

Department of the Air Force

One Team, One Fight!

DAF Business Mission Area (BMA) Defense Business Systems (DBS) Enterprise Governance Transformation



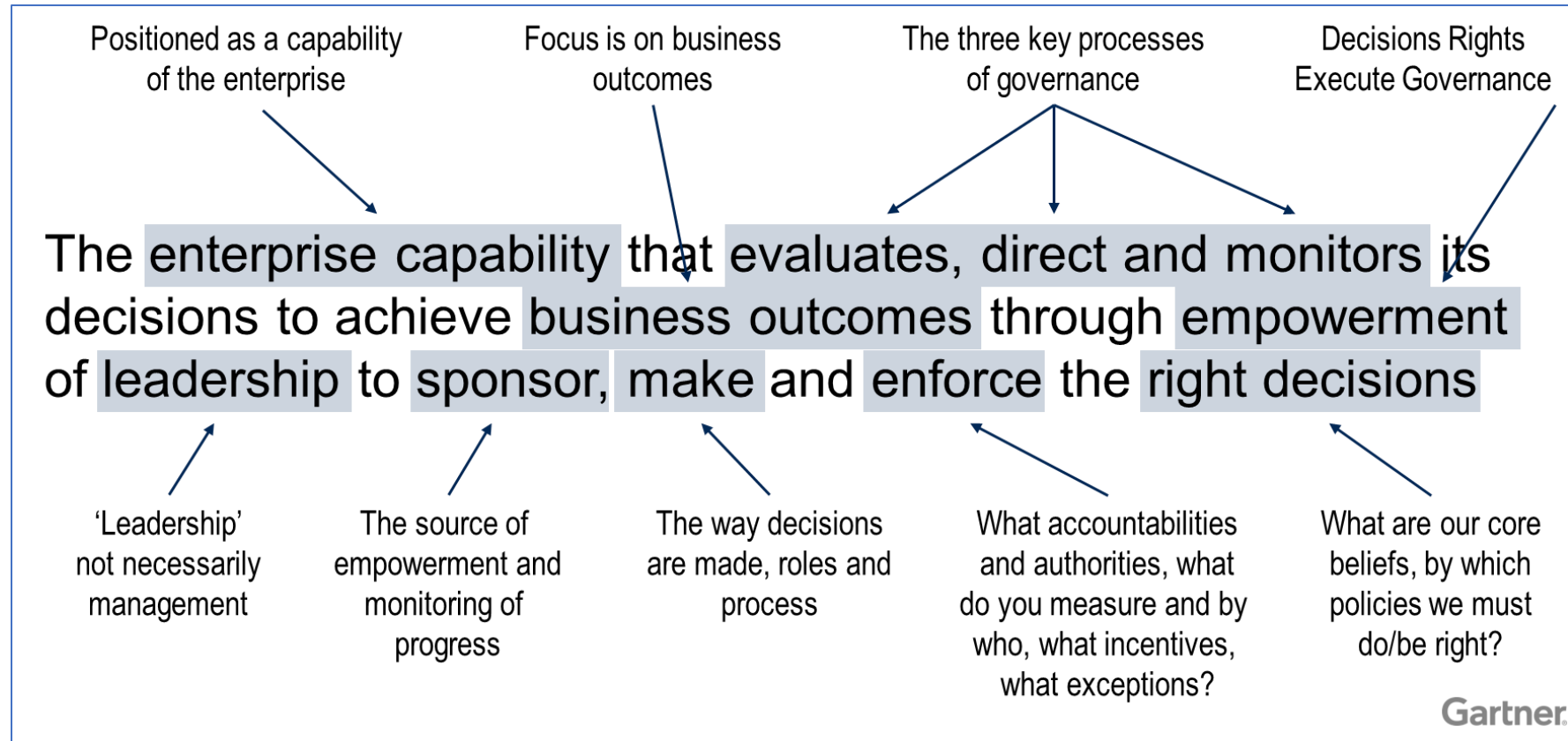
**Laura Hofer, HQE
SAF/MG
261 Aug 2024**



Why Are We Doing This and What Are We Getting After?

