THE DoD ENTERPRISE MODEL SYMPOSIUM

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Same as 9. below

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Statement A:

These slides presented the DoD Enterprise Model to the General Public at George Mason University on 22 Mar 93. The DoD Enterprise Model is a representation of the activities and data of the entire Department needed to accomplish the defense mission, from warfighting to acquisition and logistics support. By managing such end-to-end activities and data from a DoD-wide perspective, defense leadership will be able to identify and eliminate waste, avoid duplication, cut response times, improve quality, and reduce costs. The model embodies top-level processes and standard data interfaces relevant to every DoD major mission and function. It provides a common basis for cross-functional coordination and collaboration. The resulting DoD Enterprise Model is the basis for defining, coordinating and integrating DoD missions and functions. It will enable the Department's leaders and managers to better understand and direct their areas of responsibility, and to integrate functional process improvement initiatives within and across functional and organizational boundaries.

DoD Enterprise Model; Project Enterprise
(CIM Collection)
The DoD Enterprise Model

The DoD Enterprise Model Symposium

March 22, 1993

Office of the Director of Defense Information
<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>0715 - 0800</td>
<td>Registration</td>
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<tr>
<td>0800 - 0815</td>
<td>Opening Presentation</td>
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<tr>
<td>0815 - 0900</td>
<td>Overview of the Enterprise Model</td>
</tr>
<tr>
<td>0900 - 0945</td>
<td>Activity Model</td>
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<td>0945 - 1015</td>
<td>Break</td>
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<td>1015 - 1045</td>
<td>Data Model</td>
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<tr>
<td>1045 - 1200</td>
<td>Blueprint for Integration</td>
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<tr>
<td>1200 - 1330</td>
<td>Lunch</td>
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<tr>
<td>1330 - 1530</td>
<td>Open Discussion</td>
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The constitution
of the United States of America

Preamble

We the People of the United States, in Order to form a more perfect Union, establish Justice, insure domestic Tranquility, provide for the common defense, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution for the United States of America.
The DoD Enterprise Model

CURRENT DoD SITUATION

- Accelerated Force Downsizing
- Evolving Missions
  - Shift to Lower End Warfighting Scenarios (e.g., Regional, LIC)
  - Additional Roles in Peacekeeping, Humanitarian Assistance ...
- New Administration's "Vision" for Government
  - Responsive
  - Effective
  - Efficient
  - Innovative and Enterprising
THE ADMINISTRATION'S MESSAGE

- Long term economic growth that creates jobs and protects the environment
- A government that is more productive and more responsive to the needs of its citizens

"The administration will undertake a careful review of government management with a view to making the most efficient possible use of new information technologies."

President Clinton and Vice President Gore
22 February 1993
The DoD Enterprise Model

NEW DoD PARADIGM

PAST

"Change Agent"

FUTURE

- Locally Optimized
- Stovepiped
- Technically-Driven
- Non-standard
- Duplicative
- Highly Layered
- Costly & Wasteful
- Overhead Unmanaged

- Globally Optimized
- Integrated
- Functionally-Driven
- Standard
- Consolidated
- Flat
- Value-Added & Reusable
- Overhead Strictly Controlled
CIM GOALS AND OBJECTIVES

- Achieve Essential Near-Term Savings without Cutting into Force Capability

- Embed Long-Term Change throughout the Department

- Improve Functional Areas and Activities across the Department
The DoD Enterprise Model

CORPORATE INFORMATION MANAGEMENT APPROACH

- Top Down Functional Process Improvement Policy
  - The "Business Way"
- The DoD Enterprise Model
  - The Top Level Functional and Data Framework
- Functional Process Improvement Initiatives
  - Making It Happen Across the Department
- Shared Data Initiatives
  - Data as a Corporate Resource Linking Functions and Information Systems
- Defense Information Infrastructure
  - The Information "Utility" for the Information Age
ESTABLISH FUNCTIONAL DIRECTION

The DoD Enterprise Activity Model

Provide for the Common Defense

- Establish Direction
  - Establish Policy
  - Determine Requirements
  - Develop Plans
  - Allocate Resources

- Acquire Assets
  - Manage Acquisition
  - Engineer
  - Produce Assets

- Provide Capabilities
  - Manage Assets
  - Develop Capabilities
  - Use Capabilities

- Employ Forces
  - Constitute Forces
  - Provide Operational Intelligence
  - Conduct Operations

