ARMY TRANSFORMATION: THE MOVE TO NET-CENTRIC WARFARE AND ENTERPRISE INFORMATION MANAGEMENT

BPM 2010: Day 3, Wednesday, 15 Sept 2010, 10:45AM – 12:15PM

Scott Britt, Senior Associate, Booz Allen Hamilton
703-483-1947, britt_scott@bah.com

Dennis P. Kelly, CMC
Executive Director, KMA Business Solutions, Inc.
703-405-9845, dpkcmc@comcast.net
The network is becoming the center for the management of warfare as much as it is for business.

After 9-11 the US Army’s moves towards NET Centric warfare accelerated establishing LandWarNet as the Army’s network center and Army Knowledge Online as its knowledge portal.

In 2009, it establish a strategy implement an ITIL¹ process based support system to manage the network as part of information technology service management.

The Army needs to establish clear Army-wide owners of the ITIL processes in order to implement and manage from an enterprise level.

---

1. Information Technology Information Library
The Governance Context

- The US Government composed of three branches: Legislative, Executive and Judicial
- The US Army, a department of the US Government’s Executive Branch
- Mid 1990’s US Government management reforms that specified enterprise level management of finance and information technology
- US Army’s recognition that the network is now central to the management and execution of warfare
The Technology Context

- Exponentially increasing:
  - computing power
  - network interconnections (Satellite, Cable, Wireless)
  - storage capacity
  - applications sophistication
  - data management and retrieval capability
  - device availability
  - interconnection complexity
  - process dependency
The Context: Political Economy

- Funding is mission based, congressionally and politically influenced
- Continental Army more impacted than overseas Army
- Mission funding fragments into subordinate commands
- Understanding enterprise impacts of mission based funding is difficult
- All installed process and systems gain a lobby and an inertia to sustain them
- The central utility problem: the number is big, visible and likely to be cut below the service need, reinforcing the locality to keep its capability
The Cultural Context

- The American Way of War:
  - Logistics based
  - Technology dependent
  - Sanctity of the individual “Commander”

- Local Commanders can reallocate mission funds to augment support (information technology and network funding)

- The Center is reluctant (with good reason) to constrain a local Commander in pursuit of mission
The Problem

- A fifty year history of acquiring and managing information technology assets locally using local and disparate processes
- Difficulty in obtaining enterprise level information on the network
- Difficulty in cost effective command and allocation of information technology and support assets
The Solution

- Manage and protect the Army’s Information Technology and Network assets at an enterprise level using best management practices
“As Is” Architecture

Functional HDs
- Tier 3 HD
- Mission Apps
- Commercial Vendors

ITA
- Tier 1 HD
- Tier 2 HD
- Enterprise Apps
- Services
- Transport
- Standards
- Tier 3 HD

AGNOSC

NGB
- Tier 1 HD
- Tier 2 HD
- Enterprise Apps
- Services
- Transport
- Standards
- Tier 3 HD

TNOSC

USAR
- Tier 1 HD
- Tier 2 HD
- Enterprise Apps
- Services
- Transport
- Standards
- Tier 3 HD

DOIMs
- Tier 1 HD
- Tier 2 HD
- Enterprise Apps
- Services
- Transport
- Standards

1800-????
The Approach

- Adopt Army-wide ITIL based information technology service management processes
- Use standard industry ITIL based support tools to help implement the ITIL process (i.e., use an ERP implementation to push a process change)
- Establish and use an enterprise information technology service desk as a transformation agent by providing:
  - Enterprise visibility to incidents, problems, and events never seen before at the enterprise level
  - Relieve the local command of the need to perform Tier 1 services
  - Solve issues at Tier 1 globally and move harder issues to local Tier 2 and 3 higher cost expertise
  - Leverage existing Army capabilities to gain initial capability
  - Facilitate Army-wide forums on implementation issues
“To Be” Architecture -- Bridge

Enterprise Service Desk

- Tier 1 Help Desk
- Service Management

Virtual Service Desk
- Trouble Ticket Routing

AGNOSC

TNOSC

ITC
- Tier 2 HD
- Enterprise Apps
- Services
- Transport
- Standards
- SIPR
- Tier 3 Internal

NGB
- Tier 2 HD
- Enterprise Apps
- Services
- Transport
- Standards
- NIPR
- Tier 3 Internal

USAR
- Tier 2 HD
- Enterprise Apps
- Services
- Transport
- Standards
- NIPR
- Tier 3 Internal

Center of Excellence
- Tier 3 External Support
- Mission Apps
- Commercial Vendors

Funtional HDs
- Mission Apps

NECs

1-800-Interim
To Be Architecture – Army-wide

Enterprise Service Desk
- Tier 1 Help Desk
  Service Managers
- Center of Excellence

Single Service Desk System
- Trouble Ticket Routing

AGNOSC

TNOSC

DOIMs

Consolidated IT Support Team

<table>
<thead>
<tr>
<th>IT Support</th>
<th>Center of Excellence</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Tier 2 HD</td>
<td>- Business Process Re-engineering</td>
</tr>
<tr>
<td>- Enterprise Apps</td>
<td>- Continuous process improvement</td>
</tr>
<tr>
<td>- Services</td>
<td>- Quality Control</td>
</tr>
<tr>
<td>- Transport</td>
<td></td>
</tr>
<tr>
<td>- Standards</td>
<td></td>
</tr>
<tr>
<td>- SIPR/NIPR</td>
<td></td>
</tr>
<tr>
<td>- Tier 3 Internal Support</td>
<td></td>
</tr>
</tbody>
</table>

External Support

- Tier 3 Support
- Mission Apps
- Commercial Vendors
Building the solution

- **Army CIO/G6**
  - Role: Develops strategy to build enterprise services

- **Acquisition community**
  - Role: Manages the material procurement and development of the service

- **Mission commanders**
  - Role: Key stakeholders requires service support to execute mission
Enterprise Support Systems Interactions

- Decrease in service standards
- Increase efficiency of process components
- Satisfied Acquisition and Budget Leadership
- Acquisition and Budget Leadership Demand Cost Control
- Increasing Support System Costs
- Lower Total Cost of IT Support Services
- Consolidate Customer and Command Service Support Systems
- Enterprise Service Support Positively Reinforcing Cycle
- Decrease in
- Satisfied Customers and Command Leadership
- Invest in Enterprise-Wide Service Support

Local Support Systems Interactions

- Invest in Local IT and Support Services
- Command / Warfighter Positively Reinforcing Cycle
- Increased Reliance on Local Service Support Systems
- Successful Net-Centric Operations
- Increase Performance Requirement for Enterprise Support

Unintended Consequence

Balancing

Delay

Increasing

Decreasing
What’s Working

- Leveraging existing Army service desks to gain a capability
- Leveraging existing Army ITIL based ERP systems to gain a capability
- Supporting the 2 million users of Army Knowledge Online as a demonstrated proof of concept
- Building an understanding of enterprise support operations
Challenges

- Multiple or non-existent business process owners for some ITIL processes
- Provisioning of enterprise service that does not degrade mission performance
  - The culture: the ability of the Commander to reprogram mission funds
  - The budget: making the enterprise investment to field viable enterprise services
- The political economy: central utility underfunding, local inertia and fear of central utility underfunding
Needs

- Clear Army-wide process owners for ITIL processes
- Acceptance of the need to appropriately fund a central utility
- Unified incentive system that reinforces support for enterprise services
Implications for Research

- How to create incentives across multiple process and mission owners to support enterprise ITSM?

- How to educate Government leaders to establish enterprise-level ITSM process owners before attempting ITSM implementations?
Questions