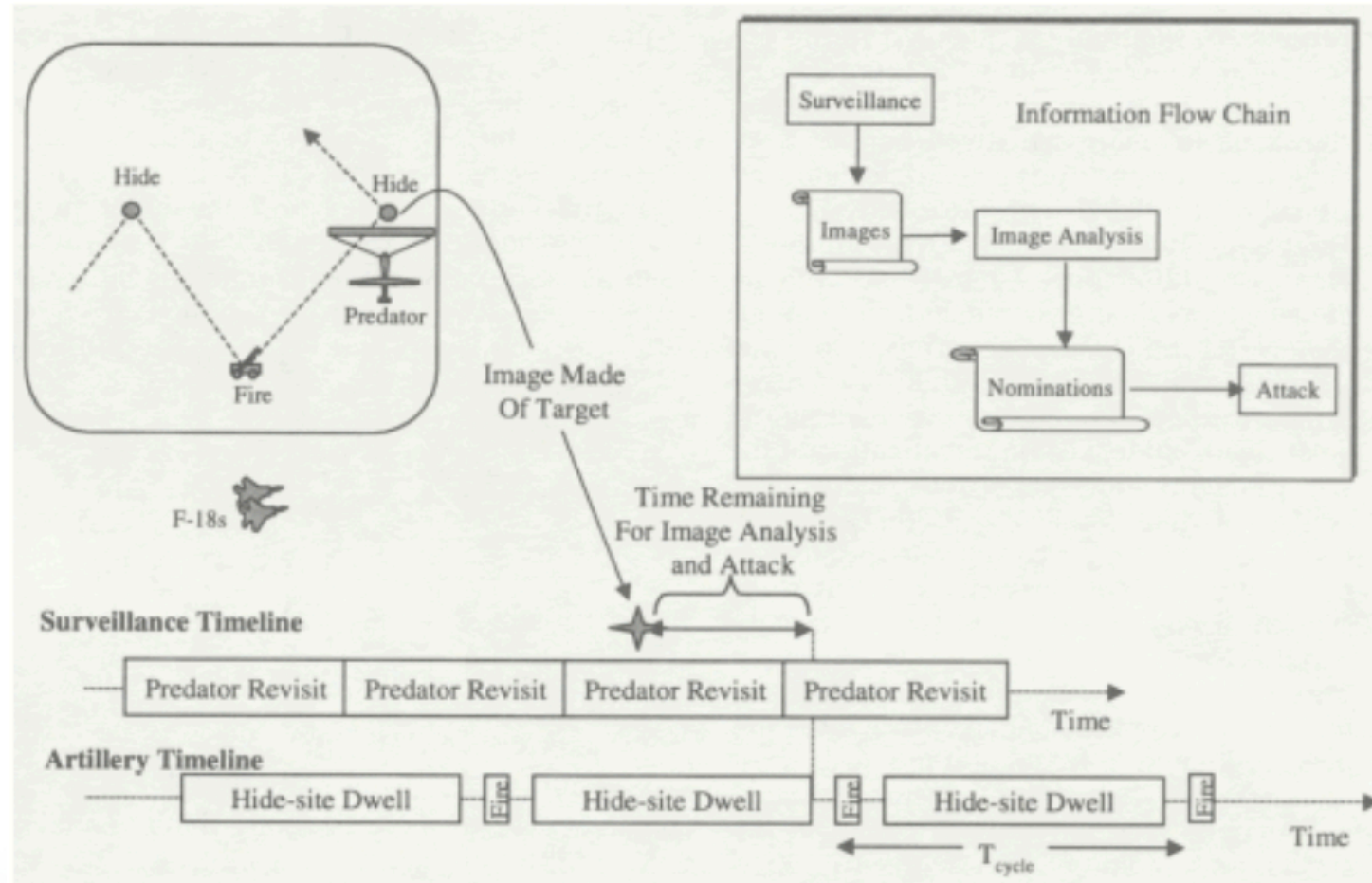




Workflow Warfare: Business Process Transformation in the DoD

Bryan Lane, BPT Mission Director
March 24, 2021

DARPA Sensor-To-Shooter Scenario - Bosnia 1999



Castleberg, Paul A., and William Dunaway. "A Model for Evaluating UAV Sensors with a Bosnia Sensor-To-Shooter Case Study." *Military Operations Research* 4, no. 4 (1999): 53-64. Accessed January 7, 2021. <http://www.jstor.org/stable/43940818>.

