

REMARKS  
BY  
THE HONORABLE EMMETT PAIGE, JR.  
ASSISTANT SECRETARY OF DEFENSE  
COMMAND, CONTROL, COMMUNICATIONS  
AND INTELLIGENCE  
WASHINGTON, DC  
TO THE  
ASSOCIATION OF GOVERNMENT  
ACCOUNTANTS CONFERENCE  
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THANK YOU FOR INVITING ME HERE TODAY TO SHARE SOME TIME AND THOUGHTS WITH YOU. IT IS A REAL PLEASURE TO MEET WITH ACCOUNTING PROFESSIONALS FROM ALL ACROSS THE FEDERAL GOVERNMENT.

Ir VE BEEN ASKED TO SPEAK WITH YOU TODAY ABOUT THE CRITICAL ROLE OF INFORMATION MANAGEMENT IN THE AREA OF FINANCIAL MANAGEMENT, PARTICULARLY THOSE THAT RELATED TO BUSINESS PROCESS REENGINEERING, DATA STANDARDIZATION AND MIGRATION SYSTEMS. WE ARE DOING THIS UNDER THE UMBRELLA OF OUR CORPORATE INFORMATION MANAGEMENT INITIATIVE.

OUR RE-ENGINEERING IS GOING ON IN PARALLEL WITH CRUCIAL WORK TO MIGRATE TO STANDARD INFORMATION SYSTEMS WITHIN EACH DEFENSE FUNCTION AND TO STANDARDIZE DATA ACROSS ALL DEFENSE FUNCTIONS.

WE HAVE LEARNED MANY LESSONS AND ARE STILL IN THE LEARNING PROCESS. I WANT TO BE FRANK WITH YOU ON THESE MATTERS. SOME OF YOU HAVE TROD SIMILAR PATHS, AND YOU KNOW HOW DIFFICULT BLAZING A NEW TRAIL CAN BE. BUT, THEN, YOU ALSO KNOW THAT THE GAIN WAS WORTH THE PAIN.

FOR THOSE OF YOU JUST EMBARKING ON SIMILAR AGENCY INFORMATION MANAGEMENT INITIATIVES, I WOULD HOPE THAT YOU WOULD BE ABLE TO BUILD ON OUR

WORK AND THE WORK OF OTHERS WHO ARE HERE TODAY. I HAVE BENEFITED GREATLY FROM THE WORK OF THOSE WHO HAVE GONE BEFORE ME, AND HOPE THAT EACH OF US CAN CONTINUE THESE SUCCESSES AND LAY DOWN A GOOD FOUNDATION FOR EFFORTS TO COME.

IN EVERY CASE, WE MUST MEASURE THE SUCCESS OF ANY INFORMATION MANAGEMENT INITIATIVE BY ITS CONTRIBUTION TO THE ACCOMPLISHMENT OF EACH DEPARTMENT OR AGENCY'S MISSION. FOR THE DEPARTMENT OF DEFENSE, FINANCIAL MANAGEMENT MISSION MEANS HOW THE INITIATIVE SUPPORTS OUR CUSTOMERS THAT NUMBER IN THE MILLIONS IN A VARIETY OF WAYS. THE DEFENSE FINANCE AND ACCOUNTING SERVICE PAYS MILITARY MEMBERS, RETIREES, ANNUITANTS AND MANY CIVILIAN EMPLOYEES. MILLIONS OF FAMILY MEMBERS, BUSINESSES AND OTHER ORGANIZATIONS RECEIVE ALLOTMENTS FROM THEIR PAY. DEFENSE CONTRACTORS ALSO RECEIVE PAYMENT FOR THEIR GOODS AND SERVICES.

MANAGERS AT ALL LEVELS THROUGHOUT THE DEPARTMENT OF DEFENSE RECEIVE FROM DFAS THE ACCOUNTING SUPPORT AND FINANCIAL MANAGEMENT INFORMATION THEY NEED TO MANAGE EFFECTIVELY. HUNDREDS OF FEDERAL, STATE AND LOCAL GOVERNMENT AGENCIES RELY ON DFAS MANAGEMENT TO IMPLEMENT A MULTITUDE OF REGULATIONS AND COLLECT AND DISBURSE FUNDS. FOREIGN GOVERNMENTS RELY ON DFAS

MANAGEMENT TO ACCOUNT FOR THEIR SECURITY ASSISTANCE PURCHASES.

