



THE DEPUTY SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301

14 JAN 1991

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINTS CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DIRECTOR OF DEFENSE RESEARCH AND ENGINEERING
ASSISTANT SECRETARIES OF DEFENSE
COMPTROLLER
GENERAL COUNSEL
INSPECTOR GENERAL
DIRECTOR OF OPERATIONAL TEST AND EVALUATION
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR OF ADMINISTRATION AND MANAGEMENT
DIRECTORS OF THE DEFENSE AGENCIES

SUBJECT: Implementation Plan for Corporate Information
Management

The attached Plan for Implementation of Corporate
Information Management in DoD is approved.

A handwritten signature in cursive script, reading "Donald J. Atwood", is positioned above the printed name.

Donald J. Atwood

Attachment

24222

**PLAN FOR IMPLEMENTATION OF
CORPORATE INFORMATION
MANAGEMENT
IN DOD**

**Submitted by the
Assistant Secretary of Defense
(Command, Control, Communications and Intelligence)**

January 10, 1991

I. PURPOSE.

This plan identifies the actions required to implement corporate information management (CIM) principles throughout the Department of Defense. It executes the November 16, 1990 decision by the Secretary of Defense to assign full authority for this vital function to the Assistant Secretary of Defense for Command, Control, Communications and Intelligence (ASD(C3I)). This plan puts in place a management process which provides for a strong centralized policy base while allowing for decentralized execution by the DoD components. The concepts of the Executive Level Group's (ELG) Plan for Corporate Information Management have been incorporated in the development of this plan.

II. ORGANIZATION AND FUNCTIONS.

STRUCTURE. An organizational framework must be put in place to support the CIM function and to serve as the focus for this vital area both within and without the Department. To accomplish this, the ASD(C3I) will establish a Director of Defense Information, at the Principal Deputy Assistant Secretary level, with a supporting staff. This Director will have overall responsibility for implementing the corporate information program across the Department. This will include the development and implementation of information management policies, programs and standards; oversight of all aspects of information management, technology and systems; and the integration of the principles of information management into all of the Department's functional activities. In addition, within the OASD(C3I), a DASD for Information Systems with responsibility for review and oversight of ADPE programs and information services will be established. The organization and functions for these offices are described in Tab A of this plan.

To provide further valuable technical and program execution assistance, the ASD(C3I) will establish a Center for Information Management within the Defense Communications Agency (DCA), and subsequently redesignate the DCA as the Defense Information Systems Agency. The Defense components will also centrally manage a given set of information management functions to ensure consistent execution. A key principle which will guide information systems decisions is that they will be made on a business case basis with the cost of information support services being provided to the customer on a fee-for-service basis.

FUNCTIONAL TRANSFERS. By separate action, in coordination with the ASD(C3I) and the DoD Comptroller, the Director, Administration and Management (DA&M) has transferred the Deputy Comptroller (IRM) mission, functions and resources, less the Directorate of Systems and Services, to OASD (C3I) to begin implementation of this plan. Additionally, DA&M has transferred

the Directorate of Systems and Services functions, manpower authorizations, and associated personnel and funds to Washington Headquarters Services (WHS), and the data administration function from WHS to the ASD(C3I). The functions that remain with the DoD Comptroller are shown in Tab A.

STAFFING AND MANPOWER TRANSFERS. Execution of the information management function by ASD(C3I) requires a total resource requirement of 78 spaces. The completed transfer of IRM and WHS functions cited above provide 26 of the total requirement. The 26 personnel spaces allocation will be included in the base used to determine the 12% OSD manpower cut directed by the DepSecDef on January 25, 1990. Upon approval of this plan, the remaining 52 required personnel spaces will be transferred by the DA&M from the CIM OSD task force to the OSD staff. The remaining CIM task force spaces will be transferred to DCA. Associated pay and support costs for the 52 spaces will be transferred to OSD and DCA from the DoD CIM fund. The DA&M will exempt all DCA Center for Information Management and ASD(C3I) organizational vacancies associated with information management from the current OSD freeze provisions for a period of 2 years and exempt the 52 transferred personnel spaces from the 12% OSD reduction. The target for putting the information management organization in place is March 15, 1991.

III. IMPLEMENTING POLICIES AND PROGRAMS.

The ASD(C3I) will execute the following actions to implement corporate information management and will provide periodic progress reports.

A. Create, task and oversee a new Center for Information Management within DCA. This center will support information management principles and programs and their technical implementation. Phased development of this organization should be completed within 12 months. The Center will perform such functions as:

- support the information technology standardization area of the Defense Standardization and Specification Program;
- assist in the production of process and data models;
- help to identify alternative approaches, methods and tools for the development of process models and data models;
- develop DoD standard information technology architectures;
- assist in the development, coordination and execution of the DoD data administration program and provide the technology support to achieve the objectives of that program; and
- assist in assessing the efficiency and effectiveness of information services in DoD.

DMRD 924, Consolidate ADP Operations and Design Centers in DoD, directed the transfer of 100 staff from the Services to DCA in 1991 and an additional 400 people in 1992. DMRD 924 requires that DCA submit to the ASD(C3I) by June 1, 1991 a

report on the final manpower and funding requirements needed for the new responsibility.

B. Identify those information management functions which will require integrated, central management and oversight by a single office within each of the DoD components. This will enable the ASD(C3I) to ensure that the components are emphasizing central oversight over information management. The ASD(C3I) will provide policy guidance to the components for the establishment of such offices within 60 days.

C. Have the policy authority for the effective and efficient development, acquisition (consistent with the guidance of DoDD 5000.1 and the Deputy Secretary of Defense Memorandum of November 27, 1990) and operation of all ADPE in the Department of Defense. The only exception involves equipment and software which is an integral part of a weapon or weapons system and related test equipment, for which policy responsibility will remain with the Under Secretary of Defense (Acquisition). Similarly, the term Mission Critical Computer Resources (MCCR) will only be used in the context of determining the need for involving General Services Administration in the ADPE procurement process, and for no other purposes. The term general purpose computers and mission critical computer resources will not be used to delineate information management responsibilities or functions. The term ADPE is defined in section 111(a)(2) of the Federal Property and Administration Services Act of 1949 as amended (40 U.S.C. 759(a)(2)) and the scope of the term MCCR is derived from section 2315 of title 10 of the United States Code. Upon approval of this plan the Deputy Secretary of Defense memorandum of February 20, 1986, subject: "Management Responsibility for General Purpose Automatic Data Processing (ADP) Systems," is hereby cancelled.

