# Army Defense Integrated Military Human Resources System (DIMHRS) Program Office (ADPO)

# Army DIMHRS Deployment Plan

## Iteration 4.0
## 7 May 2007

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## Executive Summary

The Army and the Army Defense Integrated Military Human Resource System (DIMHRS) Program Office (ADPO) are coordinating the transformation of the personnel strategic and operational policies, programs, and procedures for all members of the U.S. Army. The ADPO has a vision for implementing DIMHRS and using the integrated Human Resources system as a single, standard military personnel and pay system to support the Total Army. It is a Joint military effort that will collect, store, pass, process, and report personnel and pay data for Soldiers and Airmen. DIMHRS will provide the capability to collect, process, and report appropriate data on Department of Defense (DoD)-sponsored civilians and designated foreign military personnel deployed to, or in, a theater of operations as required during specified contingency, wartime, and non-combatant evacuation operations. This capability will accommodate up to a 33 percent surge in records maintained. The system will maintain personnel information on approximately three (3) million retirees and survivor personnel. The Defense Retired and Annuitant Pay System – Retiree and Casualty Pay (DRAS-RCP) System will provide pay support for survivors and retirees. The importance of the DIMHRS is to support the Global War on Terrorism (GWOT), and make both critical combat and non-combat human resources functions efficient and easily executable.

The ADPO recognizes that it will take more than a successful design, development and testing of DIMHRS to provide for a successful implementation. An effective and comprehensive deployment plan must be in place to manage and control all aspects of DIMHRS implementation throughout the Army. The Army DIMHRS Deployment Plan is the guiding document to manage and control all DIMHRS deployment-related activities such as training of technical and functional personnel, migration of legacy system data, transition of legacy systems subsumed by DIMHRS, maintenance of legacy systems that will interface with DIMHRS, ensuring provisions are in place for contingency operations, confirming the readiness of the Army's supporting computing environment, and engaging Army stakeholders to support DIMHRS. Effective development and execution of this plan will enable ADPO to successfully implement DIMHRS throughout the Army.

The Army DIMHRS Deployment Plan is undergoing an iterative development process. Currently in its fourth version, this document addresses approximately 75 percent of the established deployment requirements for DIMHRS.

The current DIMHRS Schedule (See Appendix F) depicts the anticipated tasks including the deployment "Go-Live" date. Note that the milestones trigger various activities to ultimately result in DIMHRS reaching Initial Operating Capacity (IOC) and reach a state of sustainment.

Table E-1 below provides status information for key tasks discussed in this version of the DIMHRS Deployment Plan.

**Status of Deployment Tasks**

| Deployment Task | Status | Comments |
|---|---|---|
| **Army Deployment Working Group Restart** | Complete | |
| **Re-write and staff the Deployment Charter** | Complete | |
| **Re-write and staff the Deployment Strategy** | Complete | |
| **Deployment Plan (14 Sections) re-write and staffing** | 75% | Iteration 4.0 to be released in March 07 |
| **Updates to Deployment Plan** | Ongoing | Iteration 4.1 scheduled for the June 07 timeframe |
| **Readiness Checklist development and staffing** | 80% | Scheduled for first release in March 07—continued development is ongoing |
| **Issue and risk identification, submission and monitoring** | Ongoing | Synchronized with the ADPO risk management process |
| **Coordination during Deployment planning** | Feb-Mar WG | Currently termed the Deployment Coordination Center (DCC) but could be renamed |
| **Subject Matter Analysis Readiness Team (SMART) contingency CONOPS development** | Feb-Mar WG | Term SMART may change in CONOPS development |

**Table E-1. Status of Deployment Tasks.**

# 1.0 Purpose

The purpose of the Defense Integrated Military Human Resources System (DIMHRS) Deployment Plan is to serve as the focal point for managing and controlling the deployment of DIMHRS throughout the Army (i.e., Active Army, Army Reserves and the Army National Guard). Deployment is defined as those functions, tasks, and activities necessary to place in operation DIMHRS for the Army and its components. Accordingly, the Army DIMHRS Program Office (ADPO) Program Manager's (PM) vision is:

> *"To successfully identify, publish, track, and report all deployment requirements to successfully implement DIMHRS to the United States Army on 1 August 2008."*

## 1.1 Approach

The Army DIMHRS Deployment Plan is a "living document," which outlines the deployment strategy, legacy systems migration, security, logistics, training, communications, change management and risk management activities as they apply to the DIMHRS environment and the Army. The Army DIMHRS Deployment Plan is being developed and published in iterations in which each iteration advances the ability of all involved stakeholders to address deployment requirements as more information becomes available.

## 1.2 Background

The first iteration established the "strawman" of the DIMHRS Deployment Plan, which was, at the time of its release, referred to as the "eHRS Division Deployment Plan". During the development of the first iteration, which began in the 1st Quarter FY 04, the documentation requirements for the definitive eHRS Deployment Plan including the Operational Requirements Document (ORD)[1] were established and approved by the Army DIMHRS Program office (ADPO) predecessor organization, eHRSD. This document addresses approximately seventy-five percent of the established deployment planning requirements. The remaining twenty-five percent includes further development of all sections, especially those covering resources, lessons learned, contingency operations and change management planning as well as appendices including the glossary, references, dashboard, readiness checklist and organizational and human resources workforce demographics. The next iteration will be released in the May – June 2007 timeframe and subsequent updates will be released every two months thereafter.

[1] DIMHRS Operational Requirements Document (ORD), July 2001

As with all future iterations, this iteration expands upon the comments assembled from the previous iterations. Requirements not addressed previously will be addressed in this version along with comments from the Army Components and other stakeholders. The final iteration is scheduled for release 90 days prior to deployment of DIMHRS for use by the Army and its components.

Under the current strategy, the deployment of DIMHRS to the Army will be delivered in a "Turn Key" fashion so that the entire Army will be deployed to and start using DIMHRS all at once. The core Personnel/ Pay functionality will be available at DIMHRS Initial Operating Capability (IOC) while full capability will be achieved at DIMHRS Full Operational Capability (FOC) currently scheduled for FY12. The decision milestone to start deployment of DIMHRS IOC for the Army is currently scheduled for 1 August 2008 with DIMHRS FOC scheduled at a later date, dependent upon the Navy and Marines' decision to adopt DIMHRS after fielding to the Army and Air Force.

### 1.2.1 History

In late 1995, several Defense leaders requested the Under Secretary of Defense, Acquisition, Logistics and Technology (USD (A&T)) establish a Defense Science Board (DSB) Task Force on Military Personnel Information Management to advise the Secretary of Defense on the best strategy to support military personnel and pay functions.

The DSB Task Force convened and analyzed the military's pay and personnel functions, publishing a report in August 1996. The Task Force concluded, "...that the present situation, in which the Services develop and maintain multiple Service-unique military personnel and pay systems, has led to significant functional shortcomings (particularly in the joint arena) and excessive costs for system development and maintenance for the Department of Defense (DoD)." Their central recommendation stated that, "...the Department should move to a single all-Service and all-component, fully integrated personnel and pay system, with common core software..."

