



CHIEF INFORMATION OFFICER

**DEPARTMENT OF DEFENSE**

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WASHINGTON, D.C. 20301-6000

NOV 14 2014

MEMORANDUM FOR UNDER SECRETARIES OF DEFENSE  
DEPUTY CHIEF MANAGEMENT OFFICER  
DIRECTOR, COST ASSESSMENT AND PROGRAM EVALUATION  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE  
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE  
ASSISTANT SECRETARIES OF DEFENSE  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR, NET ASSESSMENT  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

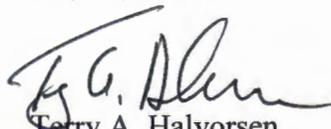
SUBJECT: Access to Authoritative Data Sources

The Deputy Secretary of Defense's ongoing Business Process and Systems Review (BPSR), as outlined in the Implementation Guidance for the Business Process and Systems Review memorandum (TAB A), dated August 8, 2014, requires us to identify and access data from authoritative sources across the Department in ways we have not previously needed or envisioned.

We recognize the burden to both your organization and staff that is created by repeated, complex, and time-consuming data calls. Based on the feedback we have received from your BPSR working group representatives, it is our intent to spend the limited time available with your staffs to better understand the context of the data found in various authoritative sources, instead of taking their time to conduct numerous data pulls. For this reason, we need your assistance in implementing *direct and repeated access to the authoritative data sources* identified at TAB B. The data will be used only by the BPSR team, and will be protected at the same level as the authoritative source. Any Personally Identifiable Information (PII), acquisition sensitive data, or financial data will be safeguarded according to current DoD policies and procedures.

Finally, the schedule for conducting the BPSR reviews is very aggressive and therefore the associated timelines to identify, retrieve and analyze data are extremely short. In order to eliminate delays, we request data source owners provide a POC (GS15 or higher level) for your organization. The team will work with this POC to interface with the appropriate Data Base Administrators (DBA) for the authoritative sources listing referenced above.

Please provide a POC to Gregory Gonzalez at [gregory.b.gonzalez.ctr@mail.mil](mailto:gregory.b.gonzalez.ctr@mail.mil), (703) 614-2560, no later than November 19, 2014. If you have questions or concerns please contact either of the BPSR Co-Leads, Betsy Freeman, [betsy.freeman.civ@mail.mil](mailto:betsy.freeman.civ@mail.mil) (703) 614-2778 or Andy Haeuptle, [andrew.s.haeuptle.civ@mail.mil](mailto:andrew.s.haeuptle.civ@mail.mil) (571) 372-2861.

  
Terry A. Halvorsen  
Acting

Attachments:  
As stated



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AUG 08 2014

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SUBJECT: Implementation Guidance for the Business Process and Systems Review

The Department is on track to implement the Secretary of Defense-directed action to reduce the cost of management headquarters by 20 percent over the next five years. However, that work has largely been in the context of each major staff element/agency conducting an examination of its own process and structure. In the face of continued challenges impacting the nation; the need for the Department to play a key role in meeting those challenges; the need for the Department to maintain readiness while modernizing capability; and limitations on the DoD budget topline, the Office of the Secretary of Defense (OSD) staff and associated Defense agencies as a whole should continue to scrutinize activities to identify ways to improve effectiveness and agility. Moreover, changes within OSD and the Defense agencies must be synchronized with the Military Departments to improve overall performance, move toward auditability and standardization, and strengthen business and IT systems and processes.

It is in this context that I have directed the Deputy Chief Management Officer (DCMO) and the DoD Chief Information Officer (CIO) to co-lead a review of business processes and the supporting information technology systems within the organizations of the Principal Staff Assistants (PSA) and their associated Defense agencies and DoD Field Activities. This review will provide the PSAs with information to help them to clarify whether their organizations are aimed at Departmental outcomes, identify resources allocated to outcomes, identify obstacles to achieving those outcomes (e.g., resource shortfalls, policy/legislative issues, process obstacles), and identify activities that might be improved or eliminated.

The process will begin with an introductory meeting between Business Process and System Review Team (BPSRT) and the PSA for the activity under review. The initial BPSR review will begin after Labor Day on September 2, 2014. The process will end with the PSA presenting a "State of the Portfolio" briefing to me and the Vice Chairman that includes a summary of the organization's priority activities, the resources allocated (and planned to be



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allocated) against those activities, a statement of the measureable objectives of those priorities, and a summary of how that organization measures progress toward those outcomes.

