

BPM 2010 – BPM CASE STUDIES – BPM IN GOVERNMENT

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

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Bottom Line Up Front (BLUF)

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- ❑ 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

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- 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

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- 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

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- 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

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- 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

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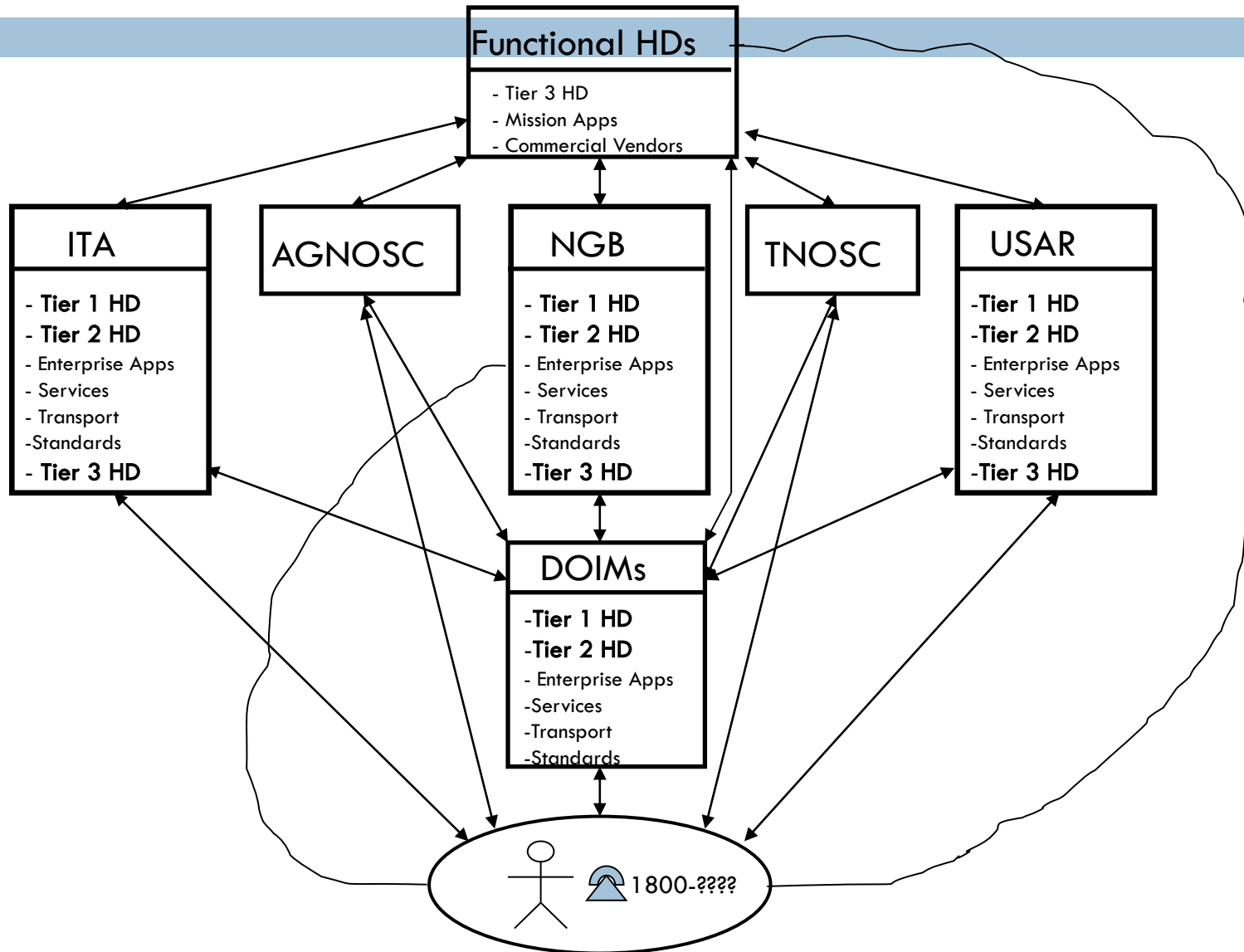
- A fifty year history of acquiring and managing information technology assets locally using local and disparate processes
- Difficulty in obtaining enterprise level information on the network
- Difficulty in cost effective command and allocation of information technology and support assets