In response to this mandate, the Joint Requirements and Integration Office (JR&IO), now Personnel and Readiness Information Management (PR&IM), and the Joint Program Management Office (JPMO), now Enterprise Program Management Office (EPMO), were tasked to manage the requirements and implementation of DIMHRS. DIMHRS (Personnel/Pay), now just referred to as DIMHRS, provides an opportunity to plan, develop, and implement military personnel and payroll modernization with the overall DoD objective of establishing an integrated military personnel and pay system. The Army has actively participated in the DIMHRS program since its inception to support Active Army, Army Reserve and Army National Guard Human Resources (HR) and Payroll as well as mobilization and multi-component operations.

The Army office responsible for coordinating the deployment of DIMHRS to the Army is the ADPO.

In September, 2002, the Army developed and analyzed seven strategies for the deployment of DIMHRS and presented its deployment recommendation to JPMO. The Army recommended a strategy that would deploy DIMHRS to each of the Components in a turnkey fashion in the following sequence: Army Reserve (USAR) first, followed by Active Army and then Army National Guard (ARNG).

In September 2003, the JPMO, now EPMO, published the Service/Defense Finance and Accounting Service (DFAS) Deployment Plan Template to guide each Service and DFAS in the development of a Service-specific Deployment Plan for DIMHRS. At the same time, JPMO chartered a Deployment Integrated Product Team (IPT) chaired by the JPMO and consisting of all service representatives to provide oversight for the development of a Deployment Plan and development of deployment-related artifacts. This deployment template was adopted as the foundation for the eHRS Deployment Plan which is now referred to as the Army DIMHRS Deployment Plan.

During July 2005, the Office, Secretary of Defense (OSD), Acquisition, Technology & Logistics (AT&L) and Financial Management (FM) initiated a strategic pause and a red team review ensued to determine the program's feasibility. In December 2005, in what is now termed the "Army DIMHRS Go Forward Assessment (ADGFA),",the red team's findings declared that the DIMHRS program had viability and needed to move forward under certain conditions. The Defense Business Management Council (DBSMC), Deputy Secretary of Defense England formally outlined the "Go Forward" criteria in a letter. The program was reassigned from the Navy to the new organizational structure called the Business Transformation Agency (BTA) with the (DBSAE) being named the Milestone Decision Authority for DIMHRS. The JPMO was reorganized under the BTA and DBSAE as the EPMO. The JR&IO would be considered as completed in their area of requirements and they too were reorganized in 2006 as Personnel and Readiness Information Management (P&R IM) and they remain the OSD requirements sponsor for DIMHRS. Further, the ADGFA resulted in a decision to switch to a turn-key strategy and deploy all Components simultaneously.

From January to September 2006, in order to revise the business processes identified through the assessment, the Army entered the design, development and analysis (DDA) phase. During this phase, focus groups comprising of subject matter experts from throughout the Army pay and personnel communities reviewed current Army business processes to refine the requirements that will be used to define the revised business processes as part of DIMHRS. These groups worked together to complete more than 100 detailed business processes the Army requires as part of DIMHRS.

During this process, a minimum of six groups worked concurrently. Each group was responsible for an assigned set of business processes and was required to produce all documentation provided to the Developer and Integrator (D&I). Each group consisted of a government lead and a deputy lead, personnel and/or pay specialists, D&I representatives and rotating subject-matter experts supplemented by data and training representatives at certain portions of the process. In addition, these groups were responsible for specific output that included the system specifications, business rules, workflow, table values, etc.—all the instructions the developers need to provide the Army an integrated system that operates as required.

The Army presented their functional requirements to the D&I and the EPMO on 15 September, 2006. The requirements presented resulted from the methodology (see Figure 1-1 below) used and metrics associated with the DDA focus groups. With the revised requirements in hand, the D&I, in conjunction with the Army DIMHRS development team, will continue to develop solutions, in DIMHRS, to the requirements that were submitted by the focus groups.

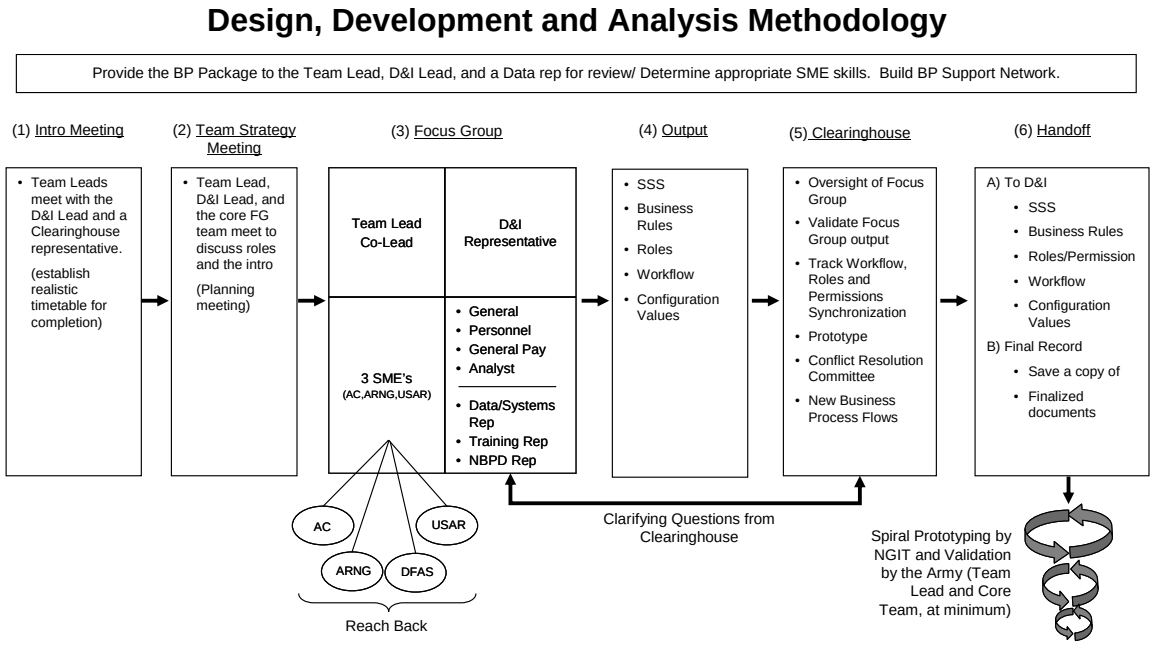


**Figure 1-1. Design, Development and Analysis Methodology**

## 1.3 Concept of Operations

### 1.3.1 Functional Concept of Operations / Personnel Services Delivery Redesign (Informational Extract)

The Army's human resource capabilities must be capable of building, generating, and sustaining the force across the full spectrum of operations. These capabilities must not only provide support to the modular force, but to forces and

organizations that are transitioning to modular force structures. This is critical as not all forces will undergo a transition at the same time, nor will enablers be in place at the same time. While the HR structure was developed to support all potential future conflicts, the recent lessons learned from both major combat operations and sustainment operations during the Global War on Terrorism have been considered and, where possible, are incorporated into the design.

Unlike the legacy force, organizations and units are being restructured into two operational levels and one tactical level. The operational levels include the Theater/Army Service Component Commander (ASCC) and Corps/Division. These operational levels are normally organized, designed, and equipped to fulfill command and control functions as the ARFOR Component and ASCC. With augmentation, the Corps/Division can also serve as Joint Force Land Component Command (JFLCC), or Joint Task Force (JTF). At the tactical level, there are Heavy Brigade Combat Teams (BCT), Stryker BCTs and Infantry BCTs which are roughly equivalent to our legacy brigades. The framework for the design also includes Aviation, Battlefield Surveillance, Fires, Maneuver Enhancement, and Sustainment Support Brigades.