D. Execute policy responsibility for IRM functions such as information technology; the Freedom of Information Act (FOIA); records management, reports and forms management; privacy; statistical activities; and the information collection budget in the office of the ASD(C3I). Policy responsibility for privacy and records management is assigned to the Director for Administration and Management and policy responsibility for the Freedom of Information Act is assigned to the Assistant Secretary of Defense (Public Affairs). Other operational alignments of specific functions are as indicated in Tab B.

E. Establish a DoD Information Policy Council to exchange information management concepts and plans and to provide a forum for the exchange of a full range of views on achieving the goals of corporate information management. The Council will assist in shaping Defense and Federal IRM policy matters affecting defense information management. The Council will provide a forum for building DoD senior level consensus on the implementation of CIM principles and programs. The CIM Council and DoD IRM Council will be subsumed by this Council.

F. Formulate program plans to execute the strategies recommended in the "ELG Plan for Corporate Information Management." The program plans for the eight strategies listed in the ELG plan will require approximately 180 days to develop and coordinate. A listing of these plans is at Tab C. A DoD Enterprise Model which provides a top level summary representation of DoD functions is at Tab D. The Enterprise Model serves as the foundation for both the organization and content of detailed information management functional models which will be elements of this program planning effort.

G. Establish and centrally manage data and information systems standardization programs including DoD-wide data administration, and the standards aspects of Computer Aided Logistic Support (CALS) and electronic data interchange (EDI) initiatives. The ASD(P&L) has been assigned the responsibility for oversight of the development of CALS and EDI (Deputy Secretary of Defense memorandum of September 24, 1985, "Computer Aided Logistics Support;" Deputy Secretary of Defense memorandum of May 24, 1988 "Electronic Data Interchange of Business-Related Transactions"), maintain existing CALS/EDI interfaces with other government agencies and industry, ensure CALS/EDI integration with the DoD acquisition activities, and foster appropriate relationships with the computer aided design, engineering and manufacturing activities. The ASD (P&L) CALS/EDI office will receive policy direction on information standardization from the ASD(C3I) and will coordinate all CALS/EDI standardization activities with this office. The ASD(P&L) and ASD(C3I) will jointly develop a plan by June 30, 1991 for the transfer of the functions of the CALS Test Network and, as appropriate, the technical support elements of the Defense Logistics Agency EDI activity to the Center for Information Management.

H. Evaluate all automated information systems development and modernization and ADP activities to determine if the investment is consistent with DoD policies (including DoDD 5000.1) and issue appropriate guidance if necessary. A process for review of all relevant development/modernization funds will be completed in 120 days.

I. Implement an oversight process for the consolidation of ADP operations centers and design activities in accordance with the guidance contained in DMRD 924. This initiative executes Service consolidation plans with projected savings of \$1.2 billion through FY 1997. An oversight plan will be prepared within 90 days. All consolidation activities will be justified by a business case analysis and internal Service and Agency ADPE consolidation plans will be approved by ASD(C3I).

J. Develop a plan for the transition of the Department's ADPE operations to a fee-for-service basis. This is directed as a part of the DMRD 924 decision approval and is also a strategy recommendation of the ELG. This transition must be implemented on an evolutionary basis over several years. A comprehensive fee-for-service program proposal and plan will

be developed in conjunction with the Comptroller by August 1991.

K. Explore with the General Counsel and the USD(A) the need for the ASD(C3I) to have additional authority for stopping or redirecting ADPE procurement related activities, as necessary, to assure compliance with established policies.

L. Establish a procedure, in coordination with the Comptroller, for ensuring components do not obligate or expend funds on information management related activities which conflict with DoD information management policies.

M. Provide management oversight of information management programs through the Major Automated Information Systems Review Council (MAISRC). The Deputy Secretary of Defense memorandum of October 4, 1989, subject: "DoD Corporate Information Management," required the Major Automated Information System Review Council (MAISRC) to be established "In the interim" as a committee of the Defense Acquisition Board (DAB). Because the decision on responsibility for the CIM function has been assigned to the ASD(C3I), this interim direction is hereby rescinded. As chairman of the MAISRC, the ASD(C3I) will operate the MAISRC independently of the DAB for automated information system (AIS) programs below DAB thresholds and in a manner consistent with the acquisition policies outlined in DoDD 5000.1. Information management programs that exceed DAB thresholds will be forwarded to the DAB for review.

N. Review and update, consistent with legislative and other federal information systems criteria (FIRMR, GSA, etc.), the Life Cycle Management of Automated Information Systems (AISs) directives and practices of the Department to ensure their conformity, where applicable, with the acquisition principles and policies contained in DoDD 5000.1.

O. Have responsibility for all software policies and practices, including the issuance of waivers on the use of Ada, except for those activities which "involves equipment which is an integral part of a weapon or weapons system" (10 U.S.C. 2315 (a)(4)) or the research and development of information technology. Those software activities which involves the above or test support equipment for a weapon or weapons system or information technology basic research and development activities will remain the responsibility of DDR&E. The interface of a weapon, weapons system or related maintenance information to DoD information systems will be in accordance with the information policies established by the ASD(C3I). The ASD(C3I) and DDR&E will cooperatively develop a process to advise the MAISRC and the committees of the Defense Acquisition Board on the suitability of software acquisition planning for programs which are reviewed by these committees. The ASD(C3I) will submit requirements for information science and technology research activities through the DDR&E to the DoD research and development community.

P. Finalize ongoing actions with the Office of Personnel and Management (OPM) to create a new Information Systems Management series. This will permit us to lay in place the design for a career management program for our people as the quality of our human resources is vital to the successful and sustaining implementation of CIM. Actions with OPM should be completed by May 1991. A plan for the career program will be put in place by July 1991. These actions are being accomplished in coordination with the ASD(FM&P).

Q. Examine, in consultation with the OSD staff, ADPE support activities for consolidation: An evaluation will be made of the multiple IRM support activities within the Pentagon (OSD ADPE support organizations, 7CG, DSSW, telecommunications centers, etc.) which are providing information management support to the OSD staff. A plan for appropriate organizational placements and/or consolidations will be prepared not later than July 15, 1991.

A further evaluation will be made of the multiple support activities for all other Pentagon staffs. A plan for appropriate organizational placements and/or consolidations will be prepared not later than March 1992.