The Solution

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- Manage and protect the Army's Information Technology and Network assets at an enterprise level using best management practices

“As Is” Architecture



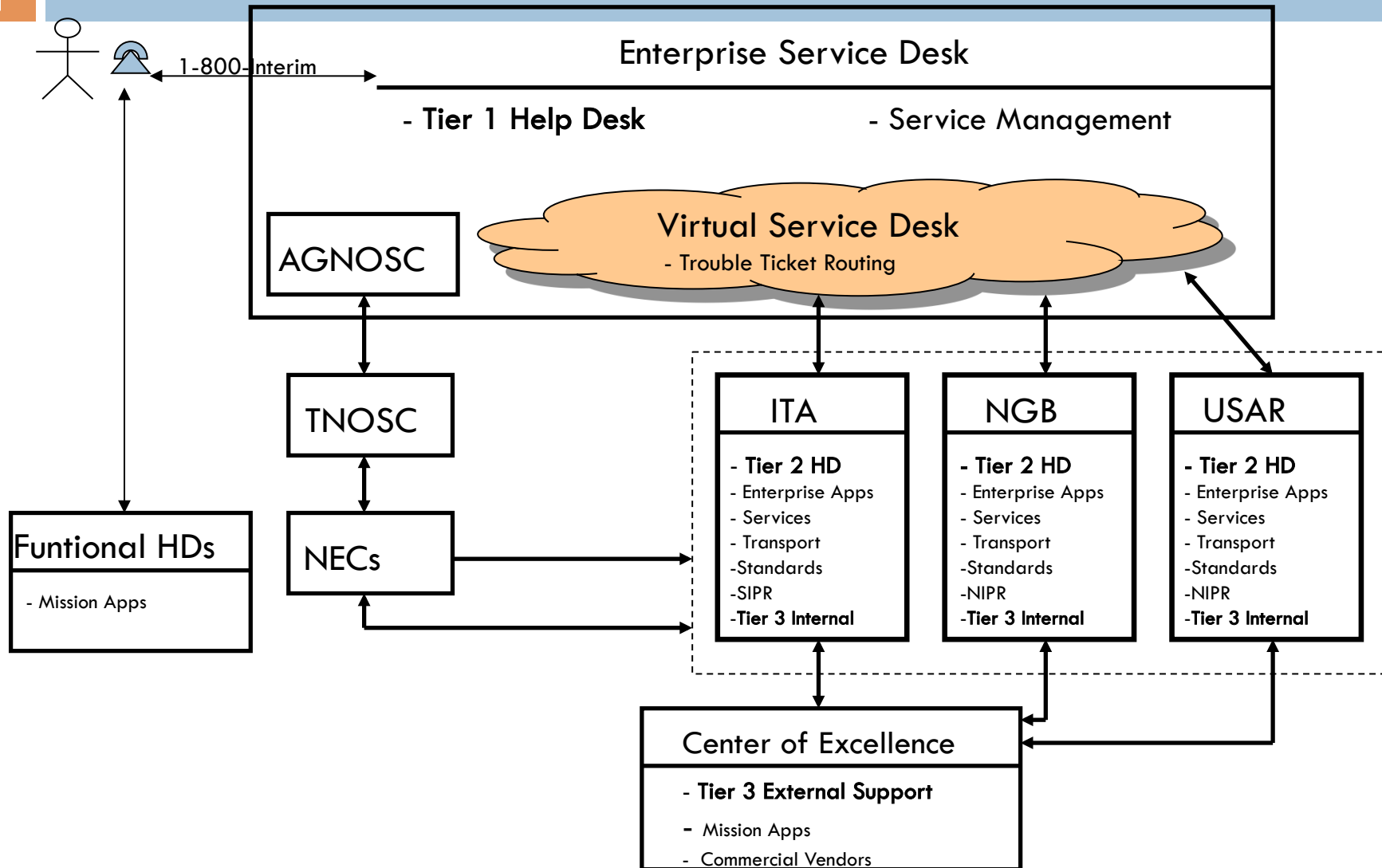
The Approach

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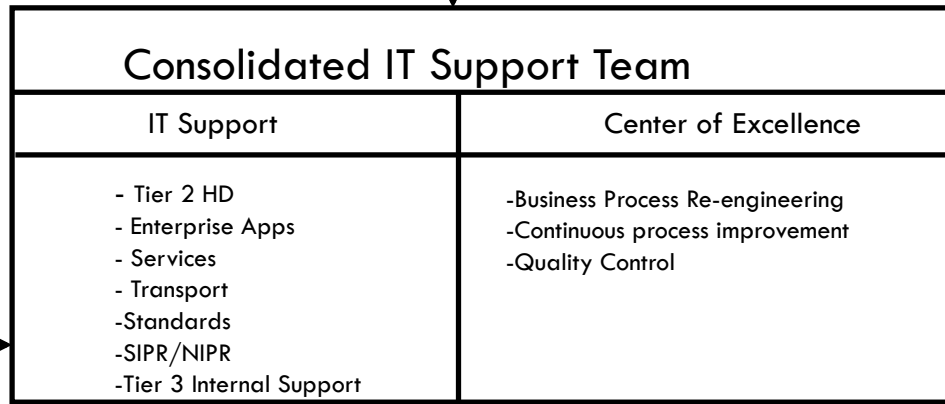
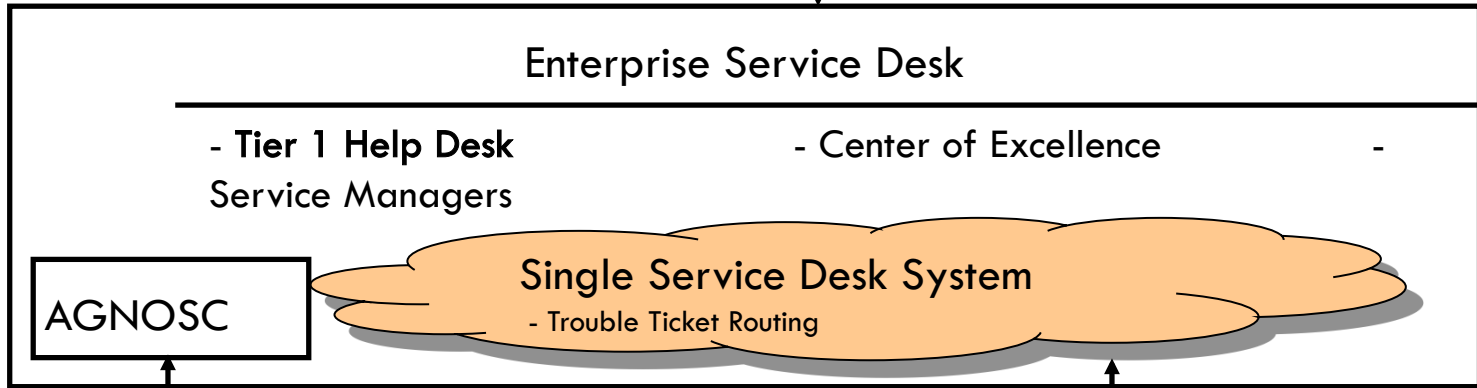
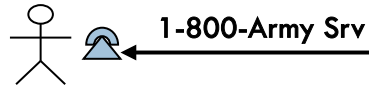
- Adopt Army-wide ITIL based information technology service management processes
- Use standard industry ITIL based support tools to help implement the ITIL process (i.e., use an ERP implementation to push a process change)
- Establish and use an enterprise information technology service desk as a transformation 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

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“To Be” Architecture— Army-wide