In order to standardize this process throughout OSD, I have instructed the BPSRT to create a web-based, sustainable tracking and measurement tool that will be used by all PSAs and the DCMO to record and report quarterly progress on their implementation plans with associated organizational changes and actual savings.

The DCMO and DoD CIO co-leads for this effort are Mr. Andrew Haeuptle, at [andrew.s.haeuptle.civ@mail.mil](mailto:andrew.s.haeuptle.civ@mail.mil) or (571) 372-2861 and Ms. Betsy Freeman, at [betsy.l.freeman.civ@mail.mil](mailto:betsy.l.freeman.civ@mail.mil) or (703) 614-2778.

PSAs shall provide a single point of contact to interface with the BPSRT no later than two weeks from the date of this memorandum via email to [richard.w.palermo.ctr@mail.mil](mailto:richard.w.palermo.ctr@mail.mil).

I appreciate your full support and cooperation in this effort.

A handwritten signature in black ink, appearing to read "R. Palermo", with a large, stylized initial "R" at the beginning.

cc:  
Secretaries of the Military Departments  
Chairman of the Joint Chiefs of Staff

Data Source	Owner	Functional Area
ABIDES	Air Force	Facilities/Real Estate
AT&L ECS	USD(AT&L)	Acquisition
CMIS		
CMRA/eCMRA	Army	Contracts
CRIS	Air Force	Facilities/Real Estate
DAMIR	USD(AT&L)	Contracts
DBMS	DFAS	Financial
DCD/DCW	DFAS	Financial
DCPDS	DMDC	Manpower
DCPS		DCPS (Payroll – Civilian)
DDRS-AFS		
DDRS-B	DFAS	Financial
DDRS-ICe	DLA	
DITIP	CAPE	IT Systems
DITPR	Navy	IT Systems
DMDCRS		Defense Manpower Data Center's (DMDC) Reporting System (DRS)
DOD Resources Data Warehouse (DRDW)		Financial
DWAS	DFAS	Financial
EBAS-D	WHS/HRD	Financial
EPROC	DLA	Logistics & Materiel Readiness
FACMAN	DCMA	Installations & Environment
FIC/FYDP	OSD	Forces & Infrastructure
FMTS	DCMO	Manpower
FPDS-NG	Public Information	Contracts
M2	DHA	Healthcare
PBIS	USD(AT&L)	Acquisition
SNAP-IT		Financial
ACBIS	Army	Contracts
APS	DCMA	Logistics & Materiel Readiness
ASK_FM		ASK-FM
AT&L PORTAL	USD(AT&L)	Logistics & Materiel Readiness
AV	DLA	Logistics & Materiel Readiness
BCS		
BES	Comptroller	Budget Estimates System
BP-COP	DLA	Logistics & Materiel Readiness
BSM	DLA	
BSM-E	DLA	Logistics & Materiel Readiness
Business Enterprise Architecture (ACART)		Enterprise Architecture

CAIG	DTIC	Cost Analysis Improvement Group
CC	DCMA	Acquisition
CCASIT	DCMA	Logistics & Materiel Readiness
CEDMS		Corporate Electronic Document Management System (CEDMS)
CEFMS	Army	Financial
CIR		Collections Information Repository (CIR)
CIS	Comptroller	Comptroller Information System
CMS		Case Management System (CMS)
COR		Contracting Officer Representative (COR) Training for EFT Assistance Center Contract
CORT	AT&L/DPAP	Contracts
CPVF	USD(AT&L)	Installations & Environment
DAI	DLA	Financial
DAIS	USD(AT&L)	Installations & Environment
DARMIS	USD(AT&L)	Acquisition
DCIM	DoD CIO	IT Systems
DEAMS	Air Force	Financial
DEERS		Manpower
DESKES	USD(AT&L)	Installations & Environment
DFAMS	DLA	Logistics & Materiel Readiness
DFMD	USD(AT&L)	Logistics & Materiel Readiness
DGBS		Government and Industry Benchmarks (Deloitte Global Benchmarking Service)
DIFMS	DFAS	Financial
DIFS	DFAS	Financial
DISDI PORTAL	USD(AT&L)	Installations & Environment
DJMS		Defense Joint Military Pay System (DJMS)
DLA EBS	DLA	Financial
DMO		Defense Milpay Office (DMO)
DOD EMALL	DLA	Logistics & Materiel Readiness
DPAS	USD(AT&L)	Logistics & Materiel Readiness
DRI		DDS Repository Initiative (DRI)
DSM	DCMA	Logistics & Materiel Readiness
DSS	DLA	Logistics & Materiel Readiness
DTRS		Transportation
DTS		Travel
EADS	USD(AT&L)	Installations & Environment
EADS2	USD(AT&L)	Installations & Environment
EBAS (CABS)	Joint Staff	Financial
EBAS Cognos	Comptroller	Cognos
EBAS PBS	Comptroller	Program & Budget System (PBS)
Ebiz	DFAS	Financial