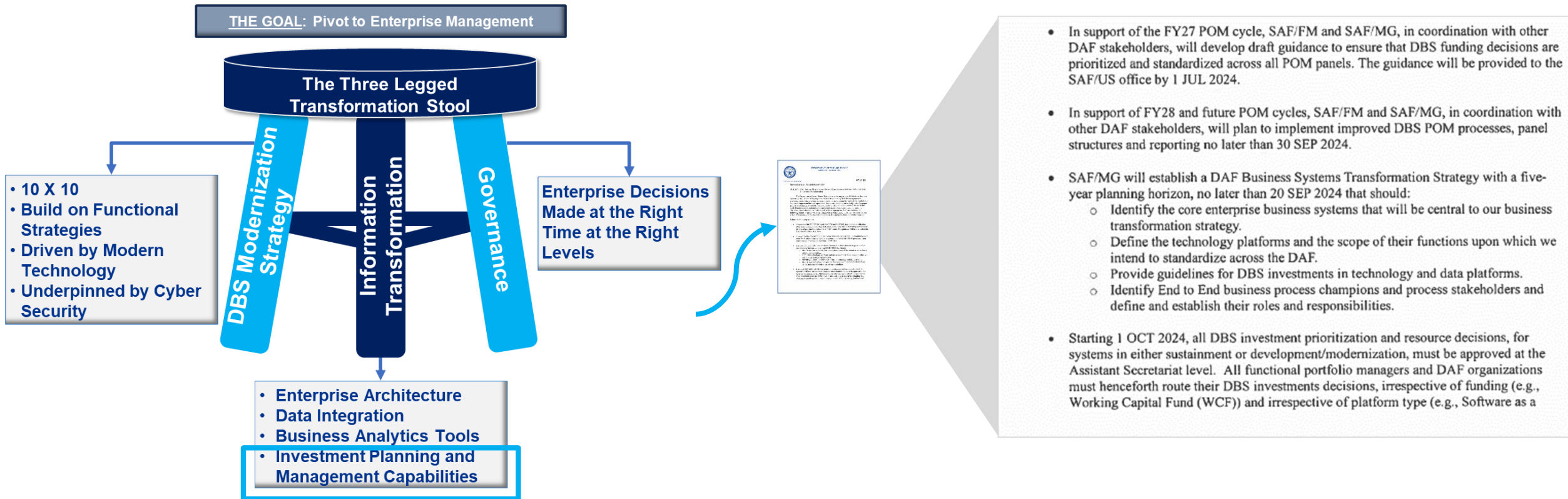
PROBLEM

DAF Business IT environment is costly, lacks the proper security and managerial controls, is stove-piped and filled with technical debt.





Governance and DBS Strategy





Enterprise Governance Transformation

DBS Funding Prioritized & Standardized



WHAT
▪ Integrate with AF corp / Panel structure ▪ PPI Adds & Updates, Funding Guidance ▪ Enhance baseline BMA DBS inventory ▪ Develop DAF-wide health & performance metrics

OUTCOMES
▪ DBS Clearly Defined ▪ Inventory Clearly Understood ▪ Health & Risks Identified ▪ Defined Performance Measures & Targets ▪ Prepared to Influence & Advocate in POM

DAF Business Systems Transformation Strategy



▪ Identify Core DAF Enterprise Capabilities ▪ Incorporate Core Capabilities Into Functional Transformational Plans ▪ Revitalize E2E Process Owners, Roles ▪ Define A Data Analytics Strategy
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▪ Defined Core DAF Enterprise Capabilities ▪ Clear Picture Of BMA Enterprise ▪ Updated, Validated Transformation Plans ▪ Clear Data Analytics Way Forward

DBS Investments & Resource Decisions Approved by Assistant Secretary



▪ Identify priority enterprise initiatives ▪ Assistant Secretaries annually certify compliance with priorities ▪ Adjust governance, roles & responsibilities to incorporate SAF orgs
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▪ Defined Roles & Responsibilities ▪ Revamped, Re-imagined Governance ▪ Improved Transparency & Visibility ▪ HAF/SAF/USSF concurrence on priorities

Synchronized, Integrated BMA Nation

One Team, One Fight!