A summary chart of planned information management execution actions is presented at Tab E. Directives which will be changed as a result of the Secretary's November 16, 1990 memorandum include those shown at Tab F. Copies of pertinent memoranda and statutes are at Tab G.

ATTACHMENTS

SUBJECT	TAB
Proposed Organization and Functions	A
Information Resources Management Delegations .	B
Executive Level Group Strategies	C
Enterprise Model	D
Execution Schedule	E
Directives to be Changed	F
Pertinent Memoranda	G

Tab A

PROPOSED ORGANIZATION AND FUNCTIONS

The concepts set forth in the ELG Plan for Corporate Information Management have guided the formation of an organization to "strengthen the Department's abilities to apply computing, telecommunication and information management capabilities effectively in the accomplishment of the Department's mission." The responsibilities assigned to the information management official under Section 3506(b) of Title 44 of United States Code (Tab G), have also been incorporated. Functions to remain with the DoD Comptroller are identified in Enclosure 1. A proposed ASD (C3I) organizational chart is at Enclosure 2. A statement of functions for each new organization is at Enclosure 3. These functions represent baseline planning to date and may be adjusted as the plans and programs for implementing CIM are refined. Associated resources required for and to be allocated to the new organization are listed at Enclosure 4. A summary resources chart is provided at Enclosure 5.

FUNCTIONS TO REMAIN IN DOD COMPTROLLER

- Budget functions

- Establishes guidance for and oversees the submission of DoD components' Information Technology Budgets (43 Budget Exhibit). Assesses budget exhibits for completeness and compliance with DoD and OMB budget guidance (DoD Budget Guidance Manual and OMB Circular A-11). Terminology used to describe, and the information content of the ADPE budget exhibits, shall be developed in coordination with the ASD(C3I).

- Conducts budget review of ADP budget requests and recommends budget adjustments for inclusion in DMRDs and PBDs. As with all budget review responsibilities, requires year-round cognizance of program status.

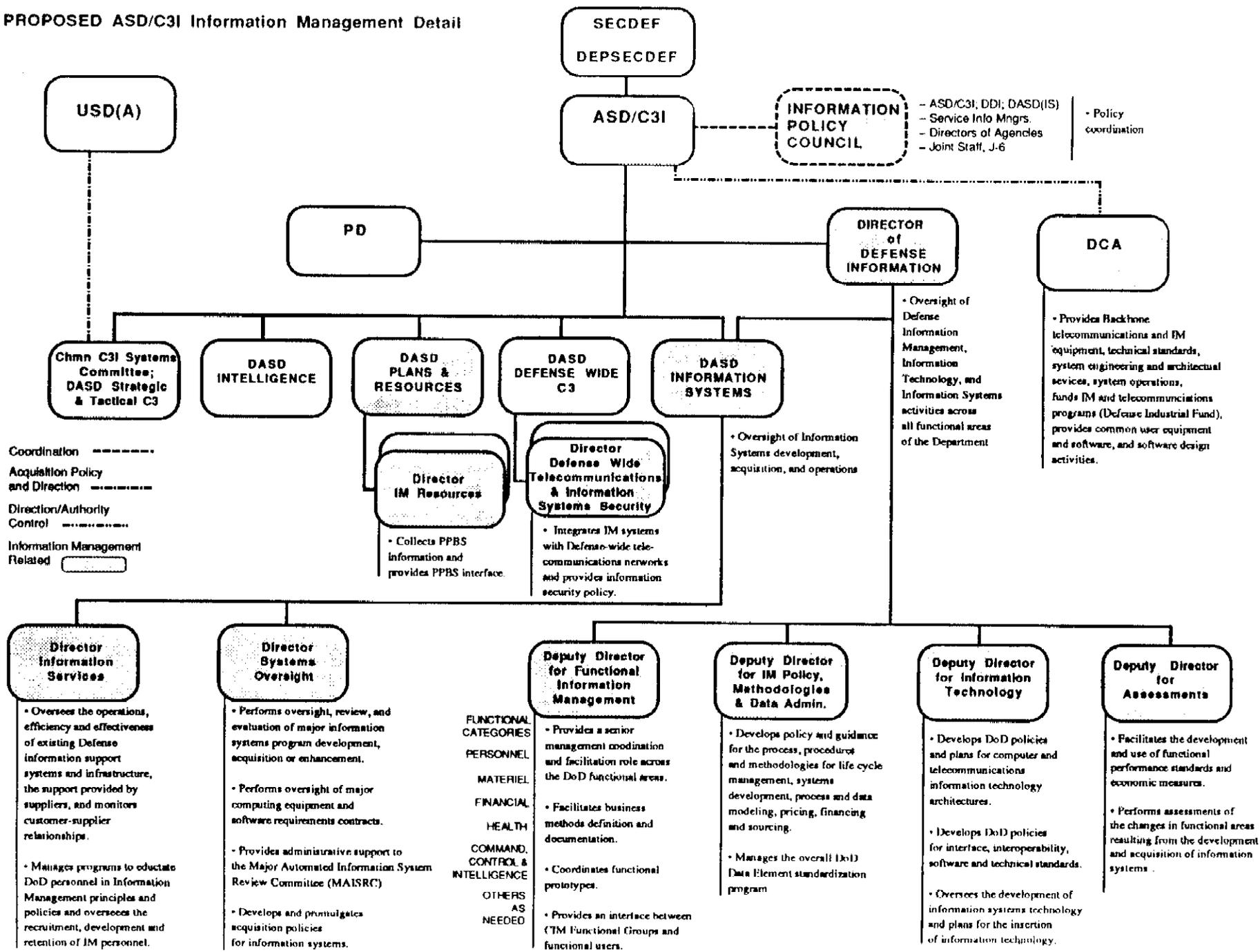
- Member of MAISRC

- Provides support for Comptroller participation in MAISRC.

- Information Policy Council Representative

- Provides support for Comptroller participation in the Information Policy Council.

PROPOSED ASD/C3I Information Management Detail



ENCLOSURE 2

Director of Defense Information

RESPONSIBILITIES:

Support the ASD(C3I) in the Senior Information Resources Management Official role with respect to the following responsibilities:

- Develop and implement information management policies, programs and other initiatives which improve the effectiveness and efficiency of the performance of the DoD mission.
- Provide oversight for all aspects of Defense Information Management, Information Technology and Information Systems activities through implementation of effective management structures, programs, and processes to execute the information management functions.
- Develop and manage a program for the implementation, execution and oversight of Corporate Information Management principles across DoD.
- Implement a functional information management process to document business methods, rationalize functional information management programs, and enable users to achieve improved information management support.
- Provide for the development and execution of information management performance measures and assessments.
- Provide central DoD policy and direction for DoD information standards.

