



Army Office of Business Transformation

Army Business Management Plan

2021-2025





Table of Contents

Foreword.....4

Purpose6

Authorities6

Strategic Intent.....7

Strategic Alignment8

Governance and Assessment.....10

Army Business Core Principles11

Strategic Outcomes12

Criteria for Army Business Management
Plan Reform Initiatives.....13

Goals, Objectives, and Reform Initiatives14

 Goal #1: People.....14

 Goal #2: Data Enabled Enterprise.....19

 Goal #3: Business Operations and Processes24

Conclusion.....29

Glossary31





Foreword

▶ The focus on business transformation and reform in the National Defense and Army Strategies reflects a growing realization that mounting transnational threats, global interdependence, and the resurgence of great power competition are threatening our military dominance. To ensure our dominant position, the Army must address the central challenge of modernizing and preparing for the future while simultaneously maintaining readiness with finite resources. To succeed we must embrace the need to change. We must critically examine the policies, and cultural factors that undermine our





performance and then take effective action to transform our management of business operations. Failure to execute bold and aggressive reforms today will increase the risks of not being able to execute our missions in the future.

In the coming years, leaders will face both old and new challenges that will require innovative solutions and daring action. There will be internal disagreements over the implementation of pilot projects, enterprise consolidation, and the allocation or re-allocation of finite resources. Institutional inertia will surely weigh heavily on our leadership. Leaders across the Army will need to ruthlessly distinguish sub-optimal parochial interests from essential functions in order to support the overall efficiency of the Department. While there will always be disagreement on the best path forward, I strongly encourage each Soldier and DA Civilian serving the Army and the Department of Defense to consider the potential consequences of failing to efficiently employ our resources.

Now is the time to implement integrated management systems that enable agility to effectively address our evolving needs. Continuously improving Army business processes will ultimately solve the Army's central challenge by allowing the transfer of resource savings from lower to higher priority Army programs and initiatives. If we struggle to understand and manage the performance of our organizations, we will also struggle to build and retain a high-performing workforce, organize for innovation, drive budget discipline, streamline development and fielding, harness our innovation base, and deliver performance at the speed of relevance. It is critical that we develop, adopt, and embrace advanced technology, but it is equally critical that we embrace the business management transformation that will enable sustaining readiness while modernizing and reforming the Army.



Christopher J. Lowman
*Senior Official Performing the Duties of
Under Secretary of the Army*



Recruiting

Brings America's best and brightest volunteers into the Army who are able to deploy, fight, and win.

Photo by Alun Thomas, USAREC Public Affairs

I.

Purpose

- ▶ The Army Business Management Plan (ABMP) 2021-2025 frames a strategic foundation upon which the Army develops and executes enterprise programs and initiatives to reform the management of business operations supporting the Army's People, Readiness, and Modernization priorities.

II.

Authorities

- ▶ Army business operations support the Army's execution of its primary functions under Title 10 and Title 32, United States Code (USC) to organize, staff, train, equip, and sustain forces. The Under Secretary of the Army is the proponent of Army Regulation (AR) 5-1, Management of Army Business Operations. The Office of Business Transformation (OBT) is the execution arm for the Under Secretary of the Army in his role as the Army Chief Management Officer (CMO), responsible for developing policy and strategy that govern Army business operations. Per AR 5-1, the Army's Integrated Management System (IMS) provides a framework by which unified, functional components are leveraged to manage business operations and optimize performance in a fully interconnected, and mutually beneficial manner.



III.

Strategic Intent

▶ The Army must systematically and continuously improve business processes, methods, and practices in order to maintain readiness and realize the 2035 Army of the Future. Reform will leverage opportunities to free up time, money, and personnel to reinvest in higher Army priorities, and enable commanders to make faster, better resource-informed decisions. Army business reform will be successful when Army Senior Leaders have the decision space to create a more lethal and dominant Army—an Army that will ultimately produce a safer strategic environment for the Nation.

Key Tasks

- » Simplify, reduce, or eliminate low value business activities.
- » Improve business processes, organizational structures, and human resources management.
- » Overhaul management systems to enable recruitment and retention, talent management, and enterprise-wide assessment and decision-making.



Equipping

Provides all non-expendable items needed to outfit or equip an individual or organization.

U.S. Army photo by Staff Sgt. Derek Presto



IV.

Strategic Alignment

▶ To remain a competent and agile force in a resource environment that is, at best, unpredictable and, at worst, insufficient, the Army must continuously improve its ability to generate readiness and to modernize at best value, with reformed, improved approaches to business operations and innovative management practices that reduce costs related to time, money, and personnel while meeting global mission requirements now and in the future. Continuing to operate with inefficient business processes and tools will squander scarce resources and risks failure to staff, train, and equip the warfighting force sufficiently to ensure its ability to conduct multi-domain operations and decisively defeat any adversary.

The ABMP is an enabling plan containing goals, objectives, and initiatives that support the Army's strategic direction. Inherently then, the ABMP is aligned with the Army Strategy and functional plans such as the Army Data Plan, Army Installation Strategy, and the Army People Strategy while remaining responsive to plans of the operational Army for readiness and modernization such as the Army Campaign Plan and the Army Modernization Plan. The ABMP is also aligned with the Army's IMS established in AR 5-1, Management of Army Business Operations, governing the planning, organizing, coordination, synchronization and control of doctrine, organization, training, materiel, leadership and education, personnel,

Organizing

Ensures operational and institutional formations have sufficient capabilities to execute their missions.

Photo by Army Staff Sgt. Alan Brutus





facilities, and policy (DOTMLPF-P) activities and actions to fulfill the Army's responsibilities under Title 10 U.S.C. The IMS supports integration of the Army's people, processes, data, and information, guided by business core principles that enable Army leaders to make resource-informed decisions to generate trained and ready forces at best value to the Nation.