EBS	DLA	Financial
EC	DLA	Logistics & Materiel Readiness
ECARS	DCMA	Acquisition
EDA	DLA	Acquisition
EDW	DCMA	Acquisition
EFD	DLA	Financial
EFR/EDM		Electronic File Room/Electronic Data Management (EFR/EDM)
EIS	USD(AT&L)	Acquisition
EMACS	DLA	Logistics & Materiel Readiness
eMASS		IT Systems
eSRS	GSA	Contracts
FACA		Federal Advisory Committee Act (FACA) database
FAMIS	DISA	Financial
FAMIS-CS Mod	DISA	Financial
FDQAW	CAPE	Facilities Data Quality Assurance Website
FISMA Report		IT Systems
FMS		Financial Management Service (FMS)
FPDW	DLA	Logistics & Materiel Readiness
<i>GCSS-Army</i>	<i>Army</i>	<i>Financial</i>
GFAS-R	DFAS	Financial
<i>GFEBS</i>	<i>Army</i>	<i>Financial</i>
GRC		Governance Risk & Compliance (GRC)
HMIRS	DLA	Installations & Environment
Host Based Security System (HBSS)		IT Systems
IATS		Travel
IBF-DAP		IBF-DAP (Functional Strategies and Organizational Execution Plans)
IDE	DLA	Logistics & Materiel Readiness
<i>IMPS</i>	<i>Navy</i>	<i>Financial</i>
ITS.gov		
IUID REGISTRY	DLA	Logistics & Materiel Readiness
KALEIDOSCOPE-AV	USD(AT&L)	Acquisition
<i>LMP</i>	<i>Army</i>	<i>Financial</i>
LSA		OTCnet (LSA)
MCTFS		
MMS	CAPE	Manpower Management System
MOCAS	DCMA / DFAS	Acquisition
MOCASAP	DCMA	Acquisition
<i>MSC FMS</i>	<i>Navy</i>	<i>Financial</i>
MSST		Multi-System Search Tool (MSST)

<i>Navy ERP</i>	<i>Navy</i>	<i>Financial</i>
<i>NexGen IT</i>	<i>Air Force</i>	<i>Financial</i>
ODS		Operation Data Store (ODS)
OFAC		OFAC reports for ITS Payments
OTCnet (LSA)		<a href="http://www.fms.treas.gov/otcnet/training.html">http://www.fms.treas.gov/otcnet/training.html</a>
PBAS	DFAS	Financial
PBS		IT Systems
PCARSS	DCMA	Installations & Environment
PIR		Payment Information Repository (PIR)
PowerTrack		Transportation
PR	CAPE	Program Review
PRCP	Comptroller	Program Resources Collection Process
RHICS	DLA	Installations & Environment
RMT		RMT (Resource Management Tool)
RPAS		
RPUIR	USD(AT&L)	Installations & Environment
RSM	CAPE	Resource Structure Management
S2T2	USD(AT&L)	Logistics & Materiel Readiness
SABRS	DFAS	Financial
SBSS	DFAS	Financial
SDCS	CAPE	Standard Data Collection System
SHIRS	DLA	Installations & Environment
SLES	DLA	Logistics & Materiel Readiness
SMAS	DFAS	Financial
SNAP		Financial
SNaP-DIAP		IT Systems
SOMARDS	DFAS	Financial
SPIDERS	DLA	Logistics & Materiel Readiness
SPS MDA	MDA	Acquisition
STANFINS	DFAS	Financial
STARS	DFAS	Financial
TMA ECS	TMA	Financial
TQTS	DLA	Logistics & Materiel Readiness
UDR	DLA	Logistics & Materiel Readiness
WAAS	WHS	Financial
WAWF	DLA	Acquisition