HAVING THE RIGHT INFORMATION CAN ALSO MEAN THAT WE MAKE PRECISELY THE RIGHT PAYMENTS FOR EXACTLY THE RIGHT GOODS AND SERVICES WHICH WERE DELIVERED AT THE PROPER PLACE AND TIME. GIVEN THE MASSIVE SCALE OF DEFENSE OPERATIONS, EVEN THE SMALLEST MARGIN OF ERROR CAN TRANSLATE INTO COSTING AMERICAN TAXPAYERS BILLIONS OF DOLLARS.

WE HAVE AT OUR DISPOSAL THE MEANS FOR ANSWERING THE PRESIDENT'S CALL FOR MAKING OUR GOVERNMENT WORK BETTER AND COST LESS. TECHNOLOGIES ARE READY AND WAITING FOR INNOVATIVE THINKERS AND DO-ERS TO APPLY THEM TO OLD PROBLEMS THAT HAVE DEFIED SOLUTION AND TO RE-APPLY THEM TO OLD SOLUTIONS THAT HAVE BECOME PROBLEMS.

WITH THIS IN MIND, I WOULD LIKE FOR EACH OF US TO APPROACH OUR JOBS WITH THREE THINGS PARAMOUNT -- THE MISSION, THE TECHNOLOGY BASE, AND THE PRESSING NEED FOR ACTION.

THE MISSION MUST COME FIRST. ONE OF THE DISTINGUISHING ASPECTS OF THE DEFENSE CORPORATE INFORMATION MANAGEMENT INITIATIVE IS ITS EMPHASIS ON MISSION ACCOMPLISHMENT. WE CONSIDER INFORMATION MANAGEMENT IMPROVEMENTS WITHIN THE CONTEXT OF INCREASING THEIR CONTRIBUTION TO OUR NATION'S DEFENSE. JUST AS WE NEED INFORMATION

FROM ALL PARTS OF THE GLOBE TO MAINTAIN OUR WARFIGHTING READINESS, WE MUST ALSO BE ABLE TO COLLECT, DISBURSE, AND DISTRIBUTE FINANCIAL INFORMATION TO OUR FORCES IN ALL PARTS OF THE WORLD -- NO MATTER HOW REMOTE, OR NO MATTER HOW RUGGED THE TERRAIN IN THEIR LOCATION, OR NO MATTER HOW RAPIDLY THEY HAD TO MOVE.

I FEEL THAT I CANNOT OVERSTATE THE NEED FOR FINANCIAL MANAGEMENT IMPROVEMENTS TO SUPPORT OUR WARFIGHTERS AND THEIR FAMILY MEMBERS. EACH OF THESE NEEDS THAT I'VE MENTIONED HAVE A HEAVY INFORMATION COMPONENT. AS WE MOVE TO SATISFY EACH NEED, WE MUST KEEP IN MIND THAT THE FULFILLMENT OF THE MISSION COMES FIRST. THE USE OF INFORMATION TECHNOLOGY IS COINCIDENTAL, EVEN THOUGH IT MAY PROVE TO BE THE PRIME ENABLER OF THE IMPROVEMENT.

OUR PROCESS RE-ENGINEERING EFFORTS ARE AIMED AT IMPROVING DEFENSE CAPABILITIES WHILE NOT INCREASING THE PRICE TAG. IN THE AREA OF FINANCE WE MUST COMPLY WITH THE FEDERAL MANAGERS' FINANCIAL INTEGRITY ACT WHICH REQUIRES CONTINUAL REVIEW AND EVALUATION OF FINANCIAL MANAGEMENT SYSTEMS AND OPERATIONS TO ENSURE THEY FUNCTION IN CONFORMANCE WITH FEDERAL ACCOUNTING REQUIREMENTS. AS A RESULT OF THE REVIEWS AND EVALUATIONS OUR FINANCIAL AREA DEVELOPS

IMPROVEMENT INITIATIVES FOR DOD-WIDE APPLICATIONS. THUS, THE CHIEF FINANCIAL OFFICER FINANCIAL MANAGEMENT FIVE-YEAR PLAN PROVIDES THE PRESIDENT AND CONGRESS THE DEFENSE DEPARTMENT'S STRATEGIC PLAN FOR IMPROVING FINANCIAL MANAGEMENT.