Through the IMS, senior leaders develop business strategy that is responsive to stakeholder requirements. The workforce, with tools, training, information, and empowerment manages business processes, facilitated by visible, accessible, understandable, trusted, interoperable, and secure (VAUTIS) data and information and with core principles that represent beliefs and behaviors that are foundational for ongoing success.

“

The ABMP is an enabling plan containing goals, objectives, and initiatives that support the Army's strategic direction.

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ARMY INTEGRATED MANAGEMENT SYSTEM



Measurement, Analysis, and Knowledge Management

Guiding Business Principles



V.

Governance and Assessment

▶ The Under Secretary of the Army (USA), as the CMO, oversees the management of Army business operations and serves as the senior advisor to the Secretary of the Army (SECARMY) on all business operations and reform matters. As such, the USA oversees the development of all formal plans related to business operations to include the ABMP and provides guidance on issues, problems, and equities in the accomplishment of related objectives through the Army Business Council (ABC) and other approved Army governance forums.

The Office of Business Transformation, in executing the SECARMY's reform initiatives, publishes annual updates to the ABMP during the first quarter of each fiscal year. As co-chair with the CIO of the ABC, and in coordination with commanders and business domain leads, the Director, OBT provides quarterly updates on performance related to the achievement of strategic objectives to enable senior leader decision-making and to engage them in overcoming challenges to the plan implementation.

Supplying

Provides the materiel required to accomplish the mission and includes procurement, distribution, maintenance while in storage, and salvage of supplies.

Photo by Army Maj. Robert Fellingham



VI.

Army Business Core Principles



▶ Core Principles of Army business are the beliefs and behaviors that are the foundation for integrating key performance and operational requirements within a results-oriented framework that creates a basis for action, feedback, and ongoing success.

Administering

Supports the management of the Army including personnel, administration, finance, legal, information, and religious services.

U.S. Army photo by Jason W. Edwards



Valuing People:

The workforce is the cornerstone of Army business. Approaches to recruitment, retention, development, engagement, empowerment, diversity, and inclusion build the capability and capacity to effectively address current and future business challenges.

Ethics and Transparency:

This principle reflects the mandate for ethical behavior in all business transactions and interactions, which secures public trust and empowers the workforce to make effective decisions. Key to ethical behavior is consistent, candid, and open communication; accountability; and the sharing of clear and accurate information through the chain of command and to the Nation.

Stewardship and Auditability:

Leaders, at every echelon, are accountable for stewardship of the tax dollars they receive and the proper execution of business processes, including associated internal controls and the audit readiness of their organizations.

Management by Fact:

Army business leaders and managers measure and analyze performance to support business needs and strategy, extracting larger meaning from data and information to support evaluation, decision making, improvement, and innovation.

Systems Perspective:

Army business leaders manage holistically, ensuring the totality of functions delivering DOTMLPF-P to fulfill the Army's Title 10 requirements operate as a unified whole to fulfill operational requirements and support strategic objectives.

Managing for Innovation:

Army leaders and managers support a work environment that promotes entrepreneurship, pursuit of intelligent risk, and failure tolerance to make meaningful change that improves the effectiveness and efficiency of business processes and operations.



VII.

Strategic Outcomes

- ▶ Strategic outcomes are the desired result achieved by the successful implementation of the plan. A strategic outcome defines what the plan creates, the end result, and the benefits gained. Strategic outcomes encompass a broader context and longer perspective than strategic goals.

SO #1:

Reinvestment of time, money, and manpower savings in higher Army priorities.

Through reform efforts, the Army sharpens focus on fiscal stewardship and business processes, improves affordability and optimizes purchasing power in the acquisition of goods and services, saving time, money, and manpower for reinvestment of those savings in higher priorities.

SO #2:

Continuous improvement of Army business processes.

Through the continuous improvement of business process management, to include process automation where beneficial, the Army streamlines business operations, reducing related costs and improving responsiveness to stakeholder requirements in such key areas as audit readiness.

SO #3:

Rapid, agile, and effective response to evolving Army business needs.

Leaders support Army business operations by proactively identifying and implementing opportunities to reduce administrative and regulatory burdens and non-core activities and by eliminating unnecessary redundancies to optimize the capabilities and capacity of the workforce. Subordinate commanders encourage and underwrite innovation and are empowered to make timely decisions supported by data analytics and machine learning.



VIII.

Criteria for Army Business Management Plan Reform Initiatives

- » **Title 10-based.** 10 U.S.C. defines the force generation and force providing functions that comprise Army business operations.
- » **Enterprise level.** In order to reform the Army, initiatives must change the Army enterprise and not just individual Army organizations.
- » **Enduring.** True reforms will improve Army business in the future. It is desirable and beneficial to locate and realize one-time cost-savings, but they do not rise to the level of an Army reform if they do not change future business operations in a way that will enable the Army to derive continuing value.
- » **Scalable.** Closely related to the Enterprise Level criterion, Army reforms must be scalable across the enterprise. Local conditions may allow short-term efficiencies or cost savings that do not fundamentally change the way the Army does business.
- » **Reduces cost and improves quality.** Army reforms are more than just saving money. They are about building the Army of 2035 that will be able to prevail in multi-domain operations (MDO) against near-peer adversaries. Reducing costs allows the Army to redirect scarce resources to higher priority requirements, but reforms will also improve readiness and lethality. Ultimately, reform is not always about spending less; it is about delivering better value for scarce dollars.
- » **Significant impact on people, readiness and modernization.** Readiness and modernization are the Army's highest priorities in order to build the MDO-capable Army of 2035. To qualify as a reform, initiatives must bring the Army closer to that goal in a scalable, sustainable way.



Servicing

Provides support capabilities that collectively enable the Army to rapidly provide sustainment to the force.

Photo by Army Staff Sgt. Ryan Getsie



IX.

Goals, Objectives, and Reform Initiatives

GOAL #1: PEOPLE

The Army has the workforce capability and capacity to quickly and effectively address current and emerging business needs; it promotes an organizational culture characterized by high performance, engagement, and valuing of diversity and inclusion.