Current and future operations will require human resource organizations that are modular, scalable, and flexible to the maximum degree possible while supporting the transformation of the Force. They must also have the ability to meet the requirements for greater strategic readiness and an increased sustainment level for Soldier preparedness and deployments. Personnel Services Delivery Redesign (PSDR) is the mechanism developed to push personnel service support, personnel accounting and strength reporting, readiness management, information management and system accesses to the lowest possible level; closest to and embedded with the commander and the individual Soldier. Postal, R5 and casualty support are only required in a deployed environment; these functions will be structured to support the commander during organizational deployments only at the appropriate level, but concentrated at the theater-level, where the greatest requirement is located.

### 1.3.2 Technical Concept of Operations

#### Current Operations

The Army's current technical operating environment is a heterogeneous mix of systems, architectures, and standards. The current operating environment has evolved over many years and presents a significant challenge to any organization or system expecting to integrate functions and business processes. The Army has over a hundred systems, sub-systems, bolt-ons, and front ends in operation for human resources management. Most of these were custom-developed and have evolved over the years. Presently, an enterprise architecture is being built and maintained by the Army G-1 with supporting

business management processes to streamline and provide Portfolio Management / Investment Review Council oversight for the HR Domain.

**Future Concept of Operations**

The Army's decision to move toward an integrated architecture baseline addresses many of the problems that exist with technical operations today. The DIMHRS will provide a common technology platform and architecture on which a Commercial Off-The-Shelf (COTS) enterprise resource planning application will operate–a common set of technology and security standards. Transitioning to a COTS package will result in a different approach to requirements management for the Army. Specific technical details regarding this platform and architecture are explained in the MS B Operational Requirements Document (ORD) produced by the JR&IO (now the PR&IM), signed July, 2002.

As described above, the Army currently maintains numerous individual applications with teams of application developers. Maintenance of a COTS package involves analyzing and applying patches and fixes issued by the COTS provider, *PeopleSoft*. DIMHRS will be maintained by the Department of Defense.

**Very Small Aperture Terminal (VSAT) Connectivity**

The Very Small Aperture Terminal (VSAT) provides the HR provider with dedicated access into the NIPRNET (Non-classified Internet Protocol Router Network). Developed as the Combat Service Support (CSS) data unclassified communication infrastructure, the VSAT in conjunction with the CAISI (Client Access to Integrated Services and Information) bridging and client modules allows the HR provider access to the NIPRNET without competing for bandwidth dedicated for Command and Control (C2) nodes in the deployed area.

## 1.4 DIMHRS Deployment Strategy

This section is divided into two subsections which reflect the separate strategies that must be in place for the acquisition of DIMHRS at IOC and for the acquisition of future enhanced versions of DIMHRS post-IOC.

### 1.4.1 Initial Operational Capacity (IOC)

Based on the Aug-Dec 05 "Go Forward Assessment", the BTA and Army made a decision to switch to a turn-key strategy and deploy all Components simultaneously. As a result of this new strategy, iteration 4.0 of the Deployment Plan is a major departure from previous iterations. To serve as a guide for the process of updating this plan to iteration 4.0, a high-level one-page strategy document was drafted in December 2006 to guide in the development of current and future iterations. This high-level DIMHRS strategy (22 December 2006) is shown below:

*The deployment strategy for DIMHRS is termed Commercial-Off-The Shelf (COTS) "Turn Key." This means that when the decision is made by the Senior Leadership to start using DIMHRS, all Army Components will begin at once. This Enterprise Resource Planning (ERP) deployment will be accomplished in this fashion because of the challenge that paying personnel from multiple components' platforms presents; add to that, the complications introduced by a large number of mobilized individuals. As any type of strategy will present unique opportunities and challenges in attempting to deploy an ERP system of this magnitude, particular attention to planning and preparation will be the key to making the most of the opportunities available while overcoming the challenges.*

*The initial release of DIMHRS will be deployed in five distinct phases: Planning, Preparation, Pre-deployment, Execution and Post-Deployment. One role of deployment is to provide the integrated view through all of these phases. This requires organization and programmatic coordination and an understanding from a horizontal and vertical high-level flow of activities. Adequate control of these activities will enable early identification of issues and risks that may negatively impact program cost, schedule and performance, with the consideration that future releases of DIMHRS will include additional functionality. Deployment will work very closely with the scheduling and risk management activities to accomplish this coordination. A primary product to assist in this role is the Army DIMHRS Deployment Plan which consists of 14 sections; 10 sections cover the major programmatic work, 3 sections cover deployment specifically, and one section covers lessons learned. The document is supplemented by several critical appendices including the Readiness Checklist, full plans from the different major program work areas (technical and functional) as well as references.*

*Another major role of deployment is to develop readiness criteria, monitor these areas, identify issues/risks and develop mitigation strategies. The main document to guide this work is a very detailed readiness checklist. It will cover items in each phase critical to deployment from the program level to the lowest organizational levels in the Army where needed. The checklist will also aid in identifying where lower levels of instruction are needed – this is currently envisioned as being in the form of Memorandums of Instruction (MOI) which will provide an interim communication tool until formal Army messages are created.*

*The Army DIMHRS Deployment Working Group will facilitate deploying DIMHRS to the Army which will consist of primarily the Army Components and Defense Finance and Accounting Services representatives with assistance from other stakeholders. This group will be chartered to oversee the documents mentioned above as well as many other supporting tools.*

## 1.5 Future DIMHRS PeopleSoft Modules

The future and Full Operational Capability of DIMHRS will be detailed out in iteration 5.0 plus. The EPMO will provide details as they come available regarding sustainment and other potential spirals of development.

## 1.6 ADPO Organization

### 1.6.1 Roles and Responsibilities

The ADPO is composed of five branches that operate under a Program Manager. The branches are Operations (Internal), Program Operations, Technical, Functional, and Integration. The Program Manager also has a Deputy and a Non-Commissioned Officer In Charge (NCOIC) with Operations (Internal) providing the administrative support. The Program Operations Branch consists of three sections, Project Support (Scheduling/Risk Management), Logistics and Deployment. The technical coordination between the Army and EPMO is provided by the Technical Branch with Technical Integration, Interfaces and Data Mapping/Cleansing. The functional requirements coordination is handled by the Functional Branch and its Testing, Functional Design and Contact Center Teams. Areas that cross the program boundaries are the responsibility of the Integration Branch with Training, Strategic Communications and Change Impact.

The ADPO identifies functional and technical requirements, develops system designs, conducts business process reengineering, and initiates change management to create an integrated human resource capability for the Army. The ADPO is further divided into functional and technical branches which oversee specific deployment activities. Figure 1-2 below depicts responsibility by branch for a given deployment area.