FUNCTIONS:

- Provide executive management coordination and facilitate the introduction of information management principles and programs in the Department.
- Facilitate and promote business methods definition and documentation.
- Oversee development of functional prototype systems.
- Formulate, execute, integrate and oversee all information management policies, plans, procedures and programs and operations across the Department.

- Develop and apply performance measurement tools and criteria to provide measures of the effectiveness of information management.
- Ensure functional management awareness of the guiding principles for information management.
- Ensure information systems data and architectural standards are followed.

Deputy Assistant Secretary of Defense for Information Systems

RESPONSIBILITIES:

Support the ASD(C3I) in the Senior Information Resources Management Official role with respect to the following responsibilities:

- Review and oversee the development, acquisition and operation of ADPE programs and information services
- Provide assessment of information system life-cycle and functional planning and performance.
- Ensure that DoD information management acquisitions are realistic, technically sound, are supported by a strong business case, and will lead to measurable improvements against established functional performance standards.
- Oversee the effectiveness and operational efficiency of the Defense information systems support infrastructure.

FUNCTIONS:

- Serve as Executive Secretary to the MAISRC and provide staff support and analysis.
- Develop human resources development and training programs for the information management field.
- Provide acquisition policies for information systems.
- Establish policy and programs for execution of a fee-for-service process across the Department.
- Oversee the consolidation of ADP activities.
- Support the DDI in the execution and enforcement of information management policies.

Deputy Director for Functional Information Management

RESPONSIBILITIES:

- Provide a senior leadership coordination and facilitation role across major functional areas throughout the Department to ensure functional and information management goals are achieved.
- Coordinate the integration and application of information management policies, methods and standards in the functional areas.

FUNCTIONS:

- Coordinate functional user information management activities in primary resource areas to include: Personnel, Materiel, Financial, Health, Command & Control and Intelligence.
- Facilitate and stimulate the definition of functional business methods.
- Assist the functional community as they simplify or integrate business methods; develop common information systems or integrate separate information systems; and strengthen effectiveness or improve efficiency of functional operations.
- Promote the Corporate Information Management initiative.
- Oversee documentation of business methods through the use of standard process modeling tools.
- Coordinate functional prototypes.
- Coordinate functional information systems planning.
- Within a functional area, coordinate oversight for all information systems development, both common and unique.
- Ensure functional management awareness of the guiding principles for information management and common data and architectural standards.
- Foster coordination between the functional user, the technology architect and the CIM functional groups.

- Within functional areas, plan the establishment of CIM functional groups; coordinate and oversee the progress of CIM functional groups.

ASSOCIATED FUNCTIONS PERFORMED BY THE DESIGNATED SUPPORT AGENCY:

- Establish, manage, and oversee on a day-to-day basis, the operation of the CIM Functional Groups chartered to identify and document functional requirements. (DCA/CIM)
- Support the Information Policy Council and the CIM Functional Steering Committees to facilitate implementation of the products of the CIM Functional Groups. (DCA/CIM)
- Formulate and maintain a methodology for identifying and documenting DoD functional requirements. (DCA/CIM)
- Perform supporting functional integration, configuration management, and quality assurance actions in support of CIM processes and products. (DCA/CIM)

Deputy Director for IM Policy,
Methodologies & Data Administration

RESPONSIBILITIES:

- Develop policy and provide guidance regarding the process, procedures, and methodologies associated with life-cycle management, including process modeling, data modeling, and systems development.
- Coordinate and integrate both internal DoD and external policy activities.
- Manage the overall DoD Data Administration Program.

FUNCTIONS:

- Coordinate and integrate all internal and external Information Management policies.
- Establish and evolve policy and methodology for: process modeling, data modeling, systems development, and analysis of benefits and costs.
- Issue policies and guidelines for Information Management planning.
- Act as the DoD focal point for information technology and systems acquisition legislation reform (FIRMR, GSA, etc.)
- Establish data policies and standards.
- Oversee implementation of data modeling.
- Resolve issues on specific Data Administration decisions.
- Administer the DoD Information Policy Council.

ASSOCIATED FUNCTIONS PERFORMED BY THE DESIGNATED SUPPORT AGENCY:

- Serve as executive agent for the DoD Data Administration Program. (DCA/CIM, WHS)
- Provide common definition and structure of data within DoD, coordinating among DoD components. (DCA/CIM)

- Provide data management guidelines and ensure availability of products for effective and efficient use of data. (DCA/CIM)
- Represent DoD on matters pertaining to the development and adoption of data standards to other Government agencies, external standards bodies and industry. (DCA/CIM)
- Develop, operate and maintain the DoD data administration support capability (DoD data dictionary, data models, etc.) which is easily accessible to all DoD components and users. (DCA/CIM)

Deputy Director for Information Technology

RESPONSIBILITIES:

- Develop architectures, standards, and programs to guide the direction of information services and the DoD information computing and communications infrastructure.
- Develop an overall information technology plan for the DoD.

FUNCTIONS:

- Develop DoD policies and plans for ADPE, less embedded systems, (computers, software, standards, telecommunications, etc.) and information technology architectures.
- Develop DoD policies for information systems, interface, interoperability and information technology standards.
- Act as the official DoD representative and exert DoD positions with external standards organizations on matters pertaining to information technology.
- Oversee the development of information technology and plans for the insertion of information technology.
- Defines research and development requirements for information science and technology.

ASSOCIATED FUNCTIONS PERFORMED BY THE DESIGNATED SUPPORT AGENCY:

- Define and develop guidelines for information architectures and standards for the computer and communications infrastructure. (DCA/CIM)
- Plan and oversee implementation of the information technology architecture. (DCA/CIM)
- Oversee implementation of standards in the information technology infrastructure. (DCA/CIM)
- Propose DoD standards and methodologies for information systems engineering tools. (DCA/CIM)

Director, Performance Assessments

RESPONSIBILITIES:

- Facilitate the development of information management performance measures and assessment methods for business and mission related activities.
- Develop policy and facilitate the use of functional performance and economic measures and the assessments of information systems development and acquisition.