Objective 1.A Talent Management:

Acquire, develop, employ, and retain both uniformed and civilian talent needed to achieve Total Army readiness.

Ref.	OPR	Initiatives	FY2020				FY2021				FY2022				FY2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.A(1)	AFC	<p>Software Factory.</p> <p>Build product teams of software developers, product managers and User Interface/ User Experience (UI/UX) designers adept at solving problems for Army organizations with a focus on Soldier-centered design while partnering closely with modern tech companies through a 36-month immersive experience that includes training and concentrates on operational Agile DevSecOps methodologies, coding, and other tools required to rapidly build tailored, scalable software solutions.</p>																
1.A(2)	ASA M&RA	<p>The Race for Talent.</p> <p>Identify, acquire, and develop the Army's data workforce through understanding both current and emerging competency requirements, providing commands the tools to assess capabilities and requirements, creating policy and strategic direction to close the gap between current inventory and requirements, and incentivizing innovation across the data landscape.</p>									Ongoing.							

Goals, Objectives, and Reform Initiatives



Objective 1.A Talent Management (continued):

Ref.	OPR	Initiatives	FY2020				FY2021				FY2022				FY2023			
			Q1	Q2	Q3	Q4												
1.A(3)	DCS G-1	<p>The Army Assessment Program.</p> <p>Expand the Army's understanding of officers' talents and assess their strategic potential and readiness for command through a series of cognitive, non-cognitive, and physical assessments in addition to a panel interview with senior Army officers.</p>																
1.A(4)	DCS G-1	<p>Direct Commission.</p> <p>Enable leaders in professional fields to enter the Army at commissioned ranks up to colonel in all branches and career areas.</p>																



Constructing

Includes construction, outfitting, and repair of military equipment and the construction, maintenance, and repair of buildings, structures, and utilities including acquisition of real property and interests in real property.

Photo by Sgt. Taylor Tribble



Goals, Objectives, and Reform Initiatives

Objective 1.B. Personnel Management:

Improve the effectiveness and efficiency of approaches to military personnel pay, assignments, separations, decorations and awards, and force management.

Ref.	OPR	Initiatives	FY2019				FY2020				FY2021				FY2026			
			Q1	Q2	Q3	Q4												
1.B(1)	DCS G-1	<p>Integrated Personnel and Pay System - Army (IPPS-A).</p> <p>Modernize Army Human Resources (HR) management through the development and deployment of a system for managing talent and reducing IT and military pay costs and improve Soldiers' lives through transparency and mobile capabilities. Improve access and timeliness and provide auditability of personnel and pay information for the Total Army through the integration of more than 30 current systems; eliminate more than 300 interfaces; ensure secure, consistent processes and data; and meet required standards.</p>																
1.B(2)	DCS G-1/ HRC	<p>The Army Talent Alignment Process (ATAP).</p> <p>Implement a decentralized, regulated, market-style hiring system that aligns officers with jobs based on preferences. Officer preferences are shaped by their unique knowledge, skills, and behaviors (KSBs).</p>																
1.B(3)	ATMTF	<p>Merit Based Promotions.</p> <p>Beginning in FY 2020 for majors, lieutenant colonels, and colonels and starting with the FY20 Army Competitive Category O-4 promotion list, promote top performers based on their promotion board order of merit list with remaining officers promoted by seniority.</p>																

Goals, Objectives, and Reform Initiatives



Objective 1.C. Management Training & Education:

Develop the human capital capabilities to cultivate, actuate, and sustain enterprise-wide business acumen related to leadership and management, process improvement, and resource-informed decision-making among all operating and generating force leaders.

Ref.	OPR	Initiatives	FY2020				FY2021				FY2022				FY2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.C(1)	OBT	<p>Develop and Deliver Business Transformation Training Programs.</p> <p>Drive process and performance management improvement through the design and delivery of training programs that equip Soldiers and Civilians with the skills needed to identify and act upon opportunities to improve organizational performance, innovate, and support complex business reform efforts across the Army.</p>	[Timeline bar from start of FY2020 to end of FY2023]															
1.C(2)	OBT	<p>Incorporate Business Transformation and Management Competencies in Civilian Career Program Requirements.</p> <p>Identify existing and emerging gaps for skills and expertise necessary to address Army business needs and challenges. Ensure related competencies are included in career ladders developed by respective proponent offices.</p>	[Timeline bar from start of FY2021 to end of FY2022]															
1.C(3)	OBT	<p>Management in Army Doctrine.</p> <p>Develop and publish a capstone Army management doctrinal manual. Publish a training circular comprised of a management overview and ten business transformation topics.</p>	[Timeline bar from start of FY2021 to end of FY2022]															



Goals, Objectives, and Reform Initiatives

Objective 1.D. Diversity and Inclusion:

Promote business operations improvement and innovation through a culture of inclusion that leverages the diverse backgrounds and characteristics, knowledge, skills, and creativity of the force.

Ref.	OPR	Initiatives	FY2020				FY2021				
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1.D(1)	ASA(M&RA)/G-1	<p>Project Inclusion.</p> <p>Operationalize the Diversity, Equity, and Inclusion (DEI) Annex of the Army People Strategy to acquire, develop, employ, and retain Army people, creating and maintaining an equitable and inclusive environment that values diversity. Establish and resource a governance structure to support Army DEI efforts and implement DEI training and education programs that meet the demands of the Total Force.</p>									



Maintaining

Provides inspection, testing, servicing, classification, repair, rebuilding, and reclamation, taken to retain materiel in a serviceable condition or to restore it to serviceability.

Photo by Army Staff Sgt. Jason Baddo

Goals, Objectives, and Reform Initiatives



GOAL #2: DATA ENABLED ENTERPRISE

▶ Army leaders and managers at all levels use data and information effectively to guide process management toward the achievement of key organizational results, anticipate and respond to rapid or unexpected organizational or external changes, and identify best practices to share across the enterprise.

