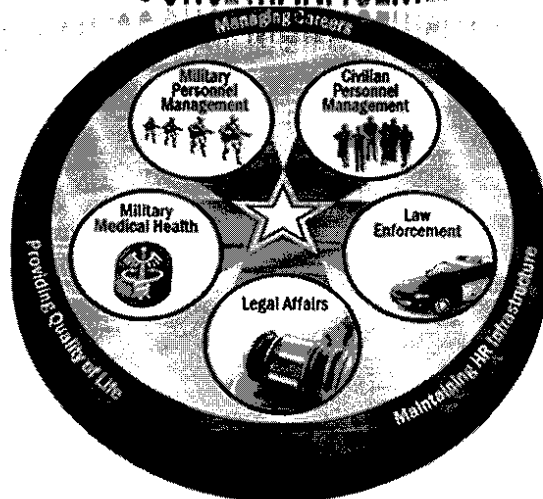


Army Human Resource Information Technology Strategy

HUMAN RESOURCE MANAGEMENT DOMAIN



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Executive Summary

To better serve Army Soldiers, Civilians, and Families, the Assistant Secretary (Manpower and Reserve Affairs) (ASA (M&RA)) is changing how Human Resource (HR) Information Technology (IT) is delivered to the community. In the past, we focused on the “Big Bang” methodology, creating HR IT products that took years to develop and deliver a large capability at once, but have not always been flexible enough to stay current with technology or evolving HR doctrine. The ASA (M&RA), in delegating operational responsibilities for the Human Resources Management Domain, directs the DCS, G-1 to standardize business processes and governance procedures while leveraging available technology to enhance the efficiencies with how personnel services are delivered to the military and civilian community. The HR IT Strategy is the enabler for the Secretary of the Army’s Human Capital Management System reformation, an enterprise level long-term effort that will yield significant improvements and efficiencies in the next three to five years. Our HR IT systems are driven by our business processes and are quickly becoming outdated and very costly. To enable transformation across the HR enterprise, we must redefine our business processes, adopt an adaptive cloud-based infrastructure consisting of a core military HR Enterprise Resource Planning (ERP) program, a common data interface layer, and applications which can be created quickly and provide functionality as needed. The Army’s Civilian Personnel IT operations continue to maintain a strategic path to meet the functional requirements of the Civilian Workforce Transformation initiative while leveraging the Department of Defense’s Civilian Personnel Data System (DCPDS) modernization efforts and DoD’s increased utilization of government wide civilian HR management tools. This environment will facilitate the integration of emerging technologies and provide the flexibility required of an agile architecture responsive to immediate changes in laws, policies, and requirements.

The ASA (M&RA) and the DCS, G-1 recognized the need for a more nimble, cost effective and collaborative approach to HR IT development. Reengineering current business processes into “End-to-End” HR IT solutions which effectively operate within the Army’s enterprise level networks will provide the information needed by the HR community to support Soldiers and Civilians. This Business Process Reengineering (BPR) will guide the design and development of our IT investments to maximize the return on HR IT investments while reducing manpower requirements and system redundancies. An integrated personnel and pay system is the key enabler of the 3-in-1 Total Force Policy and a clear demonstration of our commitment to BPR. This system will provide an efficient, modern, multi-component military HR and payroll system, operating on the Army network and providing seamless HR services. Through the implementation of strong governance, the HR community will realize manpower and cost savings. Further efficiencies will be gained through the leveraging of Commercial off the Shelf, Government off the Shelf, and adopting existing systems created by other Services and Components, creating new systems only when nothing else is available.

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1 Vision and Value Proposition

The Army Human Resource Information Technology (HR IT) Strategy ensures high-level direction for the Human Resource Management (HRM) Domain for Program Objective Memorandum (POM) years, establishing the guiding principles, vision, and mission for IT planning and investment. This IT strategy lays out the current and future environments as well as the roadmap toward achieving the HR goal in support of POM FY13-17 and beyond. This strategy supports the Army Campaign Plan, the Business Systems Information Technology (BSIT) Strategy, and the Army Human Capital Strategy.