With minor adjustments, this activity model applies to all levels of the functional model—from developing warfighting plans to conducting business operations.
ESTABLISH FUNCTIONAL DIRECTION

From the activity model:

From the functional model:

- National Security Doctrine and Policy
- Joint Warfighting Plans and Operations
- PPBS and Support Services
- Command and Control
- Intelligence
- Business Operations
- Information Management Infrastructure

Provide for the Common Defense:

Establish Direction
Acquire Assets
Provide Capabilities
Employ Forces
A BRIEF WORD ABOUT DATA

- Process improvement efforts will produce data models
  - Describe the "rules" of the process
  - The link among all our processes

- Of use and interest to all managers, not just worker-level
The DoD Enterprise Model

DATA AT THE STRATEGIC LEVEL – A FEW EXAMPLES

Data entities underlie our concepts...

<table>
<thead>
<tr>
<th>World Situation</th>
<th>Organizations</th>
<th>Guidance</th>
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<tr>
<td>- Political</td>
<td>- DoD</td>
<td>- Strategies</td>
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<td>- Military</td>
<td>- Other US gov't</td>
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<tr>
<td>- Economic</td>
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<td>- Regulations</td>
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<tr>
<td></td>
<td>- Foreign gov't</td>
<td>- Doctrine</td>
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... and our assets

<table>
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<th>Materiel</th>
<th>Funds</th>
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</thead>
<tbody>
<tr>
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</tr>
<tr>
<td>- Civilian</td>
<td>- Supply Items</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Publications</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Software</td>
<td></td>
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<tr>
<td></td>
<td>- Data</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Non-appropriated</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Appropriated</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Revolving</td>
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</table>

In other words: all managers use data
The DoD Enterprise Model

STRATEGIC LEVEL RELATIONSHIPS

SITUATIONS

Call for

GUIDANCE

May Call for New

Abides by Existing

Agrees

Governs/Directs

Calls for

CAPABILITIES

Require

PLANS

Establish/Resource

Develop/Assess

LOCATIONS

Have Assets at

ORGANIZATIONS

Acquire/Manage/Use

PEOPLE

MATERIEL

FACILITIES

REAL ESTATE

FUNDS
The DoD Enterprise Model

DOD Funding - FY 93

as of PB FY 93

- Establish Direction
- Acquire Assets
- Provide Capabilities
- Employ Forces
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DoD Manpower - FY 93

as of PB FY 93

Endstrength

0% 20% 40% 60% 80% 100%

Establish Direction Acquire Assets Provide Capabilities Employ Forces

[Diagram showing manpower distribution among Defense, Air Force, Marines, Navy, and Army for FY 93]
The DoD Enterprise Model

DoD ENTERPRISE ACTIVITY MODEL METHODOLOGY

Activities are described in one place

Control: Interfaces that guide or regulate the activity

Inputs: Interfaces that are changed as a result of the activity

Outputs: Results of the Activity

ACTIVITY

Mechanisms: Systems, organizations, people, databases, or equipment that support or perform the activity

An "Ignition Harness" for DoD horizontal and vertical integration

The DoD Enterprise Model is a universal framework in "Plain English"
A11 ESTABLISH POLICY

- Assess World Situation
- Establish National Security Priorities
- Establish Defense Priorities & Strategies
A12 DETERMINE REQUIREMENTS

- Evaluate Capabilities & Performance
- Develop Doctrine
- Structure Organizations & Forces
- Produce Requirements
The DoD Enterprise Model

A13 DEVELOP PLANS

- Identify Objectives/Missions
- Develop Courses of Action
- Develop Detailed Plans
- Direct Execution
A14 ALLOCATE RESOURCES

- Develop Programs/Budgets
- Consolidate and Prioritize
- Balance Programs/Budgets
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A21 MANAGE ACQUISITION

- Develop Acquisition Guidance
- Define and Justify Program
- Administer Acquisition
A22 ENGINEER

- Conduct Research
- Design
- Demonstrate/Test
The DoD Enterprise Model

A23 PRODUCE ASSETS

- Build
- Access
- Buy/Lease
A3 PROVIDE CAPABILITIES

- Manage Assets
- Develop Capabilities
- Use Capabilities
A31 MANAGE ASSETS

- Analyze Asset Requirements & Availability
- Decide Disposition
- Assign Assets
The DoD Enterprise Model