OUR FINANCE PROGRAM CONTAINS A NUMBER OF INITIATIVES AIMED AT SERVING CUSTOMERS WITH THE LATEST TECHNOLOGIES SUCH AS:

- INTERACTIVE VOICE RESPONSE SYSTEMS,
- OPTICAL IMAGING,
- CUSTOMER FEEDBACK INSTRUMENTS SUCH AS SURVEYS, MAILERS AND CUSTOMER FOCUS GROUPS TO IDENTIFY CUSTOMER EXPECTATIONS AND PERCEPTIONS
- DYNAMIC TRAINING PROGRAMS FOCUSED ON GIVING OUR FRONT LINE EMPLOYEES THE SKILLS NEEDED TO PROVIDE THE BEST SERVICE POSSIBLE, AND
- PRIVATE INDUSTRY BENCHMARKING INITIATIVES TO COMPARE OUR SERVICES TO THE BEST IN THE BUSINESS AND ADOPT PRIVATE INDUSTRY PRACTICES FROM LEADING SERVICE COMPANIES.

SECRETARY OF DEFENSE PERRY BEGAN, IN HIS PREVIOUS ROLE AS DEPUTY SECRETARY OF DEFENSE, THE DISMANTLING OF THE UNSYSTEMATIC COLLECTION OF INFORMATION SYSTEMS THAT SUPPORT EACH DOD FUNCTIONAL AREA.

HIS SUPPORT FOR THIS EFFORT CONTINUES

UNABATED. EACH OF HIS PRINCIPAL STAFF ASSISTANTS ARE SELECTING THE MIGRATION SYSTEMS WITHIN THEIR AREAS OF RESPONSIBILITY. THESE WILL BE IMPLEMENTED ACROSS THE WHOLE DEPARTMENT, AND ALL OTHER SYSTEMS WILL BE ELIMINATED. HE HAS PLACED A THREE-YEAR TIMETABLE ON THESE EFFORTS. OUR DATA WILL ALSO BE STANDARDIZED BY THE SAME TIMETABLE.

THE DOD FINANCE COMMUNITY HAS OVER 250 LEGACY SYSTEMS WHICH ARE BEING EVALUATED AS POSSIBLE MIGRATORY SYSTEMS. THESE MIGRATORY SYSTEMS HAVE BEEN RIGOROUSLY EVALUATED AGAINST ESTABLISHED FUNCTIONAL AND TECHNICAL CRITERIA. THE FOLLOWING HAVE BE APPROVED.

- THE DEFENSE JOINT MILITARY PAY SYSTEM WILL PAY ARMY, NAVY AND AIR FORCE ACTIVE DUTY MEMBERS; RESERVE AND NATIONAL GUARD PERSONNEL; RESERVE OFFICER TRAINING CORPS CADETS AND MIDSHIPMEN; ARMED FORCES HEALTH PROFESSIONAL SCHOLARSHIP PROGRAM STUDENTS AND MILITARY ACADEMY CADETS AND MIDSHIPMEN. THE BENEFITS OF THIS SYSTEM INCLUDE STANDARDIZED MILITARY PAY, REDUCED LONG RANGE COSTS, ENHANCED CUSTOMER SERVICE, AND IMPROVED PAY SERVICE CAPABILITY FOR ANY EMERGENCY OR WARTIME MOBILIZATION SCENARIO. DFAS IS ASSISTING THE MARINE CORPS IN THE JOINT PROCESS OF COMBINING THEIR INTEGRATED ACTIVE DUTY PAY AND

PERSONNEL SYSTEM, AND THEIR INTEGRATED RESERVE PAY AND PERSONNEL SYSTEM INTO ONE INTEGRATED PAY AND PERSONNEL SYSTEM -- THE MARINE CORPS TOTAL FORCE SYSTEM.

- THE DEFENSE CIVILIAN PAY SYSTEM WILL ACHIEVE SIGNIFICANT SAVINGS BY CONSOLIDATING AND STANDARDIZING DOD CIVILIAN PAY.

- THE DEFENSE RETIREE AND ANNUITANT PAY SYSTEM WILL BE THE DEFENSE DEPARTMENT SYSTEM TO PROCESS RETIRED PAY AND ANNUITIES FOR ALL MILITARY RETIREES AND ANNUITANTS. THE SYSTEM'S OBJECTIVE IS TO REPLACE CURRENT SYSTEMS WITH A STANDARDIZED, CENTRALIZED SYSTEM WHICH CAN INTERFACE WITH APPLICABLE PERSONNEL, ACCOUNTING AND DISBURSING SYSTEMS--THEREBY REDUCING COSTS AND IMPROVING CUSTOMER SERVICE.