**Army DIMHRS Program Office Organizational Chart**

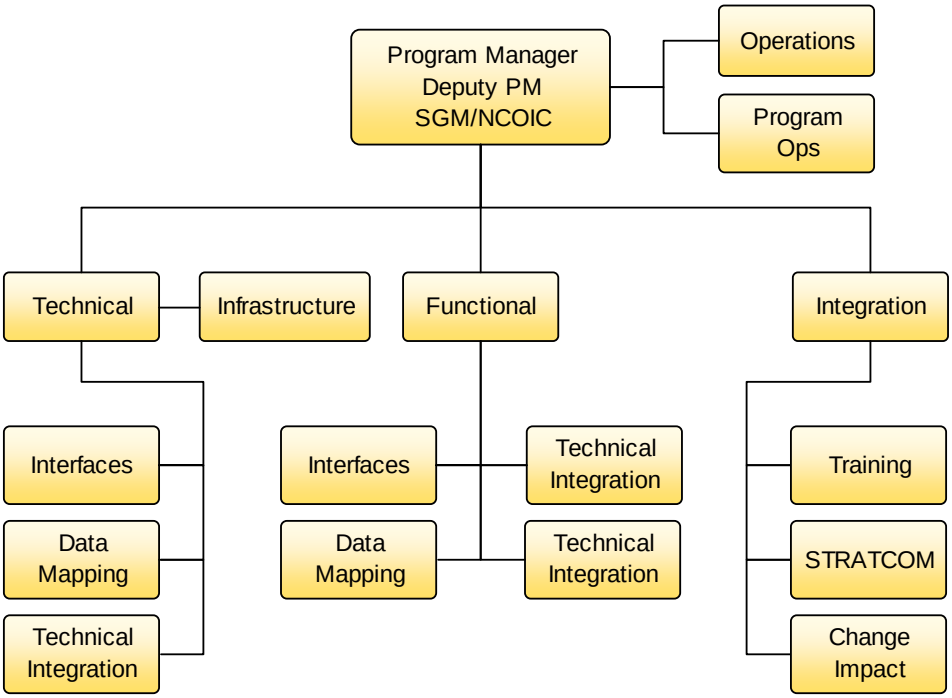


**Figure 1-2. Army DIMHRS Program Office.**

### 1.6.2 The Army DIMHRS Deployment Working Group

The Army has assembled a deployment team with representatives from each component as well as other supporting elements. The list below depicts the current team and their role, if known:

| Member | Role |
|---|---|
| Army DIMHRS Program Office Deployment Manager | Lead Facilitator |
| Army National Guard (ARNG)/National Guard Bureau (NGB) | Member |
| Defense Finance Accounting Services (DFAS) | Member |
| Defense Manpower Data Center (DMDC) West | Member |
| Forces Command (FORSCOM) | Member |
| Human Resources Command (HRC-St. Louis/Alex) | Member |
| United States Army Reserve Command (USARC) | Member |
| Installation Management Command (IMCOM) | Member |
| Office, Chief Army Reserve (OCAR) | Member |
| Deputy Assistant Secretary of the Army Finance Office | Participant |
| Deputy Assistant Secretary of the Army Budget Office | Participant |
| Korea | TBD |
| 7th Army Europe | TBD |
| USARPAC | TBD |
| PACOM | TBD |
| Personnel Systems Delivery Redesign (PSDR) | Participant |

| Member | Role |
|---|---|
| G-3, Army Force Generation Model Representative | TBD |
| HRC BRAC Representative | TBD |
| ADPO Change Team | Participant |
| ADPO FM&C Liaison | Participant |
| Wounded Warrior Representative | Participant |
| Enterprise Program Management Office (EPMO) | TBD |

**Table 1-1. ADPO Deployment Team List**

The assigned responsibilities for each role on the deployment team are defined in the tables below.

**Deployment Team Responsibilities**

| Role | Responsibilities |
|---|---|
| ADPO Deployment Manager | ▪ Manage Deployment Preparation<br>▪ Assist components in their readiness to accept DIMHRS<br>▪ Establish deployment tasks and schedule<br>▪ Report deployment status to the ADPO leadership<br>▪ Arbitrate the resolution of deployment issues<br>▪ Ensure the Army is ready to deploy DIMHRS and the additional PeopleSoft capabilities<br>▪ POC for all things associated with ADPO deployment<br>▪ Represent ADPO at Program level deployment working group meetings with joint services |
| Component Representative | ▪ Represent their respective component's deployment issues<br>▪ Report deployment readiness of component to Deployment Lead<br>▪ Ensure deployment readiness activities and tasks are completed on-time<br>▪ Review deployment deliverables and provide updates<br>▪ Ensure that the proper authorities at the component review and approve deployment deliverables and decisions<br>▪ POC for all things associated with ADPO deployment for component<br>▪ Participate in deployment working group meetings |
| Other Supporting Elements / Participants | ▪ Support the Deployment WG in creating deliverables and working through deployment issues<br>▪ Participate in deployment working group meetings as needed<br>▪ Identify issues, risks, and risk mitigation strategies |

**Table 1-2. ADPO Deployment Roles / Responsibilities**

The ADPO Deployment Manager's primary responsibility is to ensure the Army's three components are ready to deploy at the time of go-live. The Deployment

Lead is responsible for communicating issues and risks to the ADPO technical, functional and integration leads as early as possible. It is the primary responsibility of the Component Representatives to make sure their respective component is ready at the time of go-live. It is the responsibility of the Component Representative to make sure component issues and risks are communicated as early as possible to the Deployment lead so that appropriate issue escalation can occur. It is the responsibility of the ADPO Representatives to support the ADPO Deployment Manager and identify areas of concern, issues, risks and possible courses of action.

### 1.6.3 Organizational Relationships

As is depicted below in Figure 1-3, there are multiple relationship activities occurring in the deployment of DIMHRS. The diagram provides a pictorial view of the ADPO Division and how it interacts from a tasking perspective.