A32 DEVELOP CAPABILITIES

- Integrate
- Train
- Assess Readiness
A33 USE CAPABILITIES

- Operate
- Maintain
- Enhance
- Position
- Separate
The DoD Enterprise Model

A4 EMPLOY FORCES

- Constitute Forces
- Provide Operational Intelligence
- Conduct Operations
A41 CONSTITUTE FORCES

- Organize Command
- Assess Plans & Orders
- Integrate Forces
A42 PROVIDE OPERATIONAL INTELLIGENCE

- Collect Operational Intelligence Data
- Fuse/Analyze
- Provide Products to Commanders
A43 CONDUCT OPERATIONS

- Conduct Conventional Operations
- Conduct Strategic Nuclear Operations
- Conduct Tactical Nuclear Operations
- Conduct Space Operations
- Conduct Special Operations
- Conduct Intra/Inter Government Operations
The DoD Enterprise Model

PURPOSE OF DoD DATA MODEL

- Identify and describe the data resources needed by all DoD functions and organizations
- Provide a basis for validating and standardizing data elements
- Guide to shared data structures in databases

Data standards provide the GLUE that integrates functions across the department
The DoD Enterprise Model

PURPOSE OF DoD DATA MODEL

- Identify and describe the data resources needed by all DoD functions and organizations
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Data standards provide the **FUEL** that integrates functions across the department
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APPROACH

- Data Models
- Data Architectures
- Data Element Standards
- Databases
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DoD ENTERPRISE DATA MODEL PROCESS

- Model data in conjunction with activities
  - Functional expert/data administration teams
  - Integrated modeling project plan for activities & data
  - FDAd/CDAd participation
  - Data Models in IDEF1X

- Store IDEF1X Data Model representation in DoD repository

- Identify standard data element descriptions
  - Validate against functional requirements/models
  - Use Data Element Standardization Procedures (DoD 8320.1-M-1)

- Approve standard data descriptions for DoD repository
The DoD Enterprise Model

STRATEGIC LEVEL RELATIONSHIPS

SITUATIONS
- Call for
- Provide Level and Timing of Response to

GUIDANCE
- May Call for New
- Abides by Existing
- Governs/Directs
- Calls for

CAPABILITIES
- Require
- Develop/Assess

AGREEMENTS
- Require

LOCATIONS
- Have Assets at

ORGANIZATIONS
- Acquire/Manage/Use
- Establish/Resource

PEOPLE
MATERIEL
FACILITIES
REAL ESTATE
FUNDS
The DoD Enterprise Model

CANDIDATE STRATEGIC LEVEL ENTITIES

WORLD SITUATION
- Political
- Military
- Economic
- Natural

GUIDANCE
- Strategies
- Statutes
- Policies
- Regulations
- Doctrines
- Missions

AGREEMENTS
- Treaties
- Contracts
- Understandings

PLANS
- Military Operations
- Management

ORGANIZATIONS
- DoD
- Other US Govt
- US Non-govt
- Foreign Non-govt
- Foreign Govt

CAPABILITIES
- Force Structure
- Modernization
- Readiness
- Sustainability

LOCATION
- Geolocation
- Coordinates
- Address

CONCEPTS

ASSETS

PEOPLE
- Military
- Civilian

MATERIEL
- Equipment
- Supply items
- Publications
- Software
- Data

FACILITIES
- Roads/Runways
- Structures
- Utilities

FUNDS
- Non-appropriated
- Appropriated
- Revolving

REAL ESTATE
- Improved
- Unimproved
This entity includes political, military, economic, and natural events or conditions throughout the world that individually or collectively require an appropriate level and timing of response to provide for the common defense. In order to provide the appropriate response, SITUATIONs call for GUIDANCE.
The DoD Enterprise Model

SITUATION

GLOSSARY DEFINITION

Political, economic, military, or environmental events, international and domestic, of interest to the National Command Authority and other designated authorities.