- THE DEFENSE DEBT MANAGEMENT SYSTEM IS THE FIRST FINANCIAL SYSTEM TO BE FULLY IMPLEMENTED. IT IS USED TO COLLECT THE DEBTS OF FORMER MILITARY MEMBERS, CIVILIANS NOT BEING PAID BY THE FEDERAL GOVERNMENT AND DELINQUENT CONTRACTOR ACCOUNTS.

- THE DEFENSE TRANSPORTATION PAYMENT SYSTEM - WILL STANDARDIZE THE WAY DOD COMPUTES AND PREPARES PAYMENTS FOR THE MOVEMENT OF HOUSEHOLD GOODS AND DOD OWNED FREIGHT. THIS INITIATIVE WILL SIGNIFICANTLY IMPROVE PAYMENT PROCESSING BY

REPLACING THE MANUAL RECEIPT, REVIEW AND WAREHOUSING OF VOLUMES OF PAPER DOCUMENTS WITH ELECTRONIC DATA INTERCHANGE PROCESSES. COSTLY PREPAYMENT AUDIT PROCEDURES WILL BE REPLACED WITH AUTOMATED CAPABILITIES THAT ARE EXPECTED TO RECOUP APPROXIMATELY \$13 MILLION IN LOST REVENUES ANNUALLY. PAYMENTS WILL BE SENT DIRECTLY TO THE CARRIER'S FINANCIAL INSTITUTION USING ELECTRONIC FUND TRANSFER.

- THE DEFENSE TRAVEL PAY SYSTEM IS STANDARDIZING AND SIMPLIFYING THE DOD TRAVEL PAYMENTS FUNCTION. THE TRAVEL INITIATIVE HAS BEEN SUBMITTED TO THE NATIONAL PERFORMANCE REVIEW AS A CANDIDATE FOR OUTSOURCING OR OBTAINING THE SERVICE FROM A COMMERCIAL SOURCE. IT IS ANTICIPATED THAT THIS APPROACH WILL ACHIEVE ECONOMIES AND EFFICIENCIES SUCH AS REDUCING PAPERWORK, DOCUMENTING REQUIREMENTS, IMPROVING TRAVEL ACCOUNTING AND PROVIDING ENHANCED CUSTOMER SERVICE.

TO IMPROVE THE QUALITY OF OUR ACCOUNTING SUPPORT THE DOD COMPTROLLER WILL SELECT INTERIM MIGRATORY ACCOUNTING SYSTEMS. THESE SELECTIONS WILL BE MADE ALONG MILITARY COMPONENT LINES IN GENERAL ACCOUNTING AND ALONG COMPONENT AND BUSINESS AREA LINES FOR THE DEFENSE BUSINESS OPERATIONS FUND (DBOF).

BY STANDARDIZING OUR DATA AND SUPPORTING INFORMATION SYSTEMS, WE WILL FREE UP ENERGY THAT CAN BE DIRECTED TOWARDS SOLVING OUR MISSION PROBLEMS. THUS, IN PARALLEL WE ARE RE-ENGINEERING OUR BUSINESS PROCESSES.

THERE IS AN ASPECT OF PROCESS RE-ENGINEERING THAT CANNOT BE OVERLOOKED, AND THAT IS ORGANIZATIONAL INERTIA. WE HAVE BEEN REWARDING OUR PEOPLE FOR DILIGENTLY OBEYING THE RULES, NO MATTER HOW COMPLEX OR INCOMPREHENSIBLE. WE MUST NOW ENCOURAGE THEM TO LOOK AT BOTH WHAT THEY ARE DOING AND HOW THEY ARE DOING IT. IN SOME CASES, WE MUST ASK WHY ARE WE DOING WHAT WE ARE DOING.

OVERCOMING THIS INERTIA IS GREATLY FACILITATED BY HAVING TOP-LEVEL SUPPORT. SECRETARY PERRY IS SOLIDLY BEHIND OUR CORPORATE INFORMATION MANAGEMENT EFFORTS AND CONTINUES TO BE INVOLVED. THIS SUPPORT IS ECHOED THROUGHOUT THE HIGHEST LEVELS OF DEFENSE MANAGEMENT.