Business Mission Area Future State

Custom Development

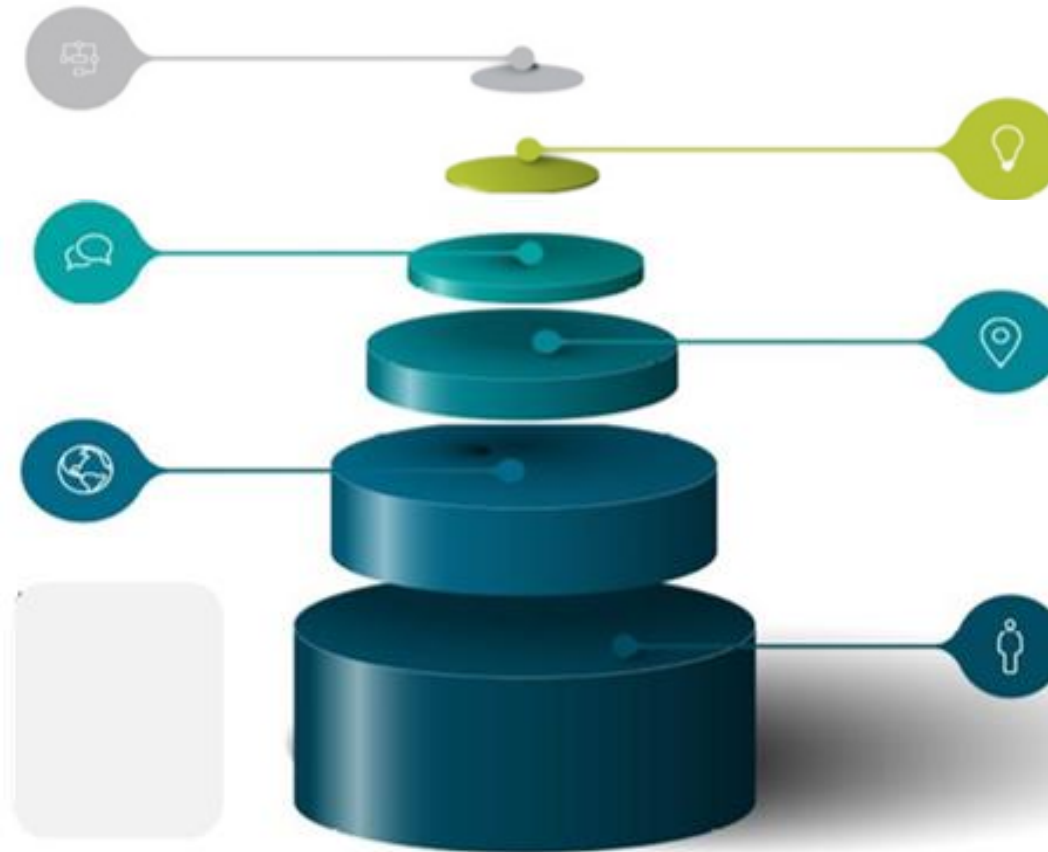
Bespoke third/fourth generation compiled applications coded with very specific purposes with highly detailed requirements and specifications.

Purpose Built COTS

Commercial Off-the-Shelf (COTS) applications built for specific purposes to achieve a specific mission outcome

Enterprise Shared Services and Networks/Infrastructure

Secure and integrated enterprise capabilities like Cloud One, Platform One, Data Services, Identity Mgt, etc. that each mission capability may leverage for consistency/reduced costs



Low Code Application Platforms

Rapid development capabilities through a visual graphical user interface instead of traditional hand-coded computer programming

Enterprise Resource Planning (ERP) Systems

Highly integrated, robust systems with modules focused on different business areas, but tightly coupled to meet multiple business outcomes

Enterprise Governance

Leadership-governed processes and decisions that prioritize resources to conduct AF business operations in a cost efficient manner

