Business Transformation Roadmap

Col Corey Brunson
SAF/MG
“Our third line of effort serves as the foundation for our competitive edge: reforming the business practices of the department to provide both solvency and security, thereby gaining the full benefit from every dollar spent, in which way we will gain and hold the trust of Congress and the American people. We are going to have to be good stewards of the tax dollars allocated to us, and that means results and accountability matter.

To keep pace with our times, the department will transition to a culture of performance and affordability that operates at the speed of relevance. ... We must shed outdated management and acquisition practices, while adopting American industry's best practices.”

- Secretary of Defense Mattis, Remarks on the Nation Defense Strategy

19 Jan 2018
Transformation Foundation

- 2018 National Defense Strategy
- DoD Agency Strategic Plan
- AF Priorities
Defense Business System Transformation

- Enterprise portfolio management important
  - Over 400 business systems – minimal enterprise oversight
  - Stovepipe portfolio management
  - Eliminate redundant systems
  - Reduce duplicative spending
  - Identify gaps, seams and dependencies

**Activities**

| Application Rationalization | Governance | ERP Enclave / Cloud Migration | Data Standardization (CDO) | Strategy Roadmap |

**Transformation Vision**

- Rationalized portfolio with minimal duplication
- Integrated, end-to-end processes leveraging COTS
- Standardized data to support transactions, analysis and performance measures
- Shared services to minimize costs, technical footprint
- Rationalized migration to the cloud
- Mobile applications across the business mission area
Enterprise Roadmap

• Capture as-is state
  • Dependencies & gaps between ongoing modernizations
  • Understanding the technical ecosystem

• Develop a unified Air Force vision with all stakeholders
  • Maximize integration
  • Implement data flow to minimize point-to-point interfaces
  • Real-time ability to evaluate enterprise
  • Incorporate cloud migration strategy

• Develop a time-phased plan to achieve the AF unified vision

Enterprise management through cohesive collaboration
Capabilities Framework

FM CAPABILITIES
- Budget, Cost Accounting,
  Decision Support, Customer Service, Audit

GOVERNANCE
- SEC
- FMPB
- eSWG
- CRIB

COMPLIANCE & STANDARDS
- NDAA (OEP)
- A-123
- BCAC
- FISMA (RMF)
- Many more....

INTIATIVES
- DEAMS/PBES
- AFIPPS
- Cloud
- BMA Roadmap
- Tools
- FAMS
- CRM

CHANGE MANAGEMENT

CONTINUOUS IMPROVEMENT

Technology, People, Processes

Integrity - Service - Excellence
Enterprise Audit Remediation

Security Information & Event Management Solutions
- FIAR Area: System Monitoring

Governance, Risks, and Compliance (GRC) Toolsets
- FIAR Area: Security Management and Business Process

System Security Solutions
- FIAR Area: Security Management and Business Process

Software Lifecycle Management Solutions
- FIAR Area: Configuration Management Contingency Planning

Identity and Access Management (IdAM) Solutions
- FIAR Area: Access and Segregation of Duties

Root Cause → Best Practices → Pathfinder → Proof of Concept → Implement → Monitor

Identify existing solutions & leading practices; adopt approach that resolves audit weaknesses
BMA Roadmap Overview

Transition Roadmap (Product #1)
- Identifies earliest date we can get off GAFS
- Identifies target systems subsuming legacy systems
- Identifies systems’ audit risk

SFIS Compliance View (Product #2)
- Provides visual confirmation of key systems/initiatives requiring SFIS/SLOA
- Provides a recommended prioritized list of systems which should update to SFIS/SLOA

Interface View (Product #3)
- Breaks down the transition roadmap to the interface level
- Identifies potential interface consolidation opportunities
- Accounts for all interfaces migrating away from GAFS

Interface Overlap Analysis View (Product #4)
- Highlights information exchange commonality by AU category and data element type
- Identifies potential targets for data translation services
- Identifies opportunities for point-to-point interface elimination or reduction

Target System Indicators:
dem = DEAMS; pb = PBES; ce = CE NexGen IT; co = CON-IT; s = None (Sunsetting); <blank> = No defined target system

NOTIONAL BMA Transition Roadmap

Stoplight

SFIS Audit Risk

Level

H-M-L

Portfolio

Revised Remediation Est (06/18/2014)

Acronym on Roadmap

Compliance Date

Financial Management

2,000,000

CRIS

10/1/2020

Financial Management

1,714,300

Conwrite

9/30/2020

Financial Management

30,000,000

AFAMS

9/30/2020

Financial Management

1,500,000

DMAPS

9/30/2020

Financial Management

- SPS

12/10/2019

Financial Management

- ABIS

12/10/2020

Logistics & Materiel Readiness

20,000,000

AFEMS

2/28/2020

Logistics & Materiel Readiness

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Logistics & Materiel Readiness

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12/31/2019

Logistics & Materiel Readiness

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CEMS (D042)

12/31/2019

Logistics & Materiel Readiness

- ABIS

12/1/2018

Logistics & Materiel Readiness

REMIS

12/31/2025

Acquisition

975,000

PMRT CCaRS

- (blank)

Financial Management

- (blank)

ABIDES

- (blank)

Installations & Environment

- (blank)

ACES

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Financial Management

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Installations & Environment

- (blank)

IWIMS

- (blank)
Implement one SFIS/SLOA structure, support interoperability between systems for transactional data exchange; decrease errors, rejects, reconciliation issues, unmatched disbursements; standard trial balance data to the Defense Departmental Reporting System (DDRS)
Automated Customer Service

- AF CPTS Customer Relations Management
  - Improve Customer Service for all CPTS functions (Pay, Travel, Accounting, Budget, etc.)
  - Standardize Service Air Force wide
  - Improve training
  - Reduce rework
  - Data analysis
  - Self help capable
  - Up channeling or cross channeling
  - Cloud based interface
  - Multi Modal contact support
Cloud – It Takes A Village
Colonel Kjäll Gopaul
Air Force Personnel Operations Activity
Goal: Free up critical TM resources for mission capabilities instead of underlying IT infrastructure

Constraint: Diverse stakeholders on a journey of discovery to adopt cloud-based capabilities

Address:
- Relationships
- Paradigm shifts with SaaS models
- Security
- Big data analytics
- Transactional costs
- DevOps agility

Talent Management Digital Transformation Strategy
AF/A1 Deputy & AF/A1-CIO – 16 Oct 2017