FUNCTIONS:

- Establish measures for assessing information management effectiveness and efficiency.
- Establish guidelines for making comparative assessments and benchmarking costs and performance.
- Oversee the effective and efficient use of existing infrastructure resources.

ASSOCIATED FUNCTIONS PERFORMED BY THE DESIGNATED SUPPORT AGENCY:

- Develop standard cost and performance tools and models which will assist in measuring the return on investment. (DCA/CIM)
- Develop and conduct a program to perform management assessments. (DCA/CIM)

Director, Systems Oversight

RESPONSIBILITIES:

- Review and oversee the development or enhancement of major information systems.
- Perform oversight of major computing equipment and software requirements contracts.
- Provide administrative support to the Major Automated Information System Review Council (MAISRC).

FUNCTIONS:

- Oversee, review, and evaluate major DoD information management development programs and systems in terms of:
 - Information management guiding principles;
 - Compliance with information management standards and GSA FIRMR requirements; and
 - Achievement of benefits against projected benefits and actual investment.
- Provide staff support for the Major Automated Information Systems Review Council (MAISRC):
 - Review AIS System Decision Papers and supporting program documentation for compliance with DoD policies.
 - Prepare analyses and background materials to assist the MAISRC in each program review.
 - Manage OSD MAISRC staff review activities.
- Oversee major computing equipment and software requirements contracts.
- Ensure consistency of MAISRC process.

ASSOCIATED FUNCTIONS PERFORMED BY THE DESIGNATED SUPPORT AGENCY:

- Develop and conduct a program to compile AIS data and statistics and maintain quarterly tracking system for all DoD major AISs. (DCA/CIM)
- Monitor all DoD components for compliance with IRM policies and procedures. (DCA/CIM)

Director, Information Services

RESPONSIBILITIES:

- Oversee the operations of existing Defense information support systems and infrastructure, the support provided by suppliers, and monitor customer-supplier relationships.
- Oversee the implementation of the computer and communications infrastructure within the DoD, and compliance with established DoD standards.
- Manage programs to educate DoD personnel in information management principles and policies, and oversee the recruitment, development and retention of IM personnel.

FUNCTIONS:

- Formulate an overall program to educate DoD personnel in information management principles and policies, and oversee its execution.
- Establish education requirements, provide those requirements to the Information Resources Management College (IRMC) and review and approve an IRMC curriculum.
- Lead the development of and oversee programs for recruitment, development and retention of information management personnel.
- Oversee information services support provided by suppliers.
- Develop, for information services, fee-for-service policy and guidance for the DoD. Monitor transition to fee-for-service in DoD.
- Establish guidelines for capacity analysis and other aspects of technical performance evaluation.
- Review, approve and oversee ADP consolidation activities.
- Establish priorities, control allocation and monitor execution of funds from the CIM central fund.

ASSOCIATED FUNCTIONS PERFORMED BY THE DESIGNATED SUPPORT AGENCY:

- Develop a methodology for identifying key management indicators for information processing centers.
(DCA/CIM)
- Establish a data base of all DoD AISSs. (DCA/CIM)
- Collect, analyze and present data on existing DoD information processing centers. (DCA/CIM)
- Provide information management education and propose curriculum programs to meet the needs of CIM.
(NDU/IRMC)

Director, IM Resources
(ODASD(P&R))

RESPONSIBILITIES:

- Provide for review and control of information management financial resources throughout the Planning, Programming and Budgeting System.

FUNCTIONS:

- In coordination with the DoD Comptroller, establish policy for and oversee submission of DoD component's Information Technology Budgets (ITBs). Assess budget exhibits for completeness and compliance with both IRM policy guidance, and DoD and OMB budget guidance.
- Provide analyses, responses and centralized tracking of congressional actions on all DoD IRM related fiscal issues.
- Participate in planning, programming and budgeting activities affecting information management programs, and coordinate information management positions on resource allocation issues.
- Coordinate financial analysis and budgetary support material for information management programs and systems.
- Provide policy and oversight for the DoD-wide Automation Resources Management System (ARMS) to facilitate the management, sharing and accountability of ADP assets.
- Establish priorities, control allocation and monitor funds being executed from the CIM central fund.

ASSOCIATED FUNCTIONS PERFORMED BY THE DESIGNATED SUPPORT AGENCY:

- Maintain an ADPE inventory data base and provide management analyses to the DDI and DASD(IS).
(DLA/DARIC)
- Develop and conduct a program to compile trend analyses and projections on AIS, ADP and fiscal resources.
(DCA/CIM)

PERSONNEL SKILLS AND REQUIREMENTS FOR CIM IN OASD(C3I)
(Initial Baseline)

	Skills	SES	Prof 14/15	Admin	Total
Director, Defense Information	Exec, Info Mgmt, Lead Tech	1		2	3
Assistant Director, Defense Information	Exec, Mgmt, Tech, Lead	1			1
Military/Exec. Asst			1		1
	(Subtotal)	2	1	2	5
Dep. Director for Functional Infor Mgmt	Exec, Mgmt, Tech	1		2	3
Human Resources FIM	Personnel Exec.		2		2
Financial Resources FIM	Finance Exec.		2		1
Material Res./Acquisition FIM	Acquisition, Mat Exec.	1	2		3
C3I FIM	Command & Control Exec.		1		1
Health Serv. FIM	Health Exec.		1		1
	(Subtotals)	2	8	2	12
Dep. Director for Policy, Meth. & Data Adm	Exec, Mgmt, Tech	1		1	2
Staff	Computer Spec - Policy		7		7
Staff	Computer Spec - Data Mod/Std		2		2
	(Subtotals)	1	9	1	11
Dep. Director for Information Tech	Exec, Tech	1		1	2
Staff	Computer Scientist		3		3
Staff	Computer Specialist		3		3
	(Subtotals)	1	6	1	8
Dep. Director for Assessments	Mgmt, Measures	1		1	2
Staff	Mgmt & Cost Anlysts		4		4
Staff	Computer Scientist		1		1
	(Subtotals)	1	5	1	7
DASD Information Systems	Exec, Mgmt, Tech, Lead	1		2	3
Military/Exec. Asst			1		1
	(Subtotal)	1	1	2	4
Director of Program Oversight	Exec, PM, Tech	1		1	2
Staff	Comp Scient & Spec		7	1	8
Staff	Mgmt Analysts		2		2
	(Subtotals)	1	9	2	12
Director of Information Services	Exec, Tech	1		1	2
Staff	Computer Spec		6		6
Staff	Func. Spec		1		1
	(Subtotals)	1	7	1	9
OTHER ADDITIONS TO EXISTING OASD(C3I) STRUCTURE					
Director of IRM Resources	Mgmt, ResMgmt	1			1
Staff	Computer Spec		1		1
Staff	Financial Analyst		2		2
	(Subtotal)	1	3		4
Director Defense-Wide Telecom & Infosec					
Staff	Computer Security		2		2
Staff	Telecommunications Tech		2		2
	(Subtotal)		4		4
OASD(C3I) Administration Office					
Staff			2		2
TOTALS		11	55	12	78