Objective 2.A. Data Analytics:

Advance the Army’s data analytics capability to a maturity level in which data is a driver of continuous improvement and innovation, information is regarded as a strategic asset, and analytical insights optimize business process performance.

Ref.	OPR	Initiatives	FY2020				FY2021				FY2022				FY2023				FY2024			
			Q1	Q2	Q3	Q4																
2.A(1)	CIO	<p>Vantage and Big Data Platform.</p> <p>Enable the Army to see itself by providing senior leaders, Soldiers, and staff and analytic communities with a common, integrated data platform for visualizing and analyzing the current and predicted future state(s) of the Army.</p>																				
2.A(2)	ARCYBER	<p>Big Data Platform (Gabriel Nimbus).</p> <p>Establish a software system for ingesting and storing large data sets, building data-science analytics, and visualizing the results that allows critical decisions surrounding cyber operations to be made based on a richer and broader set of information.</p>																				



Goals, Objectives, and Reform Initiatives

Objective 2.A. Data Analytics (continued):

Ref.	OPR	Initiatives	FY2020				FY2021				FY2022				FY2023				FY2025			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.A(3)	OBT	HQDA Analytics Lab (HAL). Accelerate analytics solutions to business problems by facilitating strategic integration across analytics capability proponents and stakeholders.																				
2.A(4)	ASA(IE&E)	Evolving Installations into Connected Platforms. Aggregate data across major installation operations (power projection, quality of life, infrastructure, safety/security, environmental, and transportation) to create a visualization of operations at the individual installation and the connected enterprise level to drive decisions based on data, lay a foundation for predictive analytics, and create an environment conducive for AI/ML.																				
2.A(5)	ASA(IE&E)	Enterprise Installation Energy Bill Management & Data Analysis. Develop an Army enterprise database to pay utility bills and analyze bill metadata to enable resourcing and energy and water management tasks and identify bill errors and demand fluctuations to minimize waste related to utility costs.	<i>In development.</i>																			
2.A(6)	ASA(IE&E)	Smart Installation Test & Demonstration Capability. Develop an Army test and demonstration program for smart city technologies to improve the performance of infrastructure and installation services using best practice, commercially available technologies.																				
2.A(7)	ASA(FM&C)	Command Accountability and Execution Review. Empower commanders with tools to optimize units' purchasing power and enhance the stewardship of fiscal resources through the use of big data analytics and senior leader forums.	2018 <i>IOC: 2Q18; FOC: Ongoing.</i>																			

Goals, Objectives, and Reform Initiatives



Objective 2.B. Data Infrastructure:

Establish and sustain the Army's data infrastructure to enable the consistent and effective use of data analytics to enhance the efficiency and productivity of business operations, increase collaboration and interoperability, and reduce operational costs.

Ref.	OPR	Initiatives	FY2020				FY2021			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.B(1)	CIO	<p>Cloud Migration.</p> <p>Move enterprise resource planning (ERP) applications and data into a common, consolidated cloud environment to improve cybersecurity and shift building and physical plant maintenance, network, storage, and computing infrastructure to the service provided allowing the Army to maximize the value of data.</p>								

Ref.	OPR	Initiatives	FY2020				FY2028			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.B(2)	ASA(FM&C) ASA(ALT) CG AMC	<p>EBS Convergence.</p> <p>Leverage commercial-off-the-shelf and best of breed solutions to modernize the back-bone business systems that enable readiness from headquarters to the tactical edge.</p>								

Ref.	OPR	Initiatives	IOC/FOC			
2.B(3)	OBT	<p>Portfolio Management/Business System Rationalization.</p> <p>Continue to rationalize the portfolio through active portfolio management with particular emphasis on eliminating system redundancies, reducing investment in legacy systems, reducing costs, and achieving accountability of systems while ensuring efficient support to business processes and effective integration across the Business Mission Area (BMA).</p>	Ongoing			

Ref.	OPR	Initiatives	FY2021				FY2025			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.B(4)	CIO	<p>Enterprise IT Architecture.</p> <p>Incrementally establish, guide, develop, enhance, and sustain Enterprise Decision Analytics Framework (EDAF) and Enterprise Architecture (EA) best practices to promote interoperability and standardization. Establish the EDAF Operational Environment with a comprehensive Governance model and end-to-end visibility of mission and IT capabilities.</p>								



Goals, Objectives, and Reform Initiatives

Objective 2.B. Data Infrastructure (continued):

Ref.	OPR	Initiatives	IOC/FOC							
2.B(5)	OBT	<p>Enterprise Business Architecture.</p> <p>Continue the maturation of Army Business Enterprise Architecture as a visual knowledge base of Army BMA processes, systems, capabilities, information flows, and their interconnections to support business process reengineering, continuous process improvement, strategic planning, and portfolio management and to reduce cost and undesired redundancies within the BMA information technology portfolio. The BEA is fully integrated into the Enterprise IT Architecture.</p>	Ongoing							
Ref.	OPR	Initiatives	FY2022				FY2024			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.B(6)	ASA(ALT)/OCSE	<p>Enterprise Systems Architecture.</p> <p>Transform systems architecture development that aligns mission engineering and operational threads in a digital engineering framework. Based on a Common Modular Open Architecture approach, enable a data rich decision environment as a federated component of the Army Enterprise Architecture.</p>								
Ref.	OPR	Initiatives	FY2021							
			Q1	Q2	Q3	Q4				
2.B(7)	OBT	<p>Deep Green.</p> <p>Implement and sustain Deep Green as the Army's annual data science challenge and competition, providing an enterprise-wide collaboration process designed to bring together cross-functional teams and executive sponsors using analytics to systematically address and solve the Army's most pressing business challenges.</p>								
2.B(8)	DCS G-8	<p>Data Management and Data Science Education and Training.</p> <p>Develop and execute training and education opportunities to improve Army data management, data analytics, and data science capabilities.</p>								



Goals, Objectives, and Reform Initiatives

Objective 2.C. Governance:

Integrate data and information governance into all aspects of Army business operations and processes to ensure that high data quality exists throughout the lifecycle of the data and that data controls supporting Army business objectives are implemented.