The Army vision and mission with supporting HR Domain vision and mission are the foundation for the HR IT Strategy, allowing the HR community to capitalize on efficiencies gained by ensuring integration of business processes and technology solutions for wartime and garrison, supporting Soldiers, Commanders, Civilians, and Families across components. To realize the full benefits of IT, we must reengineer old business processes and capitalize on cost savings and improve customer service. Accomplishing the G-1 vision requires an appropriate organizational structure to govern and manage the IT investments and a viable HR IT strategy to improve alignment of business processes within systems. We must focus on revising HR policies and business processes before leveraging technologies which

Vision

Adapt HR systems supported by flexible IT, to man a modular, expeditionary Army while sustaining the All Volunteer Force

Mission

- 1. Advise the SA, CSA and ASA(M&RA) and collaborate with the Human Capital Enterprise***
- 2. Develop policies and execute programs to man the Total All Volunteer Army and ensure the health of the force***

ultimately capture efficiencies.

An integrated personnel and pay system value proposition is the key enabler of the Army Total Force Policy. The system must have the following attributes:

- A 3-in-1 military personnel management and pay system that standardizes the business processes and provides authoritative data of all three components to the maximum extent practicable while improving auditability of the Military Personnel Appropriation and financial transactions.

- A system fully integrated into the Army Network to ensure commanders and Soldiers have secure and reliable access to the data and business processes they need anywhere in the world, 24/7.
- A system that will allow for rapid fielding of new HR services and applications required by the increasing pace of change in our Army, enhancing services to Soldiers, Civilians and family members.
- A system that capitalizes on the full potential of force mix and force design efficiencies resulting from Resource Management Decision (RMD) 703. Audit readiness and planned progress toward achieving an unqualified audit are key goals for the Army. This program will provide the Army the means to meet statutory 2017 auditability requirements.

2 Guiding Principles

The HR IT Strategy follows a standard model of principles driving vision to objectives. Each level from vision to objectives conveys more precise detail of what needs to be done and why. The following principles, based on the BSIT Strategy's management framework, will be used to transform our vision and strategy from planning to reality.

Principle 1: Domain systems and applications are based on Federal, DoD, and Army standards. The HRM Domain applications/systems will go through formal acquisition, funding, requirements management and approval processes to ensure compliance with regulatory directives. These formal processes will ensure the development efforts are aligned with the Army and HR business processes and priorities.

Principle 2: Domain business processes drive IT decisions. HR IT solutions are driven by changes to HR policies and business processes. HR IT solutions are not driven by the old ways of doing business.

Principle 3: Domain IT resources are maximized for Army-wide benefits. HR IT solutions will capitalize on gaining efficiencies through Total Force Policy (3-in-1).

Principle 4: Domain information is managed as a shared community and is captured once, in a standardized manner. This principle is achieved through the development of a military integrated personnel and pay system, riding on the Army network to provide seamless HR services to Soldiers while providing relevant, timely, authoritative data to decision-makers. Army Civilian personnel systems also will meet these network and standardization requirements.

Principle 5: Domain information is accessible and secure. Civilians and Soldiers have secure and reliable access to the data and business processes they need anywhere in the world, 24/7.

Principle 6: Formal change management processes drive modification of IT systems/applications. Formal change management processes are applied to all systems

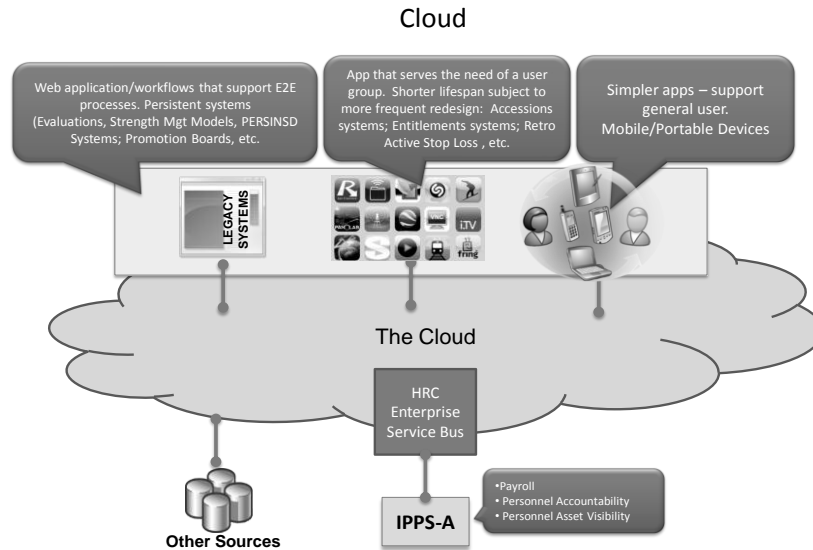
and applications in the HRM Domain through the establishment of a Change Management Board.