As of 2 Jan 1990

ENCLOSURE 4

SUMMARY RESOURCES

	OSD		DoD Field Activity		Net Delta to OSD
	COMPT	OASD(C3I)	WHS	CIM	
DEP COMP (IRM) LESS DIR S&S	-25	+25*			0
DEP COMP (IRM) DIR S&S	-18		+18		-18
WHS Data Admin		+1*	-1		+1
Transferred DoD CIM Authorizations		+52		-52	+52
TOTAL	-43	+78	+17	-52	+35

* Subject to a 12% reduction

TAB B
INFORMATION RESOURCES MANAGEMENT DELEGATIONS

SENIOR IRM OFFICIAL FUNCTIONS ACCORDING TO PL 96-511 (AS AMENDED)	CURRENT ORGANIZATION PERFORMING FUNCTION		RECOMMENDED NEW ORGANIZATION TO PERFORM FUNCTION		COMMENT
	POLICY	IMPLEMENTATION/ OPERATION	POLICY	IMPLEMENTATION/ OPERATION	
ADPE	DoD Comptroller	Components	ASD(C3I)	Components	All ADPE (includes Warner Amendment exempt, less embedded).
ADP Embedded in Weapon Systems	DDR&E (OUSD(A))	Components	DDR&E (OUSD(A))	Components	Leave with the organization acquiring the weapon system.
Telecommunications	ASD(C3I)	DCA/Components	ASD(C3I)	DCA/Components	No change.
Standards, including Data standards & data dictionary	DoD Comptroller (Partial)	ASD(P&L) Components	ASD(C3I)	ASD(C3I)/DCA	All information standards under Senior IRM Official.
Computer Security	ASD(C3I)	ASD(C3I)	ASD(C3I)	ASD(C3I)	No change.
Info Collection Budget	DoD Comptroller	WHS (DIOR)	ASD(C3I)	WHS (DIOR)	DoD Comptroller to ASD(C3I).
Reports & Forms Mgt	DoD Comptroller	WHS (DIOR)	ASD(C3I)	WHS (DIOR)	DoD Comptroller to ASD(C3I).
Statistical Activities	DoD Comptroller	Components	ASD(C3I)	Components	Policy needs to be reissued.
Records Management	WHS (Dir for Correspondence & Directives)	Components	WHS (Dir for Correspondence & Directives)	Components	No change.
Privacy	Director for Admin & Mgt	Components	Director for Admin & Mgt	Components	No change.
Freedom of Information Act	ASD(PA)	ASD(PA)	ASD(PA)	ASD(PA)	No change.

Tab C

PROGRAM PLANS FOR CIM STRATEGIES

The following are the eight strategies contained in the ELG "Plan for Corporate Information Management for the Department of Defense" dated September 11, 1990. Program teams and leaders will be named for each strategy and a focal point established to manage the coordination and integration of the program planning.

1. DEVELOP PROCESS MODELS THAT DOCUMENT NEW AND EXISTING BUSINESS METHODS.

Early emphasis will be placed on documenting business methods throughout the Department's major functional areas, based on the Enterprise Model. An aggressive program of information management training will be needed to execute this task on a rapid pace.

2. DEVELOP DATA STANDARDS WITH EMPHASIS ON DATA MODELING.

A data standards program has already been started. The updated DoD Directive 5000.11 will be released by January 31, 1991. Emphasis on achieving early standardization of data will be intensified. A draft manual for data administration will be completed by June 30, 1991.

3. DEVELOP AND IMPLEMENT A SET OF COST EFFECTIVE, COMMON INFORMATION SYSTEMS BASED UPON PROCESS MODELS AND DATA STANDARDS.

As recommended by the ELG, we will accelerate the analysis of the ongoing CIM management functional groups to achieve new information systems as early as possible. Development of Functional Information Management plans, to coordinate information systems directions and developments across the functional areas of the Department, will provide the basis to identify where common systems can be employed and when systems should be unique.

4. DEVELOP AND IMPLEMENT A COMMUNICATIONS AND COMPUTING INFRASTRUCTURE BASED UPON THE PRINCIPLES OF OPEN SYSTEMS ARCHITECTURE AND SYSTEMS TRANSPARENCY.

Establishment of the transparent architecture identified in the strategy is a long-term effort. Early and heavy emphasis will be placed on working with the technical standards community, particularly the National Institute for Science and Technology, to ensure standards requirements are defined and prioritized. This will be followed by a plan to establish and employ technical standards through the acquisition process so that hardware and software will meet the DOD needs.

5. MANAGE EXPENDITURES FOR INFORMATION, REGARDLESS OF THE TECHNOLOGY INVOLVED.

We will begin quickly to work with the DoD Comptroller and the Defense Finance and Accounting Service to ensure the financial data and reporting will permit the capture and management of all data and technical costs for an information systems.

6. INSTITUTE A LIFE-CYCLE MANAGEMENT METHODOLOGY THAT ADDRESSES PROCESS MODELS, DATA MODELS, UPDATED SYSTEM DEVELOPMENT AND ACQUISITION METHODOLOGIES, AND EDUCATE THE USER AND TECHNICAL COMMUNITIES ON ITS USE.

Strengthening of this cornerstone information management policy will govern the implementation of CIM principles in the automated information system development process. A very intense period of planning and design of the new process will begin early in 1991 and the new life cycle methodology defined by August 1991.

7. ESTABLISH MEASURES OF INFORMATION MANAGEMENT EFFECTIVENESS AND EFFICIENCY.

An aggressive program to identify and install functional, technical and cost measures of performance is essential to establishing proper controls for information management. A practical set of initial measures will be identified during 1991 and policy direction will be provided for their implementation. By the end of 1992, a fully integrated set of measures should be identified for implementation.