Building the solution

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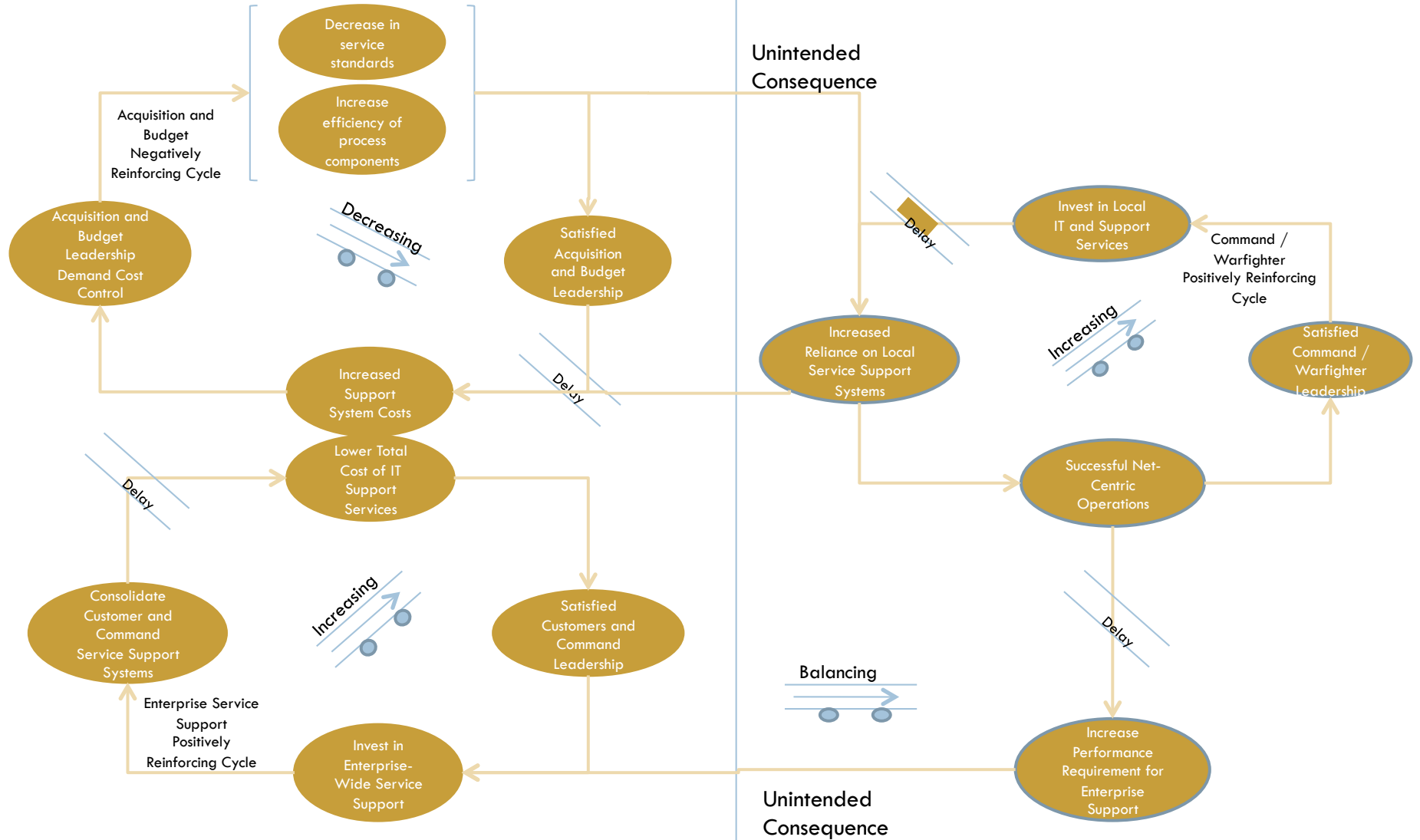
- Army CIO/G6
 - ▣ Role: Develops strategy to build enterprise services

- 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

Local Support Systems Interactions



What's Working

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- ❑ 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

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- 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

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- 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

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- 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