***When it comes to transforming the
Department of Defense, we are only as
fast as our slowest workflow.***

Business Process Transformation

Vision: The business of modern Defense is run as a trusted, digital, data-driven operation

BPT Mission Initiative Goal: Transform DOD business processes through AI technologies to improve efficiency, accuracy and overall operations in key service areas.

Business & Law



Finance & Budget

Training & Development



Customer Relations

Human Capital Management



Acquisition

BPT Total Addressable Market: Preliminary Assessment

Total Number of “BPT-Ready” Projects: 1009

Number of Investments Per Organization:

- Air Force – 198
- Army – 306
- Defense Wide – 253
- Navy/Marines – 252

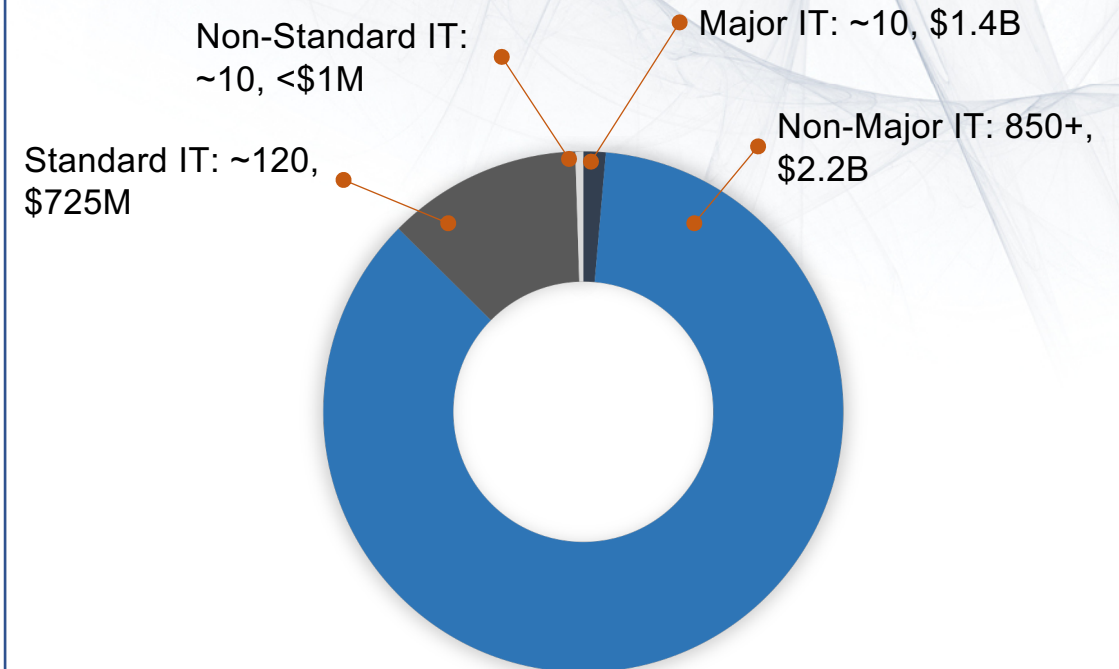
Business IT:
\$4.4B (23%)



Total FY 21 IT Spending: \$18.7B

Source: DoD CIO IT Dashboard

Number of Projects vs IT Spend



IT spending is fragmented with a small number of major IT programs and many non-major programs spread across DoD.

23% of publicly available DoD IT Spending is in BPT’s sweet spot of business, law, policy, HR, training, finance, and acquisition.

BPT Weapons of Choice

Tools and levers to achieve the BPT vision extend beyond building capabilities.



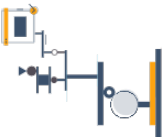
Community Building: Outreach, development, and evangelism of a BPT related communities of interest

Key Activities: Working groups, consortia, workshops, detail programs, training, strategic communications



Senior Leader Engagement: High level interactions to foster organizational change

Key Activities: Partnerships, official correspondence, top-down support, enterprise change management, goalsetting, performance



Process Definition: Describing user workflows and system interactions to identify transformation efforts

Key Activities: User research, process mapping, business process management, use case development, evaluation, and prioritization



Solution Design: Requirements gathering and architectural design of transformation capabilities

Key Activities: Technical exchanges, requirements mapping, capability matchmaking, solution architecture, tech evaluation



Prototyping: Advancing from ideas to AI-enabled technology solutions

Key Activities: Proofs of concept, MVP development, model building and testing, data analytics, software development



Scaling: Enabling the department through enterprise solutions and shared services

Key Activities: Capability transition, acquisition support, infrastructure enhancements, capacity building

Product Line Highlights

HUnT & HUnTx

In partnership with the JAIC and DIU, HUnT seeks to improve the accuracy and auditability of financial transactions conducted by Assistant Secretary of the Army for Financial Operations and Information (DASA-FOI) and USD (Comptroller).