AT AN OFF-SITE OF KEY DEFENSE EXECUTIVES, WHICH WAS CONDUCTED EARLY THIS YEAR, TOP MANAGEMENT CAME TOGETHER TO CONCENTRATE ON SOLVING SOME OF THE PERSISTENT PROBLEMS THAT HAVE BEEN HOUNDING THE DEPARTMENT FOR YEARS. IN THE AREA OF FINANCIAL MANAGEMENT, WE FOUND THAT THE PROBLEM OF UNMATCHED DISBURSEMENTS AROSE FROM THE LACK OF DATA STANDARDS AND TIMELY ELECTRONIC

EXCHANGE OF INFORMATION AMONG THE FINANCE, ACQUISITION AND LOGISTICS FUNCTIONS. SIMILARLY, ERRONEOUS PAY PROBLEMS CAME FROM MISMATCHES IN FINANCIAL AND PERSONNEL DATA FORMATS AND DEFINITIONS, AND THE LACK OF TIMELY ELECTRONIC SYSTEM INTERFACES. THE MODERN PHILOSOPHY OF ENTER ONCE AND USE MANY TIMES DOES NOT APPLY TO MOST OF OUR CURRENT SYSTEMS.

THE MISMATCH OF DATA AMONG FUNCTIONS IS LIKE A CANCER ON OUR OPERATIONS. IT SAPS RESOURCES THAT MUST BE USED TO TRANSLATE AND TRANSFER THE DATA. IT SLOWS RESPONSIVENESS. IT ALSO INCREASES THE LIKELIHOOD OF ERRORS BEING INTRODUCED. THE APPARENTLY MUNDANE, TECHNICAL PROBLEM OF DATA STANDARDIZATION IS NOW ON THE FRONT BURNER FOR DEFENSE MANAGEMENT.

AS I MENTIONED EARLIER, EVEN THE SMALLEST ERROR, WHEN PROLIFERATED ACROSS THE DEPARTMENT CAN COST MILLIONS EACH YEAR. THE PAYBACK FOR OUR DATA EFFORTS CAN BE TREMENDOUS.

I CAN'T OVERSTATE THE IMPORTANCE OF GARNERING AND KEEPING TOP LEADERSHIP SUPPORT FOR INFORMATION MANAGEMENT EFFORTS SUCH AS DATA STANDARDIZATION AND BUSINESS PROCESS RE-ENGINEERING. IN CORPORATE AMERICA, THERE IS ONLY A FIFTY PERCENT SUCCESS RATE IN RESTRUCTURING THEIR ORGANIZATIONS AROUND IMPROVED

BUSINESS PROCESSES. THE PRIMARY CONTRIBUTOR TO FAILURE IS LACK OF COHESIVE TOP LEADERSHIP. THE LEADERSHIP MUST COALESCE TO SUPPORT THE CORPORATE OR ORGANIZATIONAL MISSION, AND PROVIDE THE VISION AND DRIVE TO MAKE THE IMPROVEMENTS HAPPEN. WITHOUT THIS VISION, ALL EFFORTS FAIL.

WE ARE CONCENTRATING ON ACHIEVING THE PROPER END RESULT, WHILE PLACING AS FEW BOUNDS AS POSSIBLE ON THE CREATIVITY. WE EMPLOY A VARIETY OF TACTICS IN RE-ENGINEERING OUR BUSINESS PROCESSES, SOME OF WHICH ARE GROUNDED IN THE INDUSTRIAL ENGINEERING PRACTICES DEVISED BY THE YOUNGER OF OUR MILITARY SERVICES -- THE AIR FORCE -- SOME YEARS AGO. WE ARE ALSO PUTTING INTO PLACE DEPARTMENT-WIDE TECHNOLOGY INITIATIVES TO FURTHER FREE UP TALENT AND RESOURCES. I'D LIKE TO BRING UP A COUPLE OF THESE WHOSE INFLUENCE WILL EXTEND ACROSS ALL OF THE FEDERAL GOVERNMENT.

THE FIRST IS OUR EFFORT ON ELECTRONIC COMMERCE AND ELECTRONIC DATA INTERCHANGE. THE PRESIDENT HAS DIRECTED THAT A FEDERAL ELECTRONIC COMMERCE ACQUISITION TEAM DEVELOP A PLAN FOR STANDARDIZING EC ENVIRONMENTS AND APPLY ELECTRONIC DATA INTERCHANGE TO FEDERAL PROCUREMENTS. DEFENSE HAS CHAIRED THE TEAM ALONG WITH THE GENERAL SERVICES ADMINISTRATION.