Principle 7: Formal requirements management, funding and approval processes are applied to all IT applications/systems in the domain. G-1 has established governance processes to oversee the HR IT investments serving as the central HR automation authority incorporating all personnel system decisions related to implementing HR IT systems. The governance structure will ensure “End-to-End” business processes support mission requirements.

Principle 8: Domain management capabilities leverage leading practices and are easy to use. The Domain will take advantage of commercial off-the-shelf or government off-the-shelf solutions with proven records of success and only customize when it is impossible to adapt current business processes to utilize commercial off-the-shelf/government off-the-shelf capabilities. The information capabilities are based upon the G-6 Common Operating Environment (common graphical user interface standards and specifications) ensuring the underlying technology is transparent to users.

3 Overall IT Strategy

The Federal Government (25 Point Implementation Plan to Reform Federal Information Technology Management, 2010) and DoD as a whole are moving in the direction of Cloud or enterprise computing (figure below). The HR IT Strategy will use Cloud Computing capability to achieve true enterprise capabilities in a data centric environment; the HR cloud will allow the HRM Domain to standardize how data is processed in transit, operation, and storage. Cloud computing is internet-based computing where shared resources, software, and information are provided to computers and other devices on demand providing a new delivery model for IT services based on internet availability. Cloud computing involves over-the-internet provisioning of dynamically scalable and virtualized resources in the form of web-based tools or applications accessed through a web browser.



Future Environment

There are many benefits of clouds, but the most important cloud characteristic for the Army COE (Common Operating Environment) and this strategy are flexibility, scalability and rapid deployment. Over the next five years, we will build an HRM Domain IT environment that consolidates services and applications, delivery environments, and operations. An integrated personnel and pay capability for personnel is central to the success of the future environment. Combining all of the above saves dollars in reduced overhead and elimination of redundancy saving the customer time by providing the functionality and services they require in a more streamlined manner via BPR. Finally, this environment is more flexible, and better able to adapt to change as driven by process transformation and the warfighting mission.

Army HR IT is managed and delivered via three strategic activities:

3.1 Development and Fielding of an Integrated Personnel and Pay Capability

Efficient and effective HR management requires BPR, a consolidation of IT solutions, and the transition to an authoritative database creating a seamless flow of information across HR systems, eliminating data entry point redundancies. The Army will deliver an integrated personnel and pay capability to streamline the military HR processes and enhance the efficiency and accuracy of Army personnel and pay procedures. The development of an integrated personnel and pay system follows the Enterprise Resource Planning (ERP) Systems approach to system development: conducting portfolio management; using standardized cost-benefit analysis; focusing on “End-to-End” business processes; leveraging process champions to make decisions; and measuring progress

towards achieving the strategy. When the system is fully operational, it will provide each Soldier with a comprehensive record of service, which will feature a self-service capability that allows the Service member to update selected personal information. HR Specialists, Commanders, and others will have access to Soldiers' personnel and pay information as required to support their decisions and responsibilities across the Army. The system will serve Soldiers by:

- Providing a 3-in-1 Total Force Policy personnel and pay system, standardizing business processes, and maximizing Army-wide benefits.
- Ensuring Commanders and Soldiers have secure and reliable access to the data and business processes they need anywhere in the world, 24/7.
- Integrating military personnel and pay functionality.
- Enabling greater flexibility for the Soldier through self-service capabilities.
- Eliminating redundancy of data by having one record per Soldier.
- Increasing the accuracy and timeliness of pay and benefits.

IPPS-A will subsume many of the stovepiped and legacy systems, creating a much smaller HR systems footprint and an end-state using the HR Cloud concept and become the link providing personnel data to Army Force Generation (ARFORGEN) process.

3.2 Infrastructure

Information infrastructure provides a framework for all the technologies that help manage the enterprise's information assets. Information infrastructure provides a means in a modular approach to enable the IT organization to respond to business needs faster and develop new products and other business initiatives with less capital. Information infrastructure also helps the IT organization identify opportunities for consolidating Business Intelligence, content management or other support systems. Consolidation and orchestration of available information infrastructure can save the enterprise money and improve its effectiveness.