8. EDUCATE DEPARTMENT PERSONNEL IN THE CONCEPTS OF CORPORATE INFORMATION MANAGEMENT AND THE PLANS TO APPLY IT.

Education is another cornerstone of the information management initiative. In 1991, we will move quickly to establish and implement education and training programs at the Information Resources Management College of the National Defense University. During this same period, programs of education and training will be coordinated for implementation throughout the components. A recommendation for any IRMC curriculum changes will be ready for approval by July 1991.

TAB D

ENTERPRISE MODEL

The DoD Enterprise Model provides a top level summary representation of DoD functions and information. It is the foundation for both the organization and content of detailed Corporate Information Management (CIM) functional models. CIM was established to: develop concepts for improved business processes; increase management efficiencies; ensure standardization, quality, and consistency of data from DoD's multiple management information systems; and reduce redundant information systems meeting the same functional requirements.

The Enterprise Model is a tool to fulfill direction provided by the Secretary of Defense and the CIM Executive Level Group (ELG). This direction is referenced in the Secretary of Defense's memorandum providing direction on implementation of CIM principles [16 November 1990], the ELG report "A Plan for Corporate Information Management for the Department of Defense" [11 September 1990] and further ELG positions. The Enterprise Model supports at the highest level the following CIM requirements:

- To "establish centralized policies for implementation through decentralized management structures."
- To "develop process (function) models that document new and existing DoD business methods," and "develop data standards with emphasis on data modeling."
- To ensure the correct partitioning of the Department's functions into CIM Functional Work Groups.

The Enterprise Model depicts the Department's mission, goals, vision, and functions, the relationships among the functions, the major groupings of data that DoD uses to support those functions and the relationships among these data groupings.

The current DoD Enterprise Model is based on a review of key DoD documents, (e.g., the Secretary's "Annual Report to the President and the Congress" and DoD directives and instructions), the ELG report and the CIM goals for the Department. The model shown in the following exhibits presents the principal enterprise modeling concepts to be applied to DoD's Corporate Information Management.

Exhibit A shows the relationships of DoD's organizational elements to the top level DoD Enterprise Model functions. The exhibit depicts that these highest level functions are carried out by all DoD organizations. This commonality of functions

confirms the potential for sharing of information resources among DoD components.

Exhibit B shows the key DoD Enterprise Model concepts. The core of the Enterprise Model is the DoD mission. In the Enterprise Modeling process, the mission is further defined by DoD goal statements and DoD's future vision. The highest level functions and data are derived from an analysis of the mission, goals and vision.

Five summary level common DoD Enterprise functions have been identified:

- o Set Policy
- o Conduct Operations
- o Provide Materiel
- o Provide Finances
- o Provide Human Resources

To conduct these summary level functions requires data derived from the following information resources:

- o Policy/Guidance
- o Operation
- o Materiel
- o Funding
- o Human Resources

Within CIM the DoD Enterprise Model provides the underlying construct for integrating the emerging information system strategies and partitioning the CIM Functional Work Groups.

Effective data sharing requires timely, accurate, consistent, and high quality data. Analysis of the relationships among Enterprise Model data and functions identifies the areas of overlap where integration planning must occur to ensure effective data sharing across CIM Functional Groups. Function to function comparisons determine if one functional area relies on the activities carried out by another functional area. The CIM integration analysis must verify that the definitions of these overlapping processes are consistent. Function to data analyses specifies when data created by one functional area must be available to support another functional area. The CIM integration process must ensure that the definitions of these shared data types meet the requirements of all users.

Analysis of the Enterprise Model functions and data identifies optimal groupings of "business areas" with common activities and information requirements. These "business areas" form the basis for defining the boundaries between the CIM Functional Groups. Using the procedures described in the "Corporate Information Management Process Guide," each "business area" is further analyzed and defined to yield detailed process

and data models. These models support information management which focuses primary attention on information necessary to support the methods and operations of an organization. This attention, implemented through a structured environment, makes it possible to align data, software, computing and communications resources to support specific organizational goals. The models encompass information requirements at all levels of authority and information, whether used to conduct transactions or support decisions. The management of information includes responsibility for process models which document both present and future business methods, data models, information systems, and the computing and communications infrastructure. These models become the basis for development, deployment, and operation of standard information systems in support of the DoD mission.

Responsibility for the management of functional information resides with the functional manager. Data and information are defined and utilized by the functional manager. Information executives, organizations and suppliers support the functional manager by providing standardization policies, technical expertise, standard tools and techniques, and software coding. The functional manager retains responsibility for successful performance of the business. Personnel reporting to the functional manager define the business methods and assist in documenting them in process and data models. The functional manager's success is measured by the results of the changes to business methods.

Using the Enterprise Model, CIM will support information management by ensuring integration of individual Functional models and optimal definition of the boundaries between the Functional Groups.

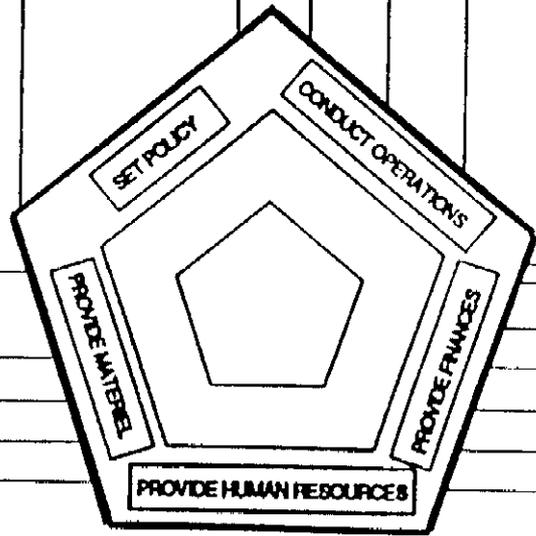
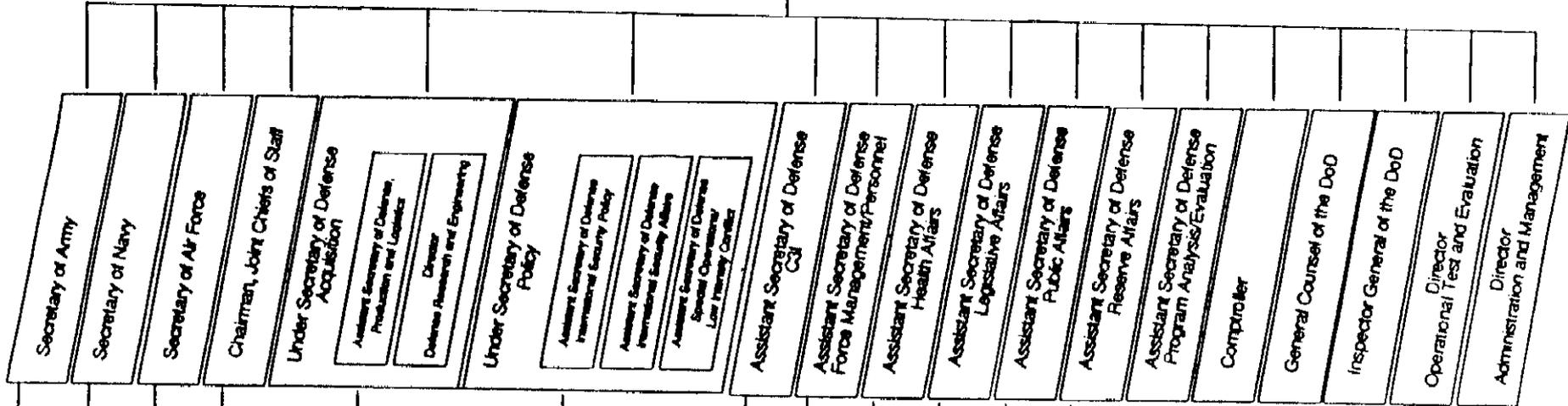
Functions of Organizational Elements

