Existing Problem: “Silo” Approach

Currently, a “silo” approach to meeting operational needs has created disparate and non-integrated business processes and systems.

Significant differences in content and format inhibit the ability to rationalize or compare business needs and systems and technology capabilities.

Disparate and unrelatable business needs and systems and technology components lead to non-integrated, non-interoperable, and cost ineffective capabilities in the field.

Inaccurate, unreliable, and untimely financial information.
The Secretary of Defense has mandated change

- “One of my highest priorities is to have reliable, accurate, and timely financial management information upon which to make the most effective business decisions... we must change the Department’s business operations and systems.”

- “The Department’s business activities include financial and nonfinancial operations and systems...acquisition, medical, transportation, property, inventory, supply, and personnel communities as well as other communities.”

- “Toward this end, I hereby establish a Department-wide Financial Management Modernization Program...”
... and has reiterated his commitment

- “...you should adopt the perspective that now is the time to change the way we operate.”
- “The war on terrorism does not supplant the need to transform DoD; instead, we must accelerate our organizational, operational, business, and process reforms.”

SECDEF TOP 10
#1   Pursue Global War on Terrorism
#2   Strengthen Joint Warfighting Capabilities
#8   Homeland Security
#9   Streamline DoD Processes
      - Shorten PPBS and acquisition cycle time
      - Financial Management Reform
      - Shorten all DoD processes by 50%
#10   ....
Business needs drive the architecture

The Financial Management Modernization Program (FMMP)

Accurate, Reliable and Timely Information
Informed, Effective Business Decisions
Increased Operational Efficiency and Effectiveness
Visibility To Costs Incurred
Clean Audit Opinions
Develop a “road map” for the future

- An Enterprise Architecture or “blueprint” documents the Department’s future business environment
  - Operational: New business practices
  - Technical: Defense-wide standards
  - Systems: Systems function to enable new business processes

- The “road map” or Transition Plan will guide the Department’s transformation
  - Better information for decision-making
  - Reduced cost of business operations
  - Supported by a skilled work force
  - Fewer, more-capable & integrated systems
Architecture Phases

April 2002

Phase 1 – Develop FMEA

The Strawman is:
- Focused on “To Be” DoD enterprise
- Unconstrained by Laws/Policies/Regulations
- High level processes grounded in leading practices
- Visible business process changes
- A reflection of “out of the box” thinking
- “Hot Button” deficiencies addressed

April 2003

Phase 2 – Extend/Accept FMEA

Extend Architecture
- Obtain stakeholder active participation and commitment
- Continue business process transformations
- Address compliance constraints
- Complete the “To Be” DoD enterprise
- Complete the Transition Plan
- Implement communications and change strategy
Specific Capabilities Identified to Satisfy Information Exchange Levels and Other Operational Requirements

Technical Criteria Governing Interoperability Implementation/Procurement of the Selected System Capabilities

DoD Enterprise Architecture Framework (C4ISR)
Financial Management Enterprise Architecture

World-Class Business Operations in Support of the Warfighter
FMEA Integration with GIG

Federal Enterprise Architecture (FEA)

GIG Architecture

GIG V1+V2

Global Information Grid Enterprise Service (GES)

Business Neutral
GES Components

DODD 8100.1

Financial/Business Management

Warfighter

GIG Implementations
Logistics Domain - Alignment Approach

- Aligned USD(AT&L)’s Future Logistics Enterprise (FLE) to FMEA at A11 level of decomposition
- Continuing to evaluate FLE to FMEA below A11 level of decomposition
- Evaluation of Navy ERP baseline architecture to FMEA … starting with Logistics
Human Resources Management (HRM) Domain

- Additional Subject Matter Experts made available to FMMP
- FMEA goals compatible with USD (Personnel and Readiness) long-term strategic plans
- Military Health Care portion of HRM Model highly compatible with existing Military Health System Enterprise Architecture
- January workshops identified functional clarifications to HRM model
Real Property Enterprise Solution (RPES) was identified by the AT&L stakeholder requesting FMEA assistance.

RPES is a business area of high interest for the DoD spanning the entire FMEA.

RPES was added as a separate call to FMEA in August 2002.

RPES is not considered a separate Process Action Team (PAT) but rather a "Deep Dive".

RPES cuts across the architecture and touches all of the PAT processes.

Real Property may be the first process to conduct a Pilot as it is on a Super Fast Track.
Long-Term FMMP path to success

Continuous feedback and improvement

Phase 1
- Develop
- Transition Plan
- Plan

Phase 2
- Extend
- Maintain FMEA
- Plan

Execute Change Management and Communications

Execute Pilot Activities
- Business Process Transformations
- Modify Existing Systems
- Modify Ongoing Acquisitions
- New Acquisitions
- Outsourcing
- Others

Execute Follow On Activities

Transition Plan (and future versions)

Plan

Develop

Extend

Maintain FMEA

Govern and Guide

Execute Pilot Activities

Plan

APR 2002

NOV 2002

MAY 2003

OCT 2007

Continuous feedback and improvement
The Department of Defense will be managed in an efficient, business-like manner, in which accurate, reliable, and timely financial information, affirmed by clean audit opinions, is available on a routine basis to support informed decision-making at all levels throughout the Department.

In July 2001, Secretary of Defense Donald H. Rumsfeld established the **Financial Management Modernization Program (F MMP)**, the most comprehensive and ambitious DoD-wide reform initiative of its kind. Just as the Department is transforming our nation’s military forces, so is it also modernizing the business and financial processes and systems to deliver reliable and accurate information for timely decision-making. In this way, the Department will not only benefit from greater efficiency, but also apply the resources saved directly to our war-fighting capability.

The scope of FMMP is broad and deep, encompassing the Department’s business activities and infrastructure. The Department’s business activities include financial and non-financial operations and systems. Non-financial business operations and systems include those that support the acquisition, medical, transportation, property, inventory, supply, and personnel communities, as well as other communities. The first step is to design a **Financial Management Enterprise Architecture (FMEA)** that will modernize and integrate both processes and systems, which are now isolated from one...
Goal: Paramount World-Class Business Operations in Support of the Warfighter