**Deployment Organizational Relationship Diagram**

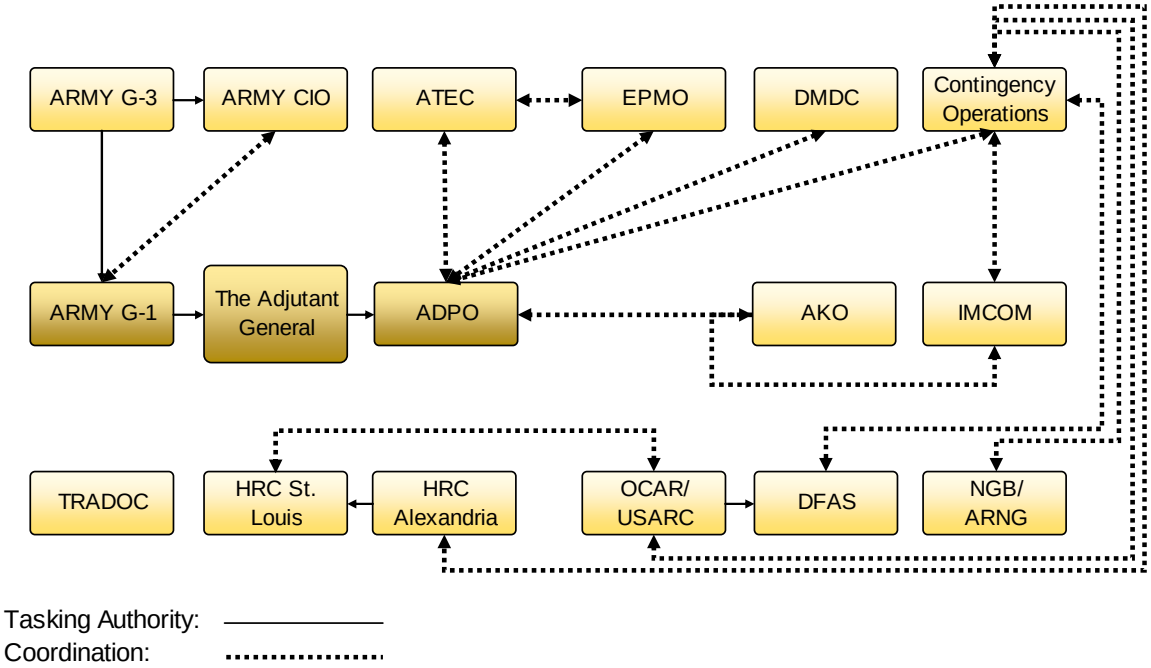


**Figure 1-3. Deployment Organizational Relationship Diagram**[2]

The majority of the deployment effort is delivered through many complex collaborative relationships. For example, the ADPO is totally dependent upon collaborative relationships, has no tasking authority and is the liaison/ responsible agent for the various deployment activities. This type of relationship

[2] For an explanation of Contingency Operations, see Section **Error! Reference source not found.**.

shows the importance of communication and change management for this deployment effort.

## 1.7 DIMHRS Deployment Schedule and Key Dates

### 1.7.1 DIMHRS Deployment Schedule

This section provides an Army DIMHRS Milestone Schedule, a Critical Path Chart and an ADPO Deployment Milestone Schedule, all of which correspond to the EPMO DIMHRS Program Milestone Schedule. The Program Milestone Schedule is based on the combined DIMHRS contract schedule as briefed to the BTA in July, 2005 with subsequent adjustments made as a result of activities that were (or are expected to be) completed later than originally planned. More detailed schedules are provided in Appendix F - ADPO Army Integrated Master Schedule (AIMS) and EPMO Integrated Master Program Schedule (IMPS).

**Army DIMHRS Milestone Schedule**

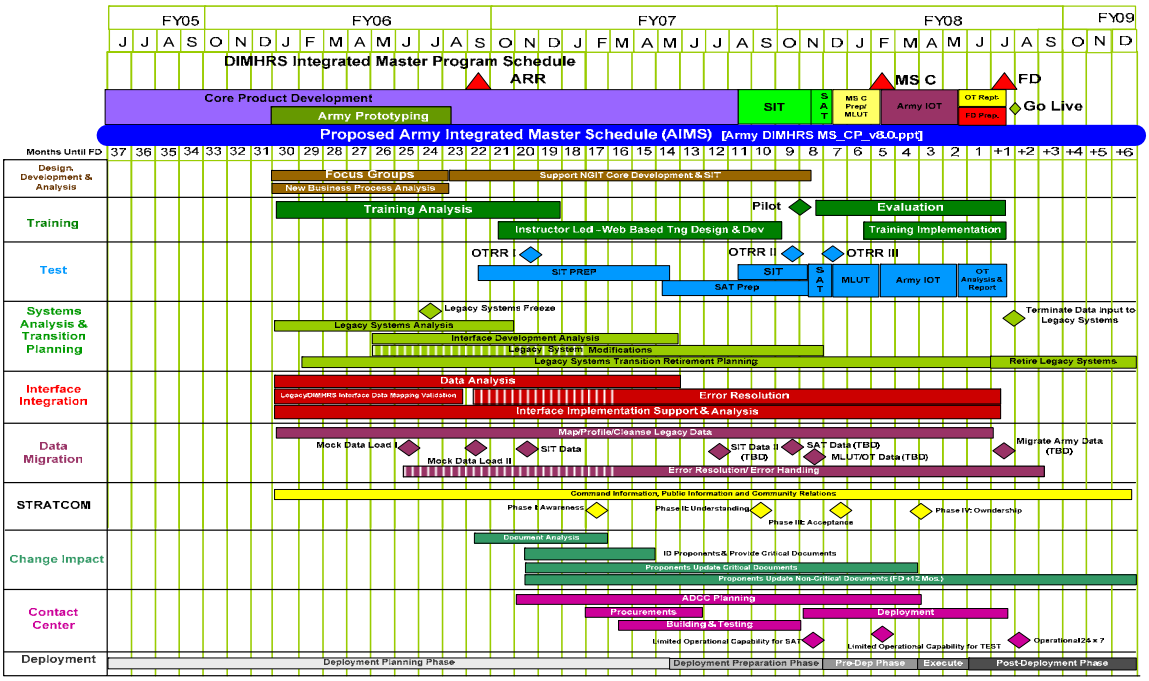


**Figure 1-4. Army DIMHRS Milestone Schedule**

The Army DIMHRS Milestone Schedule shown above in Figure 1-4 is a pictorial view of the major high-level tasks as seen from the Army's perspective. The ADPO Work Streams gathered and scoped their tasks based upon the work breakdown structure provided by the EPMO Scheduling Working Group (WG). The process leading up to this view required approximately 4000 lines of activities.

Note that the dates shown above in the Army DIMHRS Milestone Schedule and those in the ADPO Critical path Chart Schedule (below in Figure 1-5) are subject to change based upon updates to the DIMHRS IMPS. Determination of potential impacts as a result of changes to the IMPS will require crosschecking with the Constraints on Deployment Timeframe table shown below in Figure 1-6. For example, the Active Army's mobilizations/deployments, Permanent Change of Station (PCS), and training rotations (i.e., timeframes of high activity) are pervasive throughout the year.