Ref.	OPR	Initiatives	FY2020				FY2021				FY2022				FY2023			
			Q1	Q2	Q3	Q4												
2.C(1)	CIO	<p>Data Plan.</p> <p>Execute the <i>Army Data Plan</i> to transform how the Army manages data to enable data-driven decisions across the enterprise and to manage and protect data as Army strategic assets enabled through a hybrid, multiple cloud ecosystem.</p>																
2.C(2)	CIO	<p>Data Governance.</p> <p>Establish a governance structure for Army data that addresses development and maturation of legal and policy authorities, and organizational guidance.</p>																



U.S. Army photo by Pfc. Rachel Christensen, 28th Public Affairs Detachment



Goals, Objectives, and Reform Initiatives

GOAL #3: BUSINESS OPERATIONS AND PROCESSES

▶ The Army designs, manages, improves, and innovates business operations and processes to control costs, improve performance, and support readiness and modernization strategic objectives.

Objective 3.A. Processes:

Continuously improve the effectiveness and efficiency of Army business processes for improved financial and operational performance and to control the overall costs of business operations.

Ref.	OPR	Initiatives	FY2020				FY2021				FY2022									
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4						
3.A(1)	AMC	Post-Production Software Support (PPSS). Improve and expand the use of hardware property accountability processes and tools for software licenses on fielded weapons systems.																		
3.A(2)	ASA (FM&C)	Army Fiscal Data Structure. Improve ASA(FM&C) leaders' ability to report relevant information to external stakeholders and Army Senior Leaders' ability to link resourcing decisions to performance outcomes through the development and assessment of alternatives to the current fiscal data structure used within the Army.																		TBD
3.A(3)	G-8	PEG Reviews/Deep Dives. Continue Deep Dives as a budgetary review strategy conducted by the Secretary of the Army and Chief of Staff of the Army to examine every service program and continue to reinvest funds from lower priorities toward Army top strategic efforts including readiness, lethality, and innovation.																		
3.A(4)	G-3/5/7	Regionally Aligned Readiness and Modernization Model (ReARMM). Transform the Army into an MDO-capable force ready for competition, crisis, conflict, and change through integration and synchronization of the force to meet regional requirements, while providing predictability during training and modernization efforts.																		TBD

Goals, Objectives, and Reform Initiatives



Objective 3.A. Processes (continued):

Ref.	OPR	Initiatives	FY2008				FY2020				FY2021				FY2025			
			Q1	Q2	Q3	Q4												
3.A(5)	OBT	<p>Army Reform Initiative (ARI).</p> <p>Advance and refine ARI as a systematic approach to the identification, adjudication, approval, and implementation of reform initiatives that support the intent of reform within the ABMP.</p>																
3.A(6)	ASA(FM&C)	<p>Military Personnel Program Review (M2PR) and Program Update Brief (PUB) Processes.</p> <p>Improve Army manpower programs for all three Army components through continued development, implementation, and improvement of the MP2R and the PUB to understand the scale of savings, personnel hours, and errors occurring within current state and associated cost savings, if applicable, available to reinvest in the M2PR and PUB processes.</p>																
3.A(7)	ASA(FM&C)	<p>Program Operating Memorandum (POM) Requirements to Validation Process.</p> <p>Improve the POM requirements submission-to-validation process through automation and link the data to the M2PR and PUB to reduce workload, improve data accuracy, and enable better decisions. Understand the scale of savings from personnel hours, errors occurring within current state and associated cost savings, if applicable, available to be reinvested in the POM process.</p>																
3.A(8)	ASA(FM&C), FORSCOM	<p>Robotic Process Automation (RPA) to Clear General Fund Enterprise Business System (GFEBS) Unmatched Transactions (UMT).</p> <p>Create and code a UMT RPA to gather auditable supporting documentation, clear UMTs for improved auditability, and discover solutions to systemic business problems.</p>																



Goals, Objectives, and Reform Initiatives

Objective 3.A. Processes (continued):

Ref.	OPR	Initiatives	FY2021				FY2022				FY2023									
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4						
3.A(9)	ASA (IE&E)	<p>Prioritization of Contractor Government Space Usage.</p> <p>Systematically free-up government space for government uses and drive significant contractor workforces into on-post Enhanced Use Lease (EUL) business parks to recoup rent/consideration using existing smart and IOT technology. Require contract officials to provide a business case analysis before contractually obligating the government to provide government space to a contractor and receive concurrence from the land holding command.</p>																		
3.A(10)	DCS G-4	<p>Food Service Modernization.</p> <p>Improve Soldier readiness through food service modernization that includes improved nutrition, food quality, and access to healthy meal options supported by contract reform and legislative change efforts aimed at increased buying power and contractor accountability.</p>	<i>Ongoing.</i>																	
3.A(11)	DCS G-3/5/7	<p>Defense Health Agency (DHA) Transition.</p> <p>Develop and execute Military Health System (MHS) reforms to effect the transition of administration and management of military hospitals and clinics to DHA without disruption to services provided and ensuring the Army's ability to execute the National Defense Strategy (NDS).</p>																		
3.A(12)	ASA(IE&E)	<p>Facility Consolidation Investment Program (FCIP).</p> <p>Establish a competitive pool of Defense-wide military construction appropriations to which all military departments would submit facility consolidation projects to reduce square footage and reduce facility costs but within existing installations.</p>																		

Goals, Objectives, and Reform Initiatives



Objective 3.B. Structure:

Optimize the organizational structure of Army agencies and activities involved in delivering Title 10 functions for efficiency.