AI-Enabled Robotic Process Automation: The Army financial management workforce consistently spends millions of manpower hours annually to manually resolve financial errors within the General Funds Enterprise Business System (GFEBS). These errors exceed \$2 billion with some errors never resolved, even after five years.

Read more here: [HUnT Article](#)

KEY INFORMATION

- **Multiple Capabilities Spanning Multiple Platforms.** HUnT users are leveraging automation tools to prove out methods for identifying unmatched transactions across different datasets.
- **Scaling Army Infrastructure.** HUnTx is executed and managed by DIU, which is actively scaling Army backend infrastructure to expand intelligent automation for unmatched transactions.
- **Successful Army Transition.** HUnT activities have been adopted by the Army as a committed transition partner and the Army is scaling to be a Service-wide capability for financial managers.



GAMECHANGER

GAMECHANGER is intended to identify, consolidate, and automate the discovery and analysis of all applicable Statute, Executive Orders and Presidential Directives, Regulations, DoD Issuances, and Military Department Guidance documents for the Department.

AI-Enabled Shared Service Platform: The JAIC, in partnership with OSD components, is developing an artificial intelligence platform that utilizes semantic analysis, natural language processing (NLP), and data analytics to drive human-in-the-loop automated analysis and processes.

Access GAMECHANGER* today @
<https://gamechanger.advana.data.mil>

GAMECHANGER is fully operational on NIPR with 46k+ queries and over 3k unique users since inception. Anticipated SIPR deployment by April 2021.

*Requires CAC and NIPR access

KEY INFORMATION

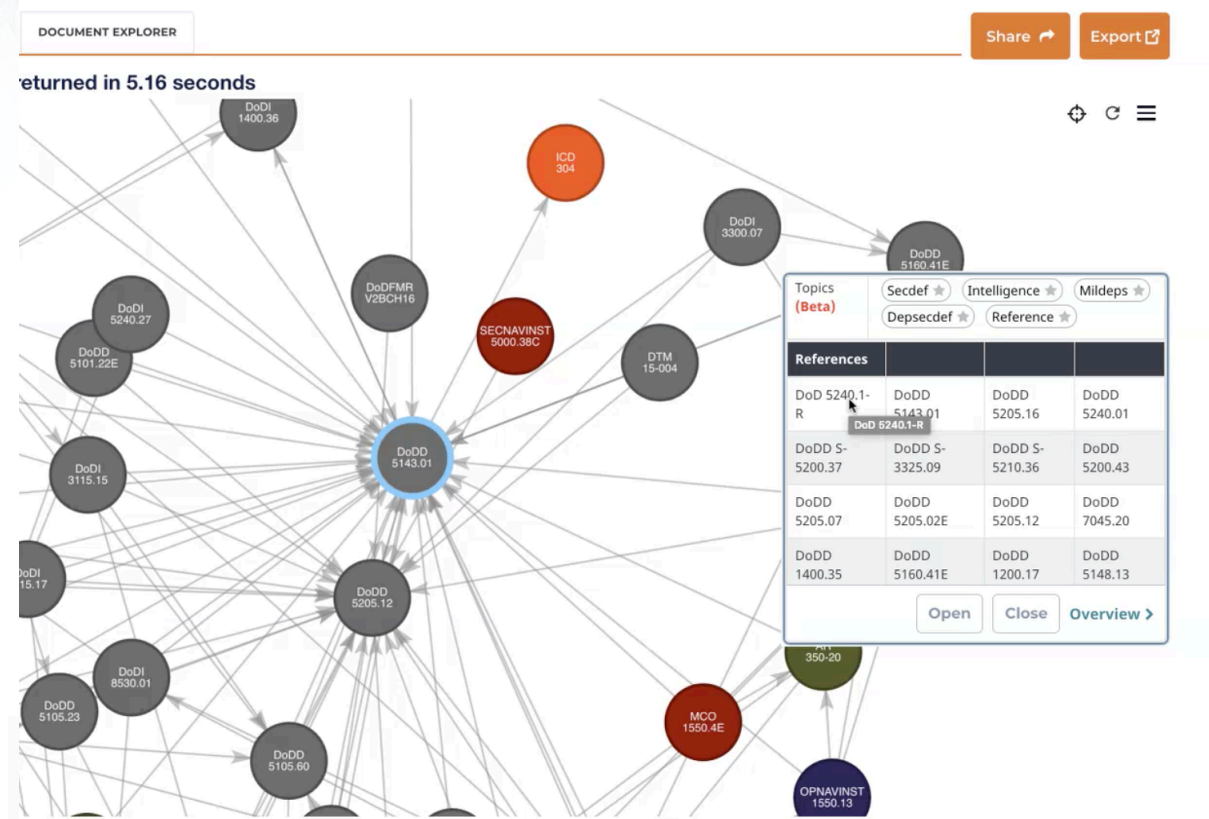
- **Foundational Infrastructure.** Intelligent search and NLP tools exist on Advana platform, which can support enterprise-scale operations.
- **Increasing Demand From Mission Partners.** The Navy, Army, Joint Staff, and other organizations have expressed interest in partnering with GAMECHANGER team. JAIC has a role in shaping these partnerships.
- **JAIC Use Cases On Deck.** BPT has identified other potential use cases GAMECHANGER in areas such as safety operations, program evaluation, health policy, requirements mapping, security classification, and records management.