**ADPO Critical Path Chart**

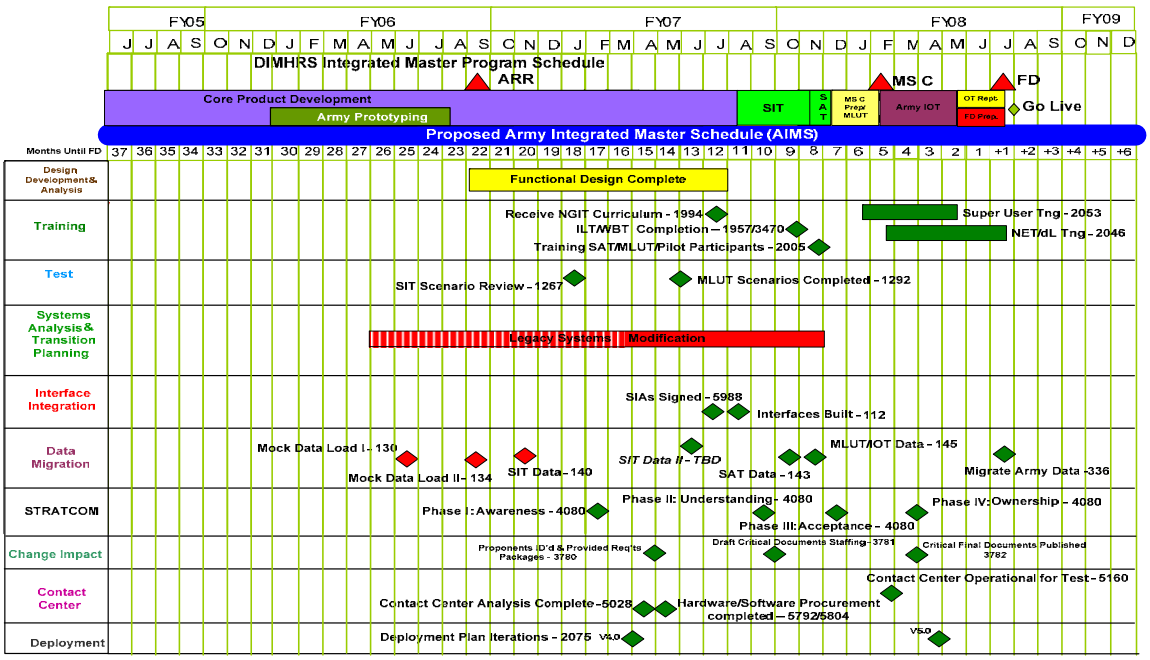


**Figure 1-5. ADPO Critical Path Chart**

The ADPO Critical Path Chart provides a visual representation of each activity that has no slack (excess time) between it and the next successive activity to which it is dependent. If any of these activities is completed later than originally planned, it will cause slips in dependent activities, adversely affecting the overall schedule, scope and/or cost of the program. The colors on this chart represent the organization that is responsible for the activities leading up to the milestone; green represents the Army and red represents the EPMO and D&I. As illustrated by the relative abundance of green on the chart, this chart outlines tasks from an Army point of view and is a visual representation of the path the Army will follow given the current integrated schedule at the program level.

## Constraints on Deployment Timeframe

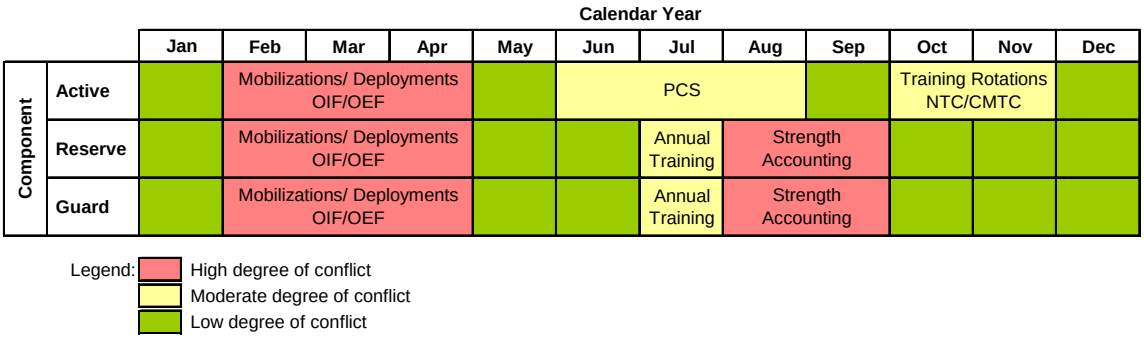


**Figure 1-6. Constraints on Deployment Timeframe**

The DIMHRS Deployment Milestone Schedule shown below in Figure 1-7 is a lower-level depiction of the Deployment lane of the ADPO Critical Path Chart.

## DIMHRS Deployment Milestone Schedule

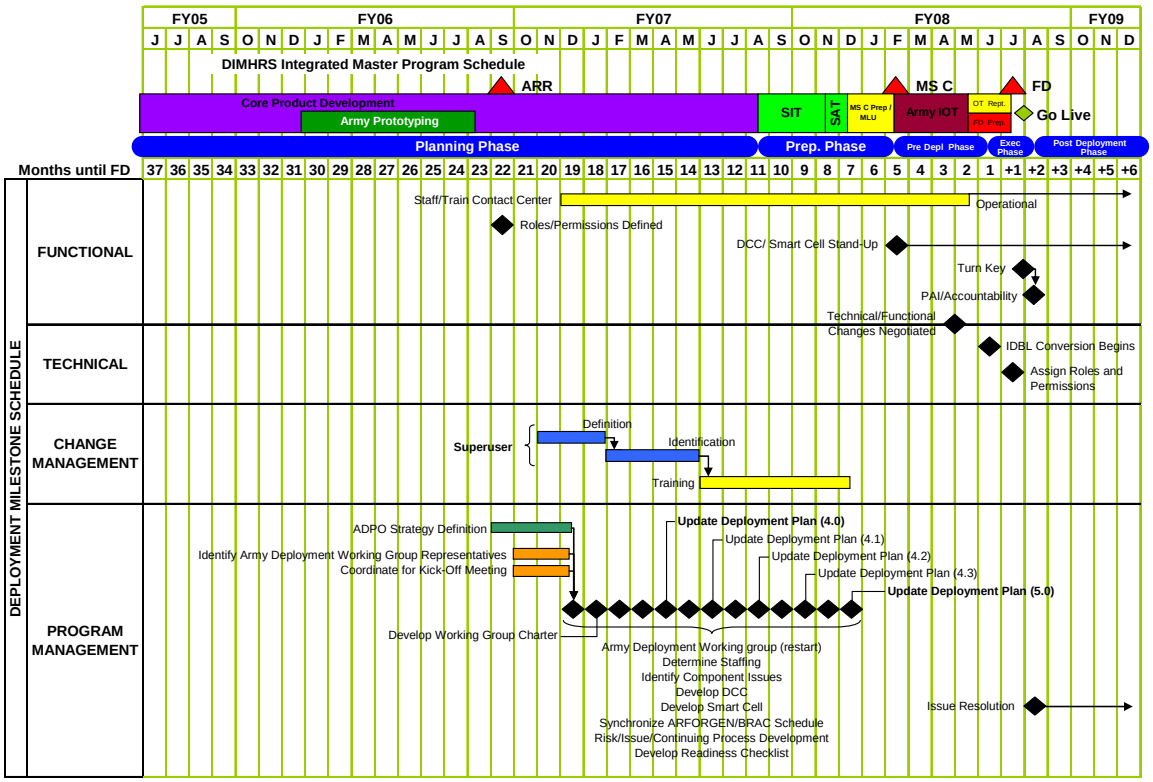


**Figure 1-7. DIMHRS Deployment Milestone Schedule.**

This chart represents the overall timing of the tasks the ADPO Deployment work stream considers most important in its effort to ensure all ADPO work streams are integrated and prepared to complete the tasks necessary for deployment of DIMHRS to the Army Components.

The five stages of deployment, represented by the five blue bars shown above, are:

1. **Planning Phase** – Duration is from the beginning of product development to the beginning of the System Integration Test (SIT)
2. **Preparation Phase** – Duration is from the beginning of the System Integration Test (SIT) to the end of Limited User Testing (LUT)
3. **Pre-Deployment Phase** – Duration is from the beginning of Army Initial Operational Testing (IOT) to the beginning of the data migration task
4. **Execution Phase** – Duration is from the beginning of the data migration task through to the point where the Army is fully transitioned to DIMHRS
5. **Post-Deployment Phase** – Duration is from the point in time in which the Army has been transitioned to the DIMHRS to the point that the transition has reached a state of equilibrium

### 1.7.2 Deployment Readiness Tasks

The Deployment Readiness Tasks are outlined below. These tasks are the headers to much lower level of detail tasks that will be discussed in the Deployment Readiness Checklist Section of this plan. The checklist itself will provide instructions down to the lowest level of the organizations required to successfully deploy DIMHRS to the Army.