Ref.	OPR	Initiatives	FY2021				FY2022				FY2023									
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4						
3.B(1)	CIO	<p>Chief Information Officer (CIO) Establishment.</p> <p>Achieve final operational capability establishing the CIO in the Army Secretariat.</p>																		
3.B(2)	ASA(IE&E)	<p>Stationing for a Modernizing Army.</p> <p>Improve current Army stationing procedures and approaches to reduce facility investment requirements and increase the readiness and modernization value of stationing decisions.</p>																		
3.B(3)	OPMG	<p>Office of the Provost Marshal General (OPMG) Organizational Review.</p> <p>Identify and implement opportunities for improved operational and organizational efficiency efficiencies in the realignment of Army Corrections Command (ACC) from HQDA to United States Army Criminal Investigation Command (USACIDC).</p>																		



Goals, Objectives, and Reform Initiatives

Objective 3.C. Acquisition:

Transform Army approaches to the acquisition of goods and services to maximize the value of every dollar entrusted by Congress.

Ref.	OPR	Initiatives	FY2020				FY2021				FY2022			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3.C(1)	ASA(ALT)	<p>Acquisition Reform.</p> <p>Align and streamline requirements, acquisition, sustainment, and PPBE processes to turn concepts into capabilities on time and at the best value to taxpayers to enable our Soldiers to fight and win. Integrate and synchronize key activities within the Acquisition Life Cycle; fix accountability and streamline processes through a collaborative, integrated approach with clear supported and supporting roles to provide the Army with a materiel enterprise that delivers optimal value to the operational force.</p>												
3.C(2)	OBT	<p>Category Management (CM).</p> <p>Implement Category Management as an enterprise approach to understanding how products and services are purchased, using related data to make better decisions around contract consolidation, price negotiations, and the state of the industrial base. Save the Army 5% year over year in goods and services acquisition that can be reinvested in Army priorities.</p>												
3.C(3)	OBT	<p>Army Contract Efficiencies (ACE) Course.</p> <p>Equip a cadre of Army soldiers and Civilians with the skills to increase efficiency of the requirements-to-procurement process through development and deployment of the Army Contract Efficiencies Course across the enterprise. Empower graduates with approaches to drive efficiencies across the Army, to improve the timeliness and quality of requirements, and to ensure best practices are applied across the acquisition process.</p>												
3.C(4)	ASA(IE&E)	<p>Enterprise Installation Energy Utilities Procurement.</p> <p>Leverage deregulated energy markets incorporating category management practices into installation energy procurement. Centralize installation energy acquisition in a dedicated office with expertise on energy supply and commodity use and purchase strategies.</p>	<p style="text-align: center;"><i>In development.</i></p>											



Training

Develops proficiencies in mission essential tasks, weapon systems, and the effective integration and employment of both and includes the actions and activities units perform as they develop and sustain proficiencies to conduct unified land operations.

Photo by Army 1st Lt. Stephanie Sweeney

X.

Conclusion

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▶ This plan establishes a strategic direction through which the Army reforms business processes and operations in support of the Army's priorities of People, Readiness, and Modernization, but the call for transformation or reformation of Department of Defense business processes is one that began more than 25 years ago. Progress has been slow. Since 2005, the Government Accountability Office has included DoD's approach to business transformation on its High Risk List, noting that "Billions of dollars each year [are spent] to maintain key business operations intended to support the warfighter... Weaknesses in these areas adversely affect DOD's efficiency and effectiveness, and render its operations vulnerable to waste, fraud, and abuse. DOD's approach to transforming these

business operations is linked to DOD's ability to perform its overall mission, directly affecting the readiness and capabilities of U.S. military forces." Business reform then, as a means to a more lethal Army, is not a new concept. Further, the Army has an enduring responsibility that transcends its overarching mission-related priorities to remain peerless stewards of taxpayer dollars and to gain full value from every taxpayer dollar spent on defense.

This plan identifies significant reform initiatives, intended to free up time, money, and personnel for reinvestment in higher Army priorities, but reform initiatives themselves do not provide the continuous means to effectively address both readiness and stewardship responsibilities over the long term. For that reason, this plan also



Conclusion

provides a framework, through its intent, its outcomes, its principles, and many of its objectives, in which business reform is not a goal in itself, but a structured, systematic way of managing Army business to effect reform. It is through this integrated framework that the Army can manage its operations to facilitate the continuous identification, adjudication, implementation, and assessment of reforms that respond to both the stewardship mandate and the Army's priorities even as they evolve over time.

The Army's people, data, and processes are critical components of business reform. As such, the requirement to understand workforce capability and capacity needs, and to organize,

engage, manage, and develop the force to optimize its potential in alignment with business needs is enduring. Organizing, selecting, gathering, managing, and improving data and information assets and using them to guide improvement is foundational. Designing, managing, and innovating business processes to improve operational efficiency and meet stakeholder requirements is essential for ongoing success. Through this plan, and other Army plans that support approaches to the way the Army manages people, data, and processes, and in alignment with business management responsibilities outlined in AR 5-1, the Army implements a management framework to support the achievement of the Army vision by reforming the way it does business.



Mobilizing/Demobilizing

Assembles and organizes national resources to support national objectives in time of war or other emergencies.

Transitions a conflict or wartime military establishment and defense-based civilian economy to a peacetime configuration while maintaining national security and economic vitality.

U.S. Army photo, 10th Mountain Division



Glossary

Agile DevSecOps. Agile improves the process of software delivery, encouraging changes in the functions and practices of business and development teams to better produce the project/product envisioned by the end-user or customer. DevSecOps (development, security, operations) improves the lead time and frequency of delivery outcomes through enhanced engineering practices, promoting a more cohesive collaboration between development, security, and operations teams as they work towards continuous integration and delivery.

Army business. The totality of functions delivering doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy to fulfill the Army's Title 10 requirements.

Army Business Council (ABC). The ABC is the governance forum, co-chaired by the OBT Director and the Chief Information Officer, by which the Army integrates business functions, manages the ERP system federation, frames the target environment, and strengthens investment management through annual portfolio reviews. The ABC integrates the activities of Headquarters, Department of the Army (HQDA) principal officials as BMA domain leads, and coordinates with other Army mission areas (Warfighter, intelligence, and enterprise information environment).