DoD MISSION
 "The Department of Defense is responsible for providing the military forces needed to deter war and protect the security of the United States."

Secretary of Defense

Organizational Elements

Enterprise Functions



TAB E

Schedule of Events														
EVENTS	Completion Date	1990	1991											
		Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
ORGANIZATIONAL														
• Transfer DS&S staff and functions to WHS	Dec 30, 90	■												
• Transfer remaining DC(IRM) and CIM Task Group to OASD(C3I)	Dec 30, 90	■												
• Transfer Data Administration from WHS	Dec 30, 90	■												
• Establish new IM organizational structure in C3I	Mar 15, 91		▬	▬	▬									
• Establish new CIM organizational structure within DCA	Mar 15, 91		▬	▬	▬									
• Transfer Component Resources to DCA per DMRD 924	Apr 30, 91		▬	▬	▬	▬								
CIM IMPLEMENTING ACTIVITIES														
• Develop Program Plans for eight ELG strategies	Sep 30, 91		▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	▬
• Release DoDD 5000.11, Data Administration	Jan 30, 91		▬											
• Complete Draft Manual for Data Administration	Jun 30, 91			▬	▬	▬	▬	▬	▬					
• Develop proposal and implementation plan for fee-for-service transition	Aug 15, 91			▬	▬	▬	▬	▬	▬					
• Complete IRMC curriculum changes	Jul 31, 91			▬	▬	▬	▬	▬	▬					
• Update Life Cycle Management policy	Aug 30, 91			▬	▬	▬	▬	▬	▬					
• Define process for implementation and oversight of ADP Consolidations	Apr 1, 91			▬	▬	▬								
• DCA submits CIM manpower and funding plan	Jun 1, 91			▬	▬	▬	▬							
• Define and implement process for review of all ADP development/modification funds	Apr 30, 91		▬	▬	▬									
• ASD(C3I) issues guidance to Components on IRM functions to be centrally managed	Mar 15, 91		▬	▬										
• Complete study of ADPE support activities within OSD	Jul 15, 91			▬	▬	▬	▬	▬						
• Complete study of ADPE support activities within Pentagon	Mar 15, 92								▬	▬	▬	▬	▬	▬
• Complete OPM action on new job series	May 30, 91		▬	▬	▬	▬								
• Complete plan for IRM career program	Jul 30, 91			▬	▬	▬	▬	▬						
• Complete plan for transfer of CALS elements	Jun 30, 91			▬	▬	▬	▬	▬						
• Charter Information Policy Council	Mar 31, 91		▬	▬										
• Complete changes in DoD Directives and Instructions	June 30, 91		▬	▬	▬	▬	▬							

TAB F

INFORMATION MANAGEMENT-RELATED DOD ISSUANCES TO BE CHANGED

Issuance	Title	Date
DoDD 3405.1	Computer Programming Language Policy	Apr. 2, 1987
DoDD 5000.11	Data Elements and Data Codes Standardization Program	Dec. 7, 1964
DoDI 5000.12	Data Elements and Data Codes Standardization Procedure	Apr. 27, 1965
DoDI 5000.18	Implementation of Standard Data Elements and Related Features	Mar. 17, 1969
DoDD 5105.19	Defense Communications Agency	Dec. 12, 1988
DoDD 5110.4	Washington Headquarters Services	November 4, 1988
DoDD 5118.3	Comptroller of the Department of Defense	May 24, 1988
DoDD 5137.1	Assistant Secretary of Defense (Command, Control, Communications, and Intelligence)	Apr. 2, 1985
DoDD 7740.1	DoD Information Resources Management Program	June 20, 1983
DoD 7740.1-G	DoD ADP Internal Control Guideline	July 88
DoDD 7740.2	Automated Information System (AIS) Strategic Planning	July 29, 1987
DoDI 7740.3	Information Resources Management (IRM) Review Program	Feb. 7, 1989
DoDD 7750.5	Management and Control of Information Requirements	Aug. 7, 1986
DoDI 7750.7	DoD Forms Management Program	May 31, 1990
DoDD 7920.1	Life-Cycle Management of Automated Information Systems (AISs)	June 20, 1988

Issuance	Title	Date
DoDI 7920.2	Automated Information Systems (AIS) Life-Cycle Management Review and Approval Milestone Procedures	Mar. 7, 1990
DoDI 7920.2-M	Automated Information Systems (AIS) Life-Cycle Manual	Mar. 90
DoDI 7920.4	Baselining of Automated Information Systems (AISs)	Mar. 21, 1988
DoDI 7920.5	Management of End User Computing (EUC)	Mar. 1, 1989
DoDI 7930.1	Information Technology Users Group Program	Mar. 25, 1986
DoDI 7930.2	ADP Software Exchange and Release	Dec. 31, 1979
DoDI 7935.1	DoD Automated Information Systems Documentation Standards	Sept. 13, 1977
DoDD 7950.1	Automated Data Processing Resources Management	Sept. 29, 1980
DoD 7950.1-M	Defense Automated Resources Management Manual of Information Requirements	Sept. 88