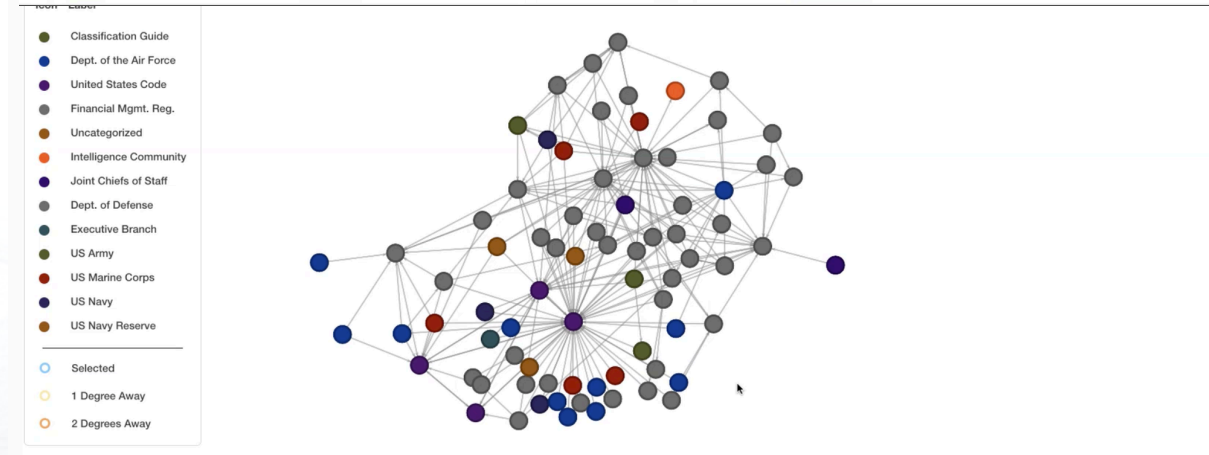
GAMECHANGER

Intelligent Policy Analytics For The DoD

- Detect Relationships Between Policies.** Identify and extract policy references embedded in documents. Visually understand impact of changing or updating policy documents.
- Identify Roles & Responsibilities.** As organizations are reconfigured through policy, identify where roles and responsibilities exist, overlap, or complement the mission.