Army Business Enterprise Architecture (ABEA). The ABEA is a visual knowledge base of Army Business Mission Area (BMA) Processes, Systems, Capabilities, Information Flows, and their interconnections. It is used as a central resource supporting Business Process Reengineering, Continuous Process Improvement, Strategic Planning and Portfolio Management.

Army business management. The planning, organizing, coordination, synchronization, and control of DOTMLPF-P activities and actions to fulfill the Army's Title 10 responsibilities.

Army business operations. The DOTMLPF-P related activities and actions whose purpose is to fulfill the Army's Title 10 requirements.

Army Reform. A strategic approach to the identification and implementation of institutional change whose purpose is to realize cost savings for reinvestment higher Army priorities, continuously improve Army Business processes, and ensure rapid, agile, and effective response to evolving Army needs.

Army Reform Initiative (ARI). Systematic approach to the self-identification, adjudication, approval, and implementation of reform initiatives that support the goals of the Army Business Management Plan.

Best practices. Commercial or professional procedures that are accepted or prescribed as being correct or most effective.

Business Enterprise Architecture (BEA). The enterprise architecture for the DOD BMA and reflects DOD business transformation priorities; the business capabilities required to support those priorities; and the combinations of enterprise systems and initiatives that enable those capabilities. It also supports use of this information within an end-to-end (E2E) framework. The purpose of the BEA is to provide a blueprint for DOD business transformation that helps ensure the right capabilities, resources, and materiel are rapidly delivered to the force. The BEA guides and constrains implementation of interoperable defense business system solutions as required by USC 2222. It also guides IT investment management to align with strategic business capabilities as required by the Clinger-Cohen Act, and supports Office of Management and Budget (OMB) and Government Accountability Office (GAO) policies.



Glossary

Business Mission Area (BMA). The business arm of the Army Mission Area framework. Working in coordination with the defense intelligence, warfighting, and enterprise information environment mission areas and the Office of the CIO, the BMA guides, governs, and manages all business operational activities and associated business system portfolios within the Army. It is organized along six primary domains (Acquisition; Financial Management; Human Resource Management; Logistics; Training and Readiness; and Installation, Energy, and Environment) that encompass DOD-validated business operational activities. It ensures that the right capabilities, organization, resources, and materiel are reliably delivered to the operating force.

Business process re-engineering (BPR).

A logical methodology for assessing process weaknesses, identifying gaps, and implementing opportunities to improve the efficiency and effectiveness of processes. At the enterprise level, BPR focuses upon cross-organization functions within E2E architectures. At the organizational level, BPR focuses upon sub-processes within E2E architectures and upon continuous process improvement of selected functions.

Business transformation. Overall process to implement fundamental changes in business processes and operating environments required to make business operations more agile, efficient, and effective.

Category management (CM). The business practice of buying common goods and services as an enterprise to manage strategic requirements, maintain oversight of acquisition and cost management processes, eliminate redundancies, increase efficiency, deliver more value, improve end-user satisfaction, and identify savings for reinvestment into higher Army priorities.

Chief Management Officer (CMO). Pursuant to the National Defense Authorization Act (NDAA) for Fiscal Year 2008. In his role as the CMO, the USA exercises primary management responsibility for the business operations of the Army. As such, the Secretary of the Army has assigned the CMO those duties and authorities necessary to effectively and efficiently organize the business operations, to include all business transformation matters and overarching responsibility for achieving a fully integrated management system for business operations-the end-to-end, top-to-bottom integration through collaborative partnerships that engender innovation.

Commercial off the shelf (COTS). A software and/or hardware product that is commercially ready-made and available for sale, lease, or license to the general public. They are packaged solutions which are then adapted to satisfy the needs of the purchasing organization, rather than the commissioning of custom-made solution.

Continuous process improvement (CPI).

A strategic approach for developing a culture of continuous improvement aimed at process simplification, the reduction of unnecessary process variation, the elimination of process waste, and improved effectiveness.

Cost savings. A reduction in the resources used to perform and activity or function while at least obtaining the same quantity and quality of output.

Deep Green. The Army's professional development data science challenge and competition, which seeks to solve the Army's most difficult challenges by creating operational models that increase efficiency and effectiveness of systems and processes.

Glossary



Defense business system (DBS). An information system, other than a national security system; operated by, for, or on behalf of the DOD, including financial systems, mixed systems, financial data feeder systems, and IT and information assurance infrastructure, used to support business activities, such as acquisition, financial management, logistics, strategic planning and budgeting, installations and environment, and human resource management. These business activities are expressly stated in 10 USC 2222.

Domain. A subset of the BMA portfolio that aligns to areas of common operational and functional requirements. A BMA domain includes the core business processes of that mission subset and the business systems that predominantly support those core business processes. The Army retains six BMA domains: Acquisition (ASA(ALT)); Financial Management (ASA(FM&C)); Human Resources Management (ASA(M&RA)/DCS, G-1); Logistics (ASA(ALT)/DCS, G-4); Training and Readiness (G-3/5/7); and Installations, Energy, and Environment (ASA(IE&E)/G-9).

Efficiencies. Actions or initiatives that reduce dollar costs. There are three categories of efficiencies. Category 1 efficiencies reduce the cost of performing a given function with no degradation in mission accomplishment or customer satisfaction, and they do so in a manner that enables managers to allocate the funds to other functions. Category 2 efficiencies reduce the cost of performing a given function with no degradation in mission accomplishment or customer satisfaction, but they do so in a manner that does not enable managers to allocate the funds to other functions. Category 3 efficiencies reduce the cost of performing a given function with no regard to mission accomplishment or customer satisfaction, and they do so in a manner that enables managers to either allocate the funds to other functions or satisfy an imposed funding reduction.

Enterprise. The highest level in an organization; it includes all missions, tasks, and activities or functions.