THE OTHER MAJOR EFFORT IS THE DEFENSE

INFORMATION SYSTEM NETWORK. WE ARE WORKING WITH THE GENERAL SERVICES ADMINISTRATION TO EXPLORE THE APPLICABILITY OF GSA AND DOD ACQUISITION OF ONE SINGLE, JOINTLY MANAGED NETWORK FOR ALL FEDERAL GOVERNMENT USERS TO REPLACE THE FTS-2000 AND THE EXISTING DEFENSE NETWORK. WHAT WE PLAN TO DO SEPARATELY FOR THE DOD, IS TO PLAN TO STRUCTURE A DEFENSE INFORMATION SYSTEMS NETWORK CALLED DISN.

THE DISN IS TO BE A GLOBAL NETWORK TO INTEGRATE EXISTING DEFENSE COMMUNICATIONS SYSTEMS ASSETS, INCLUDING COMMUNICATIONS SATELLITES (BOTH MILITARY AND THOSE WE ACQUIRE USE OF COMMERCIALY), AND TELECOMMUNICATIONS SERVICES (ALSO REGARDLESS OF SOURCE AND WHETHER OR NOT THEY ARE DEDICATED TO DEFENSE USAGE). THE DISN IS TO PROVIDE A CONSOLIDATED WORLDWIDE DEFENSE TELECOMMUNICATIONS INFRASTRUCTURE. OUR VISION TODAY WITH GSA IS TO WORK TOGETHER AND BUILD ONE SYSTEM.

THERE ARE MANY SIMILARITIES IN THE NATIONAL INFORMATION INFRASTRUCTURE, WITH THE EXCEPTION OF THE WORLDWIDE SCOPE, REMOTENESS, AND SECURITY REQUIREMENTS THAT ARE PECULIAR TO DEFENSE NEEDS.

THE INFORMATION INFRASTRUCTURE ENVISIONED BY THE VICE PRESIDENT HAS OTHER SIMILARITIES TO A DEFENSE INITIATIVE CALLED C4I FOR THE WARRIOR.

C4I STANDS FOR COMMAND, CONTROL, COMMUNICATIONS, COMPUTER, AND INTELLIGENCE. WE WANT TO GIVE OUR WARFIGHTERS ACCESS TO ALL REQUIRED INFORMATION SOURCES, VIA A SINGLE USER DEVICE THAT IS VENDOR-NEUTRAL.

THIS IS SIMILAR TO THE REMOTE DEVICES THAT ARE TARGETED FOR REMOTE SCHOOLS AND MEDICAL UNITS UNDER THE NATIONAL INFORMATION INFRASTRUCTURE. AS WITH THE NATIONAL INFORMATION INFRASTRUCTURE, AT EVERY STEP OF THE WAY, WE WILL RELY AS MUCH AS POSSIBLE ON THE COMMERCIAL SECTOR, FOR BOTH HARDWARE AND SOFTWARE.

WE ARE MAKING AS MUCH USE AS POSSIBLE OF COMMERCIAL OFF-THE-SHELF PRODUCTS, AND SOFTWARE, WHEN DOD NEEDS TO DEVELOP NEW CODE, WE WILL WRITE IT IN ADA.

WE ARE PREPARING OUR TECHNOLOGY BASE TO BE BOTH RESPONSIVE AND FLEXIBLE. WE ARE MAKING A NO-BRAINER OF AS MUCH OF OUR SOFTWARE DEVELOPMENT AS POSSIBLE BY INCREASING THE REUSE OF SOFTWARE THAT IS ALREADY DEVELOPED AND TESTED. THIS WILL CUT COSTS AND DECREASE THE TIME TO FIELD SYSTEMS AFTER IDENTIFYING THE NEED FOR SYSTEMS TO BE DEVELOPED.

WITH THE SOFTWARE BARRIER BROKEN, TECHNOLOGICAL ADVANCES WILL ACCELERATE. I WOULD LIKE TO STRESS THAT TO BE A LEADER, A MANAGER,

GOOD IN YOUR BUSINESS OR GOOD IN YOUR TRADE, YOU NEED TO STUDY AND CONTINUALLY KEEP UP WITH TECHNOLOGY. YOU MUST MAINTAIN THE CURRENCY AND COMPLETENESS OF YOUR OWN PERSONAL TECHNOLOGY BASE.