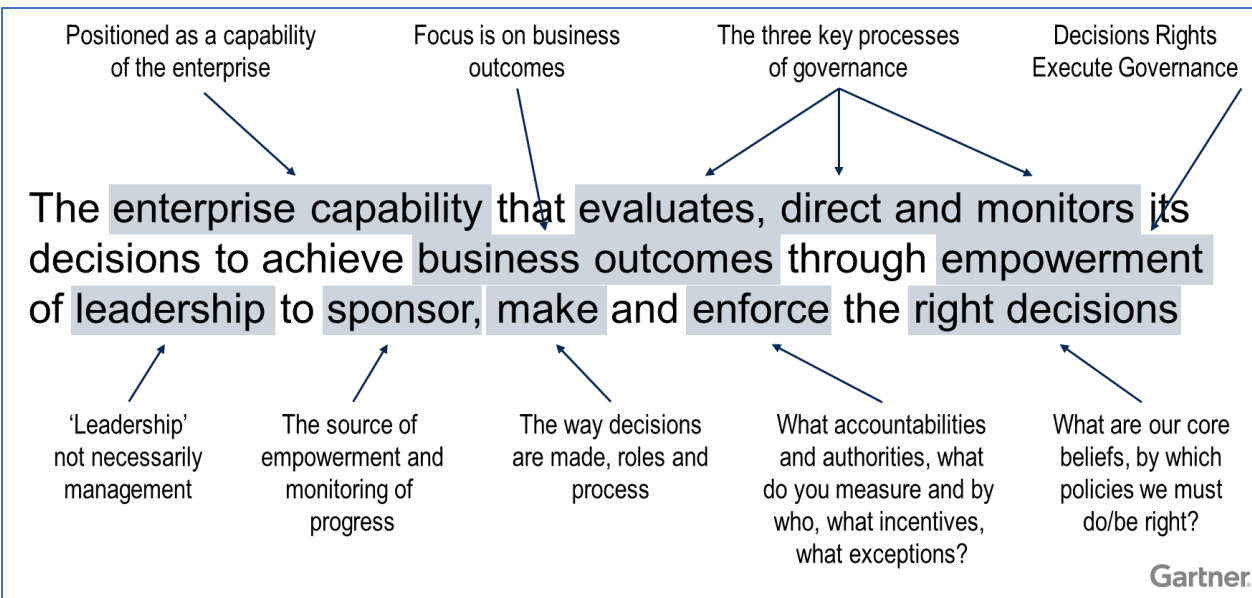


End-to-End Business Processes

Acquire to Retire (E) - • Planning for Equipment • Bring into APSR • Manage Asset • Dispose of Asset	Cost Management • Establish Cost Accounting Procedures • Develop Costing Methodology • Perform Cost Assignment • Perform Period End Close • Develop Cost Reports	Hire to Retire • Manage Organization • Manage Recruiting and Accession • Manage Human Resources Information • Manage Identity Credential • Manage Benefit Programs • Manage Personnel Development • Manage Assignment and Transfer • Account for Personnel • Manage Performance • Manage Compensation and Reimbursements • Manage Personnel Retention • Administer Grievance Process • Manage Physical Evaluation Process • Manage Human Resources Interaction • Manage Adverse Actions • Manage Separation and Retirement	Plan to Stock • Create Inventory Plan • Determine Source • Receive, Accept and Warehouse Inventory • Distribute and Pre-Position Inventory • Perform Inventory Management • Dispose of Inventory	Service Request to Resolution • Identify Repair Requirement • Fund Requirement • Source Service • Schedule Service • Diagnose Repair • Finalize Requirements • Perform Service • Close and Post Record • Create Bill • Return to Inventory or Use
Acquire to Retire (RP) - • Conduct Master Planning • Acquire Asset • Placement into Service • Manage Asset • Dispose of Asset	Deployment to Redeployment/Retrograde • Perform Deployment Planning • Perform Pre-Deployment Build-Up • Execute Deployment • Perform In-Theater Sustainment • Execute Redeployment/Retrograde		Procure to Pay • Create Purchase Requisition • Develop Procurement Strategy • Award Procurement Instrument • Administer Procurement Instrument • Perform Receipt, Acceptance, and Return • Manage Procurement Entitlement • Manage Disbursements • Perform Instrument Closeout	Service to Satisfaction • Identify Service Requirements • Establish Service Capability • Provide Service • Measure Customer Service Satisfaction & Improve
Budget to Report • Perform Executive Level Planning • Perform Programming • Perform Budget Planning and Formulation • Distribute and Manage Budget • Manage Financial Assets and Liabilities • Perform Treasury Operations • Manage General Ledger Transactions • Perform Reporting	Environmental Liability • Identify Sites/Assets with Environmental Liabilities • Develop EL Cost Estimates • Perform Environmental Cleanup, Closure, or Disposal Action • Report Environmental Liabilities	Market to Prospect • Establish Marketing Plan • Target Audiences • Plan and Define Marketing Campaigns • Execute Marketing Campaigns • Measure and Evaluate Campaign Performance		
Concept to Product • Recognize Problem • Define Capability • Develop Product/Project Concept • Initiate Planning and Obtain Commitment • Initiate Development • Introduce Product	Excess to Disposal • Transfer in, Accept and Warehouse EOU Inventory • Manage EOU Inventory • Issue EOU Inventory • Conduct Public Sales • Perform Disposal Services	Order to Cash • Manage Customers • Accept Orders • Prioritize Orders • Fulfill Orders • Perform Distribution • Manage Receivables • Manage Cash Collection	Proposal to Reward • Identify and Prioritize Needs • Execute and Review Grant Application • Review and Award Grant Application • Execute Grant • Perform Management & Administration	Request to Delivery - • Plan Transportation • Order Transportation Resources • Execute Material and Force Movement • Execute Grant • Regulate Distribution



Summary



- **Shift to “thinking enterprise” is a change management and culture change challenge**
 - **Multiple attempts in the past**
 - **This is not impossible, but if this was easy, it would have been done**
- **Achieving business outcomes crosses many domains (MG, AQ, FM, CN, A1, A4, etc.) – impacting many, dependent on many**
- **Make the right decisions, institutionalize for enduring effects**