Enterprise architecture. An integrated framework for describing operations used to conduct business process re-engineering and to align the acquisition, evolution, and operation of IT to achieve the organization's strategic and business goals. A complete enterprise architecture consists of operational, system, and technical components. The operational architecture provides the high-level description of the organization's mission, functional requirements, information requirements, system components, and information flows among the components. The system architecture describes the system view of the supporting infrastructure. The technical architecture defines the specific IT standards and rules that will be used to implement the systems architecture.

Enterprise Decision Analytics Framework (EDAF). The Army Enterprise Decision Analytics Framework (EDAF) is a strategic capability and leadership asset enabling synchronized strategic, operational, and business management decision making across the enterprise.

Enterprise resource planning (ERP). An IT system using commercial off-the-shelf (COTS) software consisting of multiple, integrated functional modules that perform a variety of business related tasks such as payroll, general ledger accounting, and supply chain management.

General Fund Enterprise Business System (GFEBS). GFEBS is a Web-based ERP system for the United States Army. GFEBS replaces or absorbs more than 80 legacy accounting and asset management systems to standardize business processes and transactional inputs across the Army.



Glossary

Improvement. Iterative and incremental change to achieve better outcomes or lower costs.

Innovation. The result of critical and creative thinking and the conversion of new ideas into valued outcomes.

Integrated management system (IMS). Unified, organizational components or elements leveraged to manage business operations and optimize performance in a fully interconnected, and mutually beneficial manner.

Machine learning (ML). An application of artificial intelligence (AI) that provides systems the ability to automatically learn and improve from experience without being explicitly programmed. Machine learning focuses on the development of computer programs that can access data and use it to learn for themselves.

Measure. A routine assessment of performance against declarative statements of goals, outcomes, or objectives. Performance measures maintain time-specific targets and previous levels of performance toward meeting goals and objectives. Measures usually refer to the outputs or outcomes of activities.

Metric. Indicators that measure progress compared to an established standard and can be analyzed to assess progress towards achieving desired outcomes.

Monthly Military Personnel Review (M2PR). Informs the Deputy Chief of Staff for Personnel (G-1) on the current status of military personnel appropriations, crosswalks requirements with resources, and addresses available resources to manage the military personnel appropriations of the Active Component, Army Reserve, and Army National Guard by comparing the variances between expected execution and actual execution on a monthly basis.

Mission areas. Mission areas represent the major capability areas of the Army, including interfaces to the DOD's other national security activities.

Multi-domain operations (MDO). Operations conducted across multiple domains and contested spaces to overcome an adversary's (or enemy's) strengths by presenting them with several operational and/or tactical dilemmas through the combined application of calibrated force posture; employment of multi-domain formations; and convergence of capabilities across domains, environments, and functions in time and spaces to achieve operational and tactical objectives.

Planning, programming, budgeting, and execution (PPBE). The Department of Defense's cyclic process for determining requirements and allocating resources.

Portfolio. The collection of capabilities, resources, and related investments managed as a group to achieve strategic objectives. Management activities for the portfolio include strategic planning, capital planning, governance, process improvements, performance metrics and/or measures, requirements generation, acquisition and/or development, and operations.

Portfolio management. The management of selected groupings of investments using integrated strategic planning, integrated architectures, measures of performance, risk management techniques, transition plans, and portfolio investment strategies to achieve a mission capability. The core activities associated with portfolio management are: analysis, selection, control, and evaluation.



Glossary

Portfolio rationalization. The process of determining a recommended end state within a set period. Rationalization seeks to:

- 1) reduce unnecessarily redundant IT systems;
- 2) close capability gaps within the Army BMA;
- 3) improve audit-readiness and transparency;
- 4) consolidate disparate and non-interoperable IT systems under the federated ERP system environment;
- 5) reduce costs; and
- 6) increase efficiency and effectiveness of Army business processes.

Program Objective Memorandum (POM). Recommendations from the Services and Defense Agencies to the Secretary of Defense concerning how they plan to allocate resources to meet planning and programming guidance.

Program Update Brief (PUB). With the Monthly Military Personnel Review (M2PR), steers the overall Army manpower program for all three Army Components.

Resource management. Resource management is planning, organizing, and allocating the resources important to your business to ensure maximum efficiency. These resources include both tangible and intangible resources.

Robotic Process Automation (RPA). Tools governed by business logic and structured inputs that automate business processes. RPA tools capture and interpret applications for processing a transaction, manipulating data, triggering responses, and communicating with other digital systems.

Scalable. Scalability is the property of a system to handle a growing amount of work by adding resources to the system. In an economic context, a scalable business model implies that a company can increase sales given increased resources.

Stakeholder. An individual or organization having an ownership or interest in the delivery, results, metrics, and improvement of the quality, system, framework, or business processes.

Strategic alignment. A state of consistency among plans, processes, information, workforce capability and capacity, decisions, actions, results, and analyses that support organization-wide goals.

Strategic outcome. Result achieved by the successful implementation of the strategy.

Strategic goal. Future conditions or performance levels that the organization intends or desires to attain. They are the ends that guide actions.

System. An organized assembly of resources and procedures united and regulated by interaction or interdependence to accomplish a set of specific functions. Within the context of the Army Enterprise Architecture, systems are people, technology, and processes organized to accomplish a set of specific functions; provide a capability or satisfy a stated need or objective; or produce, use, transform, or exchange information. For the purpose of reporting to the Army Information Technology Registry, the terms application and system are used synonymously – a discrete set of information resources organized for the collection, processing, maintenance, use, sharing, dissemination, or disposition of information (that is, the application of IT).

Title 10 USC. Statutory law governing the Armed Forces of the United States. It defines the roles, missions, and organization of the services and the Department of Defense.

Unmatched transactions (UMT). A disbursement transaction that has been received and accepted by an accounting office but has not been matched to the correct detail obligation. This includes transactions that have been rejected back to the paying office or central disbursement clearing organization by an accounting office.