The HRM Domain data center consolidation is a strategic implementation in support of the Army Data Center Consolidation Plan (ADCCP). It provides enterprise hosting as a managed service, and improves the security of its information assets. In addition to consolidating data centers on several installations over the last three years, data center consolidation will greatly improve the HRM Domain security posture, making it less vulnerable, better protecting the network and information assets in compliance with guiding principle 5. The data center consolidation initiative will reduce operational redundancies, reduce the physical IT footprint, and provide cost avoidance.

3.3 Data/Applications Migration

Data is recognized as a strategic asset and like all strategic assets within DoD it is under constant attack both internally and externally. Strong governance and oversight of data is necessary to provide security measures as well as reduce or eliminate redundant data

repositories with their corresponding vulnerabilities and support expenditures in manpower, hardware, database tools, etc. The result is that Domain data will be captured once, and in a standardized manner, using common data strategies in the development of new systems and applications.

4 Methodology

Strategic HR support involves the global capability to plan, resource, manage, and control the HR life cycle functions for the Army. It involves integrating HR functions and activities across the Army staff, among the respective components, 3-in-1 Total Force Policy, and among the Services. At the strategic level, the Army G-1 provides HR support to all Army forces. In order to transform G-1 HR business processes, it is necessary to revise business policies that support the processes. When considering an IT investment, it is necessary to focus on the “End-to-End” business processes to capture efficiencies and cost savings to achieve compliance IAW Sec. 1072, NDAA 10.

To facilitate execution of this strategy, the G-1 will ensure the strategic integration of all aspects related to information technology across Army components. The G-1 is empowered to serve as the single focal point for incorporating all personnel system decisions related to implementing HR systems and the subsequent modernization of legacy or new IT systems. All sustainment and development requirements for systems or applications will go through the Change Management Board for validation and governance, ensuring compliance with laws and mandates consistent with the Army HR enterprise architecture. This process will shape the future landscape of the HRM Domain and ensure the HR Life Cycle functions are considered in all HR IT investments. With the appropriate organization structure in place to provide strong governance, the G-1 will realize a greater cost savings, improved alignment of systems, minimized lifecycle costs, and information infrastructures that will free up resources through efficiencies, and make better use of data for human capital decisions.

Consistent with our guiding principles and strategy, we will adhere to the following requirements:

1. All existing and new IT solutions will have documented “End-to-End” business processes. This will require BPR and potential update of policies.
2. The BPR results will be reviewed to determine if automation is necessary or if a non-material solution is possible.
3. Business Process Reengineering/policy changes and architecture will drive IT solution sets.
4. All IT systems and functional enhancements will be developed with coordination/approval through appropriate governance boards.
5. We will employ consistent, repeatable processes to analyze, document, and refine architecture user requirements.
6. Take advantage of rapid fielding opportunities as often as possible.

7. Ensure IT solutions do not duplicate existing capability. New systems may duplicate existing capability only until subsumed by a G-1 approved and certified enterprise IT solution.

8. All IT initiatives will comply with all IT-related law, policy, and regulations.

5 Metrics – Measure of Success

The G-1 will employ standard performance metrics to assess effectiveness of current and proposed IT operations processes. The following metrics, although not all inclusive, will provide the measure of success needed to ensure customer satisfaction and maximize return on investment for HR IT solutions:

- Business Process “as is”
- BPR “to be”
- Mapping BPR to IT solutions
- RICE (reports, interfaces, conversions, enhancements)
- Federal Information Security Management Act (FISMA)
- BPR for non-subsumed HR systems
- Data readiness
- Requirements stability
- Data standardization
- Integrated testing/network testing
- Auditability
- “End-to-End” business process mapping from hire to retire
- Reduction in stovepiped/legacy systems
- Reduction in interface requirements

In order for the G-1 to develop HR IT solutions that ensure customers are satisfied and provide maximum return on investment, we must use performance standards in the form of metrics that assess our ability to meet needs and objectives.