- Administrative and Organizational
- Legacy systems
- Data Migration
- Reports
- Security
- Test and Evaluation
- Logistics
- Training
- Change Management
- Business Process Changes
- Communications
- Risk Management
- Documentation
- Deployment Contingencies
- Feedback

## 1.8 Demographic Information

The ability to gather accurate information regarding the ADPO customer-base is essential in determining the level of effort necessary to achieve successful

deployment. Knowing the population of the Army by component, for example, allows the ADPO to assess the amount of possible end-users in that component and prepare for deployment accordingly. Also, having a count of human resource personnel by component will enable the ADPO to gauge how many individuals will use DIMHRS in a personnel or pay capacity. Various deployment tasks will require population information to be accurately performed. Training, change management, contingency planning, communications, testing, logistics, and the deployment command center will rely greatly on population data. Table 1-3. Army DIMHRS Customers, shows the high level breakout of the population that will use DIMHRS directly.

**Army DIMHRS Customers**

| Role | Army Population |
|---|---|
| **Human Resources Specialist** | 75,000<br>(25K per Component) |
| **Managers** | 80,000<br>(Includes HR and non-HR) |
| **Self Service Users** | 1,300,000 |

**Table 1-3. Army DIMHRS Customers**

### 1.8.1 Organizational Demographics

The table below breaks out the Army population by component as well as civilian classifications.

**Army Population**

| Army Component | Army Population |
|---|---|
| **Active Duty** | 512,400 |
| **National Guard** | 350,000 |
| **Army Reserve** | 205,000[3] |
| **Civilian** | 218,000 |
| **Total** | 1,285,400 |

**Table 1-4. Army and HR Population.[4]**

[3] Selective Reserves only
[4] Population information provided by DMDC

# 2.0 Legacy Systems Migration

## 2.1 Background

The EPMO for DIMHRS implements the strategic direction set by the Deputy Secretary of Defense, the Defense Business Transformation Agency (BTA) and the General Officer Steering Committee (GOSC). The EPMO drives implementation of the program with support from a Technical Organization, which includes the Developer and Integrator (D&I), Northrop-Grumman Information Technology (NGIT), and the Army DIMHRS Program Office (ADPO). A Data Migration Team resides within the Technical Organization of the ADPO and includes two branches; the “Interfaces and Infrastructure Branch” and the “Data Migration Branch”. Together, these branches, in coordination with component stakeholders and supporting personnel and teams, execute the actions supporting all Army components’ data migration activities.

The Data Migration Team leads coordinate and synchronize the efforts of the Active Army, Army National Guard, and Army Reserve DIMHRS data migration activities, addressing both subsumed and interfaced legacy systems.

This section describes the process, organization and responsibilities, risks, quality assurance, schedule, and resource requirements required to move massive amounts of data from multiple Army legacy HR systems, supporting the Active Army, Reserves, and National Guard, to DIMHRS. Migration of data implies the one-time movement of data from selected legacy system and the inbound interfaces from persistent legacy systems. Migration includes all the activities required for the movement of personnel data from Army HR legacy systems into the DIMHRS staging environment where it will be made ready for data conversion. The data conversion, conducted by the D&I contractors, will extract, transform and load (ETL) staged data into DIMHRS.

## 2.2 Data Migration Process

The Army DIMHRS Data Migration Plan (Appendix I - Data Migration Plan, December 2006), describes the events necessary to migrate data from Army legacy HR systems targeted for subsumption by DIMHRS.

The data migration process, as described in the Army DIMHRS Data Migration Plan, is composed of two stages: those activities that occur prior to conversion and those activities that occur during conversion. The activities that occur prior to conversion are:

- Data Mapping Analysis
- Data Quality Assessments (Data Profiling)

- Data Clean-Up

Activities that occur during conversion are:

- Data Calls (Data Call Staging)
- Error Resolution and Handling Process
- Bulk Data Validation Process

All data migration stages for legacy systems targeted for subsumption will be performed by the components (and contractors), except for the Conversion (ETL) process which will be performed by the DIMHRS Developer and Integrator. The overall process is illustrated in Figure 2-1. Data Migration Stages, and is described in the sub-sections below.

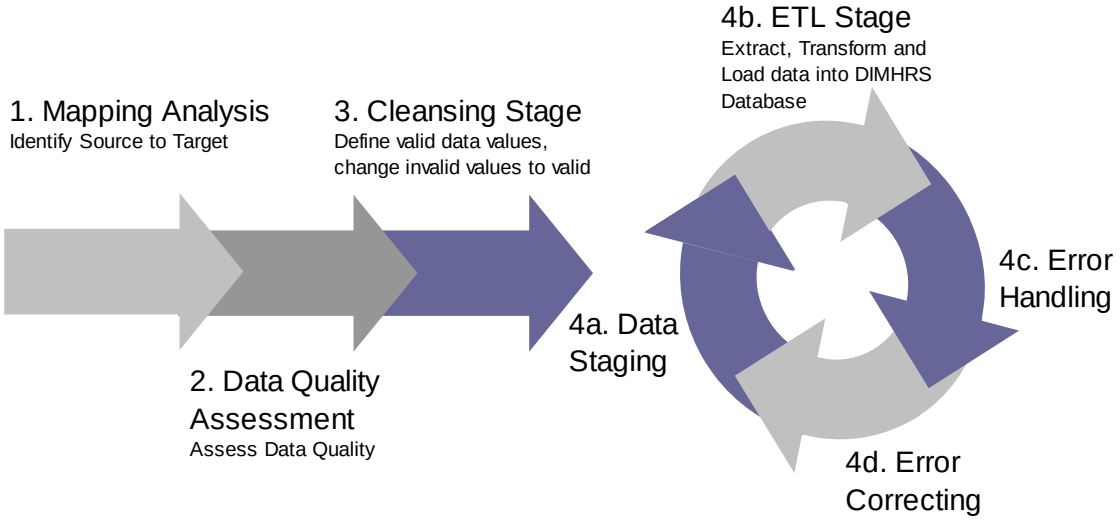


**Figure 2-1. Data Migration Stages**

### 2.2.1 Data Mapping Analysis

The Data Mapping Analysis Stage should be the first stage of the data migration process; it is the most critical stage in the data migration process. The requirements for data migration are defined in the data-mapping baseline. The data mapping activity involves the participation of legacy system owners, Army human resource process and data subject matters experts (SMEs), and the target system database experts. The first step in the data mapping stage is to determine the target database tables and attributes. Once the target is defined, corresponding data elements must be mapped from the legacy source(s) to the target source. Due to the number of legacy systems and known data redundancies, many of the data elements required by the DIMHRS target database will be found in more than one legacy system. Where more than one source exists for a data element, a decision must be made as to which legacy system will be used as the authoritative source. This can be accomplished by reviewing the quality of data in the specific sources, the business rules that allow its population, and the use of that data by that system. The identification of

authoritative source data for each data element mapped to the target database should be included in the mapping baseline and approved by ADPO and the system owner.

