

10/26/90

## ELG Position on CIM Functional Groups

Important progress has been made by most of the eight functional groups which have been initiated. The groups have a good sense of purpose, barriers to commonality are breaking down, new approaches to doing business are being sought. DoD staff are becoming more familiar with the full implications of information management, including business methods, process models and data models. Now DoD needs to accelerate the pace of these efforts and put in place other necessary elements of functional information management, beyond common systems. The ELG suggests the Department proceed with two parallel, coordinated strengthening initiatives.

The Department is still several years away from completing or fielding new common systems. In the near term, DoD needs to select from the groups those which appear to be common system "winners" and proceed aggressively with system development projects. Early fielding of these capabilities will demonstrate feasibility and commitment, spurring on other efforts.

Strengthening of other aspects of functional information management should be addressed in the context of the program plans to implement the eight strategies of the ELG plan. A section needs to be added to the ELG plan which describes the major functional elements of the DOD. This "enterprise model" will provide a summary view of all major functions of the DoD. The present functional groups focus on one common system, but normally such groups produce plans identifying a portfolio of common and unique systems which should be pursued. The ELG envisions broad functional plans being developed which identify both common and unique systems. Enterprise and functional level planning should be institutionalized by the new information management organization. Analysis and program activities below this level of detail should be based on the concepts and guidelines defined in the Defense Corporate Information Management Plan and executed by systems project teams. Costs and benefits should be managed and evaluated during all stages of planning and project development.

## Approach for CIM Functional Groups

The goal of the CIM Functional Groups may need to be redefined. Their original objective of building common systems for common functions in the Department to achieve major dollar savings should be recast in light of the ELG's plan for Defense Corporate Information Management. In short the savings ascribed to common systems will come about only after an overall management framework is put in place and a DoD enterprise model developed from which common systems can be identified and prioritized.

The ELG endorses the use of common systems for common functions, therefore, the efforts to develop common systems in certain functional areas--where the payoff is great--should continue to be pursued. These efforts, though, must be consistent with the Defense Corporate Information Management Plan.

The ELG recommends that the Department develop and enterprise model. This will require a high-level examination of DoD which results in identification of major functional areas. Within each functional area functional models should be developed that define the functional area's information systems requirements, and can be used to propose and prioritize systems developments. The development of an enterprise model will decrease the risk associated with pursuing systems developments without knowing the full context for those systems--how they fit in the broader scheme of things.

Depending on what is defined in the DoD enterprise model, the work of the functional groups to date may require complete or extensive revision or only minor adjustment; the latter is highly likely given the basis for creating and leaders involved in establishing the 8 functional groups.

- The Process Guide currently used by the CIM functional groups should be reviewed and revised.
  - It needs to be simplified
  - The end product from its use should be identification of systems which are needed, rather than detail intended for a design agent.
  - The process guide should help identify the process model to be used in development of the DoD enterprise model, functional models, and detailed systems models. The guide as used by the functional groups, though, should only extend through development of functional models. i.e., extend the guide to include the

enterprise model and terminate it at the point where functional models are developed.

- A financial model must be incorporated in the process methodology at the level of the functional models--detailed economic analyses will be developed during the detailed systems modeling, not from the functional groups.
- Functional Groups shall focus on high level process models--development of functional models from the enterprise model. Their goal should be to identify (a catalog of) systems that need to be developed for their functional area, examine these against existing systems, and develop data models for their area. Their end product needs to be clearly stated, and should be achieved relatively quickly.
- Develop the enterprise model; requires involvement of DoD senior executives, not CIM Directorate. Should this be mandatory before further work on definition of common systems proceeds?
- Need to establish a method or criteria for selection of common systems--where to focus and leverage the Department's resources.

## ORGANIZATIONAL STRUCTURE TO IMPLEMENT THE ELG PLAN

The ELG organizational proposal provides the necessary structure and functions to implement the strategies contained in the ELG Plan. The structure reflects a management approach of centralized control and decentralized execution.

The ELG is not positioned to recommend specific placement or staffing for the DoD Information Management organization, but realizing the visions and achieving the goals of the ELG Plan requires senior level authorities. The ELG will advise and assist on the question of staff qualifications.

Since this organization provides for implementation of the Plan's strategies, the ELG strongly recommends utilizing this organizational structure through development of the program plans and finalization of the ELG Plan. At that time, some appropriate adjustments may be desirable.

Attached are conceptual organization charts which identify the proposed DoD Information Management organization, including:

1. A central (OSD-level) DoD Information Management organization. Chart 1 portrays the functional elements of the organization, while the functional descriptions amplify the responsibilities of each major segment of the organization (pages 1-1 through 1-5).
2. The staff organizations, mirroring the the central DoD organization, responsible for Information Management in each of the Components (chart 2).
3. New information services organizations (one per Military Department) which would centrally manage all computing and software support and provide those services to users through a competitive bidding process (chart 3).