6 Governance Process/Structure

The G-1 will achieve its goals through firm governance, ensuring all requirements and investments for IT systems in the HRM Domain are clearly defined, documented, vetted, approved, and managed. The Domain governance and oversight eliminates the risk of redundant capabilities built in multiple ERP systems and ensures compatibility and the appropriate level of integration among the programs. Commands will not resource IT modernization, upgrades or new network-delivered and supported applications. Enterprise Architecture (EA) and Requirements management will reduce the amount of HR IT systems by looking across the HRM Domain to ensure systems are relevant, enhanced, capabilities gaps are closed without developing redundant or competing solutions, and

business processes are reengineered. The G-1 employs two unique boards, a Change Management Board (CMB) and an Investment Review Committee (IRC). The CMB is the HRM Domain's implementation of the BSIT Solution Development and Delivery business practice requirement. The CMB provides a formal process to review all IT investments (new development or sustainment) and provides a recommendation for funding to the IRC. The two boards will ensure that IT systems in the HRM Domain are streamlined to allow better alignment of IT requirements to business processes/practices. The stringent processes used by the boards are designed to reduce/eliminate duplication of capability, provide detailed analysis of solutions, enable insight/exploitation of enterprise tools, and reduce the cost of IT systems. Key to stringent management is the analysis of the "as is" and "to be" HRM business process and technical solution set. Our use of EA practices will allow the G-1 to leverage known solutions, simplify systems and processes, and rationalize the Army's IT investments and operating costs and ensure compliance with Business Enterprise Architecture and Business Process Reengineering requirements IAW Sec. 1072, NDAA 10.

The HRM Domain governance processes, aligned with the BSIT Strategy's Enterprise Governance Principles, provides the oversight and validation of IT investments. The HRM Domain governance structure consists of several governing bodies and supporting groups including the Board of Directors (BOD), the Working Executive Officer Steering Committee (EOSC), appropriate BSIT Forums, and the IRC.

IT investments review within the HRM Domain are subject to current financial management regulations that stipulate all development or IT modernization efforts that are greater than \$250k per year must be programmed for research, development, test and evaluation(RDT&E) funding. If the total amount for the modernization, over the life of the system is more than \$1M, then RDT&E must be used from the outset, and the system must go through the Defense Business System Management Committee certification process.

Commands will not resource sustainment of existing systems, upgrades or new network-delivered and supported applications at the enterprise level that exceed the above thresholds.

7 Way Ahead

The way ahead is a phased approach that will achieve the G-1 HR IT transformation and cost savings by FY16:

Phase 1 lays the foundational work that creates a trusted data source consolidating all Soldier's records to create a 3-in-1 system that is riding on the Army network. This phase also provides baseline reporting capabilities and implements the security and auditability frameworks that are utilized by successive phases. Once the foundation is laid, this will give the HR community the ability to rapidly field new applications that run against the data base. The data will be accessible at this time to Soldiers around the world, 24/7. This program provides the Army the best chance of meeting statutory 2017 auditability requirements, allowing less fraud and unintentional loss of funds.

Phase 2 is centered on the personnel actions focused on accountability. These personnel actions include enlistments, re-enlistments, duty status, oaths, assignments, strength accounting, and records updates. This phase will provide HR capability equity for all components and produce cost savings through fewer manual work-arounds and layered processes. Phase 2 will allow the G-1 to “build down the wedge”, reducing the amount of systems in the HRM Domain and capitalize on reduced life cycle costs.

Phase 3 consists of personnel actions focused on essential personnel services. These actions include promotions, demotions, awards, badges and tabs, courses and degrees completion, training requirements, member benefits, Montgomery GI Bill, retirement points, etc.

Phase 4 synchronizes HR and payroll processes to increase quality of services and interoperability, while reducing our reliance on Defense Finance and Accounting Services (DFAS). This phase includes actions such as computing base pay, BAS, BAH, taxes, bonuses, debt collection, allotments, disability and incapacitation pay, leave, LES, and other traditional finance office transactions.

Phase 5 focuses on personnel services to include evaluations, retirements, separations, retention, talent management, and agreement/incentive documentation.

The growth in technology and the fiscally constrained environment provides an opportunity to foster innovation and reengineer business processes across the HRM Domain. The technical support structure provides the ways and means to operate efficiently in a fiscally constrained environment while allowing the G-1 to transform the HRM Domain to better support the Army mission and a 3-in-1 Total Force Policy. In the end, this strategy will produce cost savings through the elimination of stovepiped and redundant systems and put the HR community on par with 21st century modernization of the Army Financial and Logistics processes and systems.