Document	Primary Entity	Responsibility Level 1	Responsibility Level 2	Responsibility Level 3	Entities Found	References
DoDD 5205.15E CH 2.json	DIRECTOR, DIA	DIRECTOR, DIA. The Director, DIA, under the authority, direction, and control of the USD(I), and in addition to the responsibilities in section 9 of this enclosure, shall:			DIA section 9 Defense Intelligence Agency	
DoDD 5205.15E CH 2.json	DIRECTOR, DIA	DIRECTOR, DIA. The Director, DIA, under the authority, direction, and control of the USD(I), and in addition to the responsibilities in section 9 of this enclosure, shall:	Serve as the intelligence lead for forensic activities and programs.		DIA section 9 Defense Intelligence Agency	
DoDD 5205.15E CH 2.json	DIRECTOR, DIA	DIRECTOR, DIA. The Director, DIA, under the authority, direction, and control of the USD(I), and in addition to the responsibilities in section 9 of this enclosure, shall:	Coordinate with the DoD EAs for Forensics and D/MM Forensics on intelligence activities and programs that may affect forensic-related authorities and missions.		D MM Forensics Forensics DIA DoD section 9 Defense Intelligence Agency	



GAMECHANGER

Intelligent Policy Analytics For The DoD

- **Interactive Document Exploration:** Preview, explore, and export documents. Quickly visualize metadata, relevant policy references, topics, and key organizations.
- **Entity Extraction & Crowdsourced Annotation.** Identify organizations, topics, keywords through named entity recognition. Ask users for input to continually update knowledge graphs.

The screenshot shows the GAMECHANGER interface for the "Military Intelligence Program". It features a sidebar with a list of 68 results, a main document viewer, and a metadata table.

Key	Value
Title	Defense Intelligence Agency (DIA)
Filename	DoDD 5195.21.pdf
Keywords	joint chiefs, national intelligence, intelligence operations, intelligence activities, national security, march 18, war, competent, intelligence training, intelligence program, intelligence components
Page Count	27
Refly Type	document
Document Type	DoDD
Document Number	5195.21
Page Matches	2
Reference	
DoDD 5195.21	DoDD 5143.01 DoDD 3000.38
DoDD 5038.8	DoDD 2008.12 DoDD 6428.1 DoDD G-4185.32
DoDD 8-4758.88	DoDD 0240.2 DoDD 8088.2
	5195.07
DoDD 1240.01	DoDD 5195.72 DoDD 2640.2 DoDD S-5195.29
DoDD 1240.37	DoDD 5248.42 DoDD 4630.05 DoDD 3020.48
DoDD G-3354.02	DoDD S-5195.01 DoDD 5120.15
DoDD 4415.2	DoD 3355.82 DoD 3355.07

This section shows the entity extraction and search results. It includes a "Your Assists this Week" dialog box, a knowledge graph, and search results for related documents.

Your Assists this Week: (Beta)

Help the community! Answer a simple yes or no if the highlighted words are tagged correctly.

1. Click "Yes" if the word(s) is/are tagged correctly.
2. Click "No" if the word(s) is/are not tagged correctly. Then select why using the drop down menu that appears.
3. Click "Not Sure" if unsure.
4. Submit Assist to save the assist and show another.
5. Click "Close" to close this dialog.

Is the highlighted text in the paragraph below an entity of the type:

ORG Companies, Agencies, Institutions, Etc.

Yes No Not Sure

The 4th's next assignment was the assault on the Oroku Peninsula on which Naha Airfield was located. An amphibious landing was ordered and the regiment was given the primary responsibility of making it. The 1st and 2d Battalions under a blanket of naval and artillery support fire landed at dawn on 4 June, followed somewhat later by the 3d Battalion **oes**. The 29th Marines was put into the line that afternoon to reinforce the regiment. The two regiments fought it out with the well-trenched enemy for a week and a half. Their progress against the fanatical Japanese was hampered by torrential rains and mud. The use of supporting armor by the Americans was seriously curtailed as a result. But, by the 12th, the final outcome of the battle had become self-evident. The Japanese were at this time fighting with their backs to the water with no possibility of escape. The 22d Marines during the operation had closed the back door by moving into blocking positions at the base of the peninsula. The enemy had no choice but to surrender or die fighting. As a result, organized resistance quickly ended. General Shepherd reported to Tenth Army Headquarters on 13 June that the peninsula was indisputably in American hands. Sixth Division units following the conclusion of the battle for the Oroku Peninsula proceeded south and linked up with 1st Marine Division forces for the final engagement on Okinawa. The 4th Marines moved up to the front on the 19th and joined in the attack on the next day. Although some resistance was encountered, the ferocity of the fighting was considerably diminished. For the most part the starch had been taken out of the Japanese will to resist. The effect of this was the termination of all organized resistance on 21 June 1945. The 4th Marines had suffered over 3,000 casualties in 82 days of fighting. The month of July saw the redeployment of the regiment to Guam for training for the expected invasion of Japan. The Postwar Era The attacks on Hiroshima and Nagasaki in early August hastened Japan's decision to come to terms with the Allies. All plans for the invasion of Japan were cancelled while new plans for the occupation of the home islands were drawn up. Preliminary preparations, however, were formulated prior to Japan's acceptance of the terms of the surrender on 14 August. Three days before, 11 August, Task Force A was organized.