Events are identified from a variety of sources to include national technical means, commercial sources, allied sources, and other sources.
The DoD Enterprise Model

EXAMPLE ACTIVITY AND DATA VIEW

Activity Analysis - IDEF0

Data Analysis - IDEF1X

Asset Specifications

Program Guidance

Asset Design

Civilian Population

Assets

Operational Experience

Positioned Capabilities

Organization Position

Organization

Organization Guidance

Guidance

Position

Person

Person Type

Military

Civilian

Position Skill

Person Skill

Skill
DoD ENTERPRISE INTEGRATION

A Corporate Approach

- Planning Strategically and Top Down
- Taking a DoD Perspective on All Activities
- Involving All DoD Stakeholders in Decisions That Affect Them
- Eliminating Duplication Aggressively
- Sharing Resources Among Organizations/Reusing Assets
- Shifting Resources Into More Productive Activities
- Evaluating Continually Processes and Outcomes to Improve Defense
- Becoming Entrepreneurial
The DoD Enterprise Model

ENTERPRISE INTEGRATION OUTCOMES

- Enhanced Capability to Respond to Crises
- Seamless Interface Between Front Line & Support Infrastructures
- Just-in-Time Delivery of DoD Goods & Services
- Total DoD Asset Visibility & Management
- Improved Customer-Supplier Links
- Wholesale-Retail Integration
- Enhanced US Industry Competitiveness

Enterprise Integration Happens When the Entire Organization Commits to a Shared Vision and Acts Together to Make the Vision Become a Reality
The DoD Enterprise Model

ENTERPRISE INTEGRATION APPROACH

- Fit improvement effort into proper hierarchy
- Use higher level guidance and models as templates - tailor as necessary
- Capitalize on existing models
  - Fit existing data models into DoD Data Model
  - Validate existing functional models against Enterprise Model; fill missing "gaps," e.g., Establish Direction
- Decompose activities
- Reconcile & integrate with other organizations or functions
**The DoD Enterprise Model**

**ORGANIZATIONAL INTEGRATION METHOD**

**The Enterprise Model Template**

- **Organization & Functions (O&F) Manual**
  - Traditional View of Functions
  - X
  - Y
  - Z

- **Establish Direction**
- **Acquire Assets**
- **Provide Capabilities**
- **Employ Forces**

**HOW TO:**

1. Take functions from O&F Manual
2. Array against Enterprise Model template "boxes"
3. Crosswalk functions to boxes
4. Find common functional processes
5. Do functional process improvements on common boxes with all participants in O&F Manual
The DoD Enterprise Model

FUNCTIONAL INTEGRATION METHOD

The Enterprise Model Template

Provide for the Common Defense

Establish Direction  Acquire Assets  Provide Capabilities  Employ Forces

Mission Area

Functional Areas

Functional Activities

HOW TO:

1. Fit function into DoD 8020.1-M Appendix D Mission/Function structure

2. Use higher level functional and data guidance & models as templates
   - Use DoD Enterprise Activity Model
   - Use DoD Enterprise Data Model

3. Select activities & data entities from higher level model and decompose activities and data to necessary depth

4. Coordinate with all mission/function stakeholders & DDI/DoD DAd for enterprise integration

Don't Ignore Existing Data or Activity Models
Functional and Data Communities must plan and execute a strategy for improving their missions, functions, organizations, data, and systems, consistent with the overall DoD goals & objectives, and integrate their efforts with other communities using the Enterprise Model Approach.
The DoD Enterprise Model

WHAT HAPPENS NEXT?

- Review Enterprise Model – Provide Comments to DDI
- Repository Information
- Afternoon Session
The DoD Enterprise Model

COMMENTS

Please forward all comments on the DoD Enterprise Model to:

MARY H. SMITH
Deputy Director of Defense Information
1225 Jefferson Davis Highway
Crystal Gateway 2
Suite 910
Arlington, Virginia 22202

Please submit comments within 90 days,
include name and phone number
The DoD Enterprise Model

DoD REPOSITORY SYSTEM

- Interim IDEF Repository System
- Contains:
  - IDEF process and Data Models only
  - Complete Glossary/Dictionary System
- Access:
  - Training Available (3 days)
  - Registration through DISA-CIM
    -- Fritz Kirklighter (703) 285-5211
  - Current access is through MODEM - DDN Node Access in preparation
The DoD Enterprise Model

DoD REPOSITORY SYSTEM
CONTINUED

- Defense Data Repository System (DDRS)

- Contains:
  - High Level Entities defined by DoD

- Access:
  - Training and registration available through DISA-CIM Program Manager for Data Administration – (703) 536-6900
  - Access via DDN
The DoD Enterprise Model

USING DoD REPOSITORY SYSTEM

- The Interim IDEF Repository System and the DDRS should ideally be used together

  - The DDRS provides high level entities which form a framework against which new or extended efforts can be standardized

  - The Interim Repository models are available for extension, integration, and reuse. Selected copies of Reports of modeling efforts in the repository are available from the Defense Technical Information Center (DTIC)

- Both repositories can be utilized from the desktop