



THE DEPUTY SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301

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MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
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SUBJECT: DoD Corporate Information Management

In order to reduce non-value-added work and costs, as highlighted by the Secretary's Report to the President on Defense Management, there appears to be a need to improve the standardization, quality, and consistency of data from DoD's multiple management information systems. More effective use of information systems must be a high priority.

Along these lines, DoD should not expend resources to develop and maintain multiple systems or software to meet the same functional requirements. To reduce unnecessary redundancy, common data requirements and formats must be developed, especially in those areas of most utility to the sound management of the entire Department. The successes in industry in developing integrated management information systems suggests that much can be done in DoD.

In order to evaluate the depth of this problem and to develop corrective measures as necessary, the following actions will be taken.

- An executive level group of outside experts and DoD officials will be established to:
 - (1) recommend an overall approach and action plan to enhance the availability and standardization of information in common areas through a Corporate Information Management program for the DoD;
 - (2) review the procedures of functional groups described below and, as needed, the products of the groups, including information requirements and data formats;
 - 3) review the processes and procedures used for overseeing the development of new information systems and software in DoD; and, where applicable,
 - 4) recommend corrective actions.

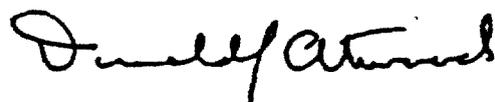
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- The Information Resources Management staff will draft a management plan, including a process guide for developing integrated management information systems.
- Upon completion of the guide, functional groups both in technical areas and in common business areas (e.g., inventory, warehousing, civilian personnel, financial management, civilian payroll, and contract payment) will be established. The groups will be led by OSD officials and should consist of Service and Defense Agency functional experts. The groups will support the executive level group and will:
 - (1) review information requirements of the OSD, Services, and Defense Agencies and consider levels of compatibility and redundancy within each area; and
 - (2) develop uniform and consistent information requirements and data formats within each functional area.

In the interim:

- Current life-cycle management principles and processes will remain in effect for automated information systems.
- The Major Automated Information System Review Council (MAISRC) will be established as a committee of the Defense Acquisition Board (DAB), with the DoD Comptroller as the chair. The DAB committee will continue to operate under current MAISRC procedures and will review all automated information systems and telecommunications programs prior to DAB meetings.

It is essential that the Department improve its information management to realize savings in both the \$9 billion spent annually on information technology and in the DoD business areas these systems support. The total cooperation and commitment of your staffs will be required to achieve this high-priority effort.



Donald J. Atwood