AND YOU MUST STRESS THAT YOUR STAFFS DO THE SAME. AT EVERY STEP, WE MUST BE AS FLEXIBLE AS THE SYSTEMS THAT WE FIELD. WE MUST BE OPEN TO SHIFTING OUR VIEW OF THE WORLD AND THE ROLE OF INFORMATION TECHNOLOGY.

WHILE MAINTAINING OUR TECHNICAL BASE, A SENSITIVITY TO OUR CUSTOMERS' NEEDS MUST PERMEATE OUR ORGANIZATIONS. WE MUST WORK MORE CLOSELY WITH OUR CUSTOMERS. WE MUST BECOME BETTER AT LISTENING TO WHAT THE CUSTOMER WANTS, AND AVOID THE STEREOTYPICAL APPROACH OF DUMPING TECHNOLOGY INTO OUR USERS' LAPS, WHETHER OR NOT IT FITS THEIR NEEDS. I ASSERT THAT OUR COMMUNICATIONS SKILLS MUST BE HONED IN MORE THAN MANAGEMENT OF BANDWIDTH, GIGABYTES AND TERAFLIPS. AND WE MUST NOT RUSH TO MONOLITHIC SOLUTIONS TO MEET USER NEEDS. WE ALL WOULD LIKELY SAY THAT WE SUPPORT EVOLUTIONARY OR INCREMENTAL DEVELOPMENT STRATEGIES -- AND INDEED THE DEPARTMENT OF DEFENSE HAS MADE THIS OUR POLICY -- BUT WE MUST BE READY TO ADAPT THE SOLUTION THAT WAS THE CORRECT SOLUTION YESTERDAY

IF CHANGES ARE NEEDED TOMORROW. IN THIS BUSINESS, COMPLACENCY AND PRIDE OF AUTHORSHIP CAN BE TWO OF OUR MAJOR STUMBLING BLOCKS.

AND THIS BRINGS ME TO THE THIRD KEY FACTOR THAT I WANT YOU TO KEEP IN MIND, AND THAT IS TO ALWAYS HAVE A SENSE OF URGENCY IN ALL THAT YOU DO. WITH EVERY DAY THAT GOES BY, ANOTHER LIFE MAY BE AT RISK, EITHER FROM WARFARE OR FROM LACK OF EDUCATIONAL OPPORTUNITIES OR MEDICAL EXPERTISE.

WE NEED TO TEMPER THIS SENSE OF URGENCY WITH THE KNOWLEDGE THAT THIS WORK WILL NOT BE EASY AND THAT SOME WORK WILL TAKE YEARS. FOR EXAMPLE, THE DOD IS MOVING TO INTEGRATE FUNCTIONAL PROCESS AND THE RELATED INFORMATION SYSTEMS. OUR MOVE TO STANDARD MIGRATION SYSTEMS IS BUT A START IN MAKING OUR SYSTEMS INTEGRATED, WHICH IS A QUANTUM STEP BEYOND MERE INTEROPERABILITY.

I HAVE STRESSED FLEXIBILITY, BUT THAT DOES NOT MEAN THAT YOU SHOULD NOT BE DECISIVE. AMBIGUITY AND UNCERTAINTY DESTROY MORALE OF ANY ORGANIZATION AND BRING DOWN THE BEST-LAID PLANS FOR MAKING ANY PROCESS IMPROVEMENTS.

BE DECISIVE BUT, AT THE SAME TIME, PULL AS MANY OF YOUR ASSOCIATES AS NEEDED INTO THE DECISIONMAKING PROCESS. AS PART OF THE MANAGEMENT TEAM FOR YOUR AGENCY OR DEPARTMENT, YOU EACH SHARE IN THE RESPONSIBILITY FOR ITS

OVERALL SUCCESS.

OUR COUNTRY HAS NEEDS, BOTH INTERNALLY AND INTERNATIONALLY, WHICH MUST BE MET. MORE IMPORTANTLY, EACH OF US REPRESENTS A DEPARTMENT OR AGENCY OF OUR GOVERNMENT. IT IS OUR DUTY TO SERVE THE PUBLIC.

I THANK YOU FOR THE OPPORTUNITY TO SPEAK WITH YOU TODAY. I WELCOME ANY QUESTIONS THAT YOU MAY HAVE.