1 / 21 entities left in this paragraph

Previous Next

ENTITY DETAILS

Website: <https://www.army.mil/>

Alias: USA Army

Address: The Pentagon, Washington, DC 20310

Phone: 1-703-695-6218

Name: Army

Type: organization

Branch: Executive Department Sub: Office/Agency/Bureau

```

graph TD
    NG[National Guard] --- Army[Army]
    Army --- USArmy[US Army]
    Army --- USMC[US Marine Corps]
    Army --- USNavy[US Navy]
    Army --- USAirForce[US Air Force]
    Army --- USMarine[Marine Corps]
    Army --- USArmyHQ[Army Headquarters]
    
```

RELATED DOCUMENTS

99 results found in 3.78 seconds

STP 12-79R35-SM-TG SOLDIER'S MANUAL AND TRAINER'S GUIDE RECRUITER MOS 79R SKILL LEVELS 3, 4 AND 5

Document US Army

Found on 6 total pages.

Page 10 | Page 15 | Page 207 | Page 216 | Page 318

How the Army Trains the Army

MC MSC THE SEA SERVICES IN THE KOREAN WAR 1950 - 1953

Document US Marine Corps

Found on 5 total pages.

Page 102 | Page 1382 | Page 1387 | Page 2109

Character 2. Retreat to Pusan Dign Army Engaged

Title 33 Navigation and Navigable Waters

Document United States Code

Found on 5 total pages.

Page 16 | Page 248 | Page 274 | Page 283

Army and Department of the Army see Secretary of Defense

Appropriations for removal of sunken water craft such sum

PAM 70-3 ARMY ACQUISITION PROCEDURES

Document US Army

Open Close More >

AR 420-1 ARMY FACILITIES MANAGEMENT

Document US Army

Open Close More >

ARMY 16-38 MIGRATION OF ARMY SYSTEMS AND APPLICATIONS TO APPROVED HOSTING ENVIRONMENTS

Document US Army

Open Close More >

Exciting Prototyping

MyNavy HR

The US Navy PSD offices have the responsibility of processing the Record of Emergency Data/Dependency Application (RED/DA) forms. Due to the amount of time the initial review requires, less time is available for the high-value work of processing the RED/DA forms that affect pay.

Intelligent Automation for HR Data: RPA technology can be used to automate the simple tasks, allowing personnel to focus on more high value work. Each RED/DA form review averages about 10 minutes when processed manually. Approximately 50% of all RED/DA forms submitted affect payroll. The results of the Norfolk PSD automation pilot validated a 48% reduction in workload.

KEY INFORMATION

- Delivered & Transitioned.** Developers have delivered functioning code to the Navy. Navy has accepted the code and procured tools and capabilities required to assume O&M.
- Intent To Scale.** The Navy has identified up to 13 deployment sites throughout the Service that perform this activity. The initial scaling strategy will deploy the prototype other stations to include Naval Station Great Lakes, Newport, and Memphis.
- Need For CIOs To Weigh In.** The Navy team has expressed challenges with communicating risk to CISOs during implementation. This is an opportunity to conduct a Senior Leader Engagement around this successful prototype.



Big Ideas

BPT Big Ideas

100x Ideas That Are Truly Transformational

Policy-as-Code

- Update once, propagate everywhere
- Real time impact analysis
- Machine readable roles, responsibilities, and authorities
- Enduring traceability and transparency

Data Driven Acquisition

- Intelligent vendor discovery and requirements matching
- Ensure fair pricing and minimize the risk of fraud
- Automated generation of acquisition packages

AI-Powered DoD & Industrial Base

- Build capacity and skills within industry, academia, and the government to match AI capabilities to mission needs
- Balance innovation and competition with reducing risk to the supply chain for the entire federal government
- Operate the Business of Defense as a truly digital operation
- Illuminate relationships between manufacturers, suppliers, and customers for materiel and non-materiel solutions



Questions?

DoD Email: bryan.c.lane2.civ@mail.mil

GSA Email: bryan.lane@gsa.gov

LinkedIn, Medium, Twitter: [@BulletproofBry](#)