The following Army systems are deemed the authoritative sources; they are listed by Component:

| Data Mapping Sources | |
|---|---|
| Active Army | DAPMIS<br>eMILPO<br>ITAPDB<br>NCOERS<br>OERS-E<br>Oracle-AO<br>TAPDB-AE<br>TAPDB-AO |
| Army Reserve | AGRMIS<br>AORS<br>DAPMIS<br>ITAPDB<br>OERS-E<br>RLAS<br>TAPDB-R |
| Army National Guard | DAPMIS<br>OERS-E<br>RCMS-Imarc<br>RPAM<br>SIDPERS |

**Table 2-1. Army Source Data Systems**

It should be noted that the list in **Error! Reference source not found.** does not represent all authoritative data sources for DIMHRS. Other critical sources for systems that are not owned by the Army are the Defense Joint Military Pay System (DJMS is a DFAS-owned system), and the Defense Enrollment Eligibility Reporting System (DEERS is a DMDC-owned system).

### 2.2.2 Data Quality Assessments (Data Profiling)

The data profiling stage involves the activities required to identify data quality issues in the legacy sources that were selected for migration during the mapping stage. The mapping baseline contained in the Data Mapping Repository (DMR)[5]

[5] The Data Mapping Repository (DMR) is a database maintained by the Developer and Integrator (D&I) containing metadata related to Army systems and the DIMHRS tables, data elements, and their metadata currently in use.

provides the input to the data profiling stage. The data profiling stage activities include:

- Reviewing changing DMR mapping versions
- Coordinating with system owners
- Staging legacy data
- Profiling data
- Resolving data quality issues

### 2.2.3 Data Clean-Up

The purpose of data clean-up that occurs prior to conversion is to validate the data in all the legacy systems throughout all three Army components and minimize the number of source system data errors at time of conversion. This is accomplished by designing repeatable processes that will support the requirements to improve the soldier data quality.

A Multi-Component Data Reconciliation Team at ADPO and Component Data Cleansing teams will be established to execute data cleansing and quality assurance activities. The teams will consist of experienced Functional and Technical individuals that will develop interfaces and resolution processes to ensure that there are ongoing resolution actions during all phases of the migration plan.

Data Cleansing is the responsibility of all owners of legacy systems scheduled to be subsumed by DIMHRS. As the integrity of data loaded into DIMHRS is critical to its overall success, a comprehensive data quality improvement plan is essential given the presence of redundant data due to the large number of legacy systems that DIMHRS will subsume. The data quality improvement stage of data migration follows the data mapping stage and includes Data profiling and Data cleansing. The subtasks that make up Data Profiling and Data Cleansing to achieve data integrity can be seen below in Figure 2-2.

**Data Mapping, Data Profiling, and Data Cleansing Stages of Data Migration**

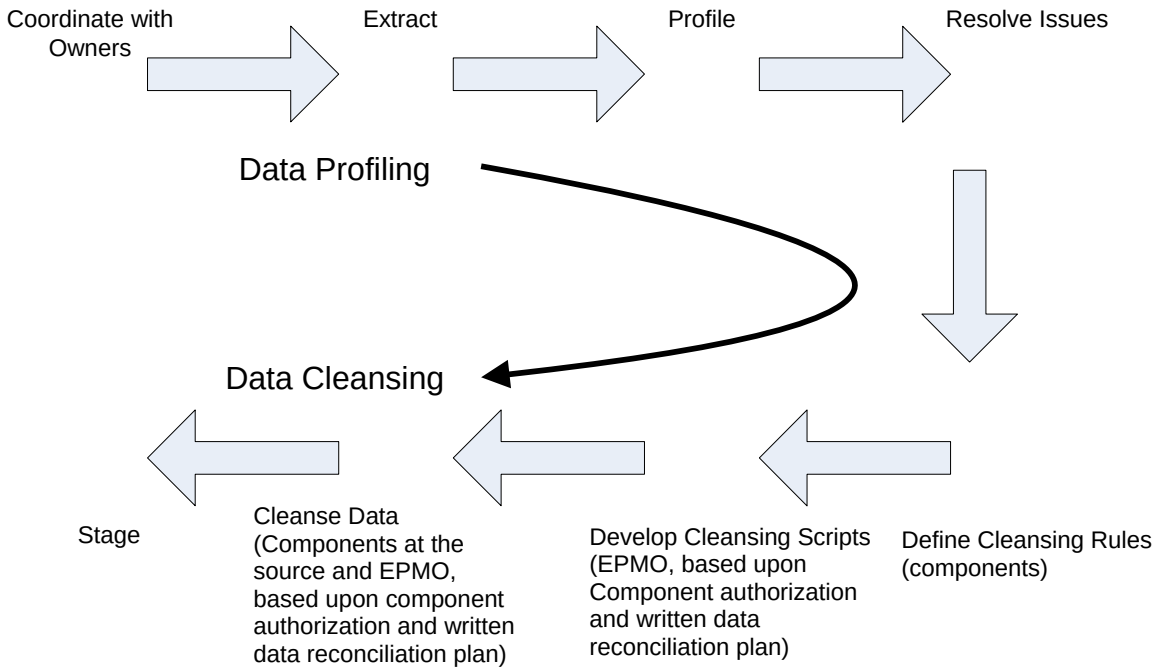


**Figure 2-2. The Data Mapping, Data Profiling, and Data Cleansing Stages of Data Migration.**

### 2.2.4 Data Calls (Data Call Staging)

Unlike activities prior to conversion, the following activities (including Data Call Staging) are designed to be executed once (though they may occur several times in test, they occur only once at IOC) and the inputs and outputs are less flexible and more defined. However, like the activities prior to conversion, these activities at conversion are highly integrated.

This process supports the various data calls issued by EPMO to execute Mock Data Loads, System Integration Test, System Acceptance Test, Operational Test, and system cut-over (roll out). The Data Migration Branch will receive and convey the request(s) to the appropriate Components and system owners. The Components will validate the received data call documentation, complete the DIMHRS Data Response Form (Appendix G of the Army DIMHRS Data Migration Plan), and verify that all requested data sources are placed on the designated staging server to be available for extraction by the D&I as requested. If errors are detected during the staging process, they will be rapidly communicated to the ADPO for resolution. The ADPO will monitor and oversee the resolution to ensure the data is loaded to the staging server.

The data calls are issued by EPMO 45 days before the data should be provided. Data calls will support Mock conversions (1 and 2), SIT, SAT, Operational Testing, and the final Initial Database Load (IDBL) and system cut-over. The Army is obligated to provide a centralized location from which the Army data will

be extracted by the D&I for the ETL process in order to populate the DIMHRS database. The ADPO Technical Integration Branch is responsible for working with the Components to provide a communication link and the Army ETL server for loading and storing the data.

### 2.2.5 Error Resolution and Handling Process

ADPO expects the D&I to develop and publish the Error Handling and Resolution Process as it is the D&I who will generate the error files, distribute the error files, and re-process the cleaned data. ADPO also expects that the conversion process including Error Handling and Resolution will occur at each program milestone (MOCK Data Loads I & II, SIT, SAT, LUT, and OT) if not more frequently.

The ADPO's conception of the Error Handling and Resolution process begins with the D&I's "Conversion" process that will detect and capture errors. There are many types of errors that might occur during "Conversion" for which reports detailing all errors related to source system data must be produced. ADPO expects that meta-data (summary statistics) about the errors will be reported to ADPO and the Army Components. The next process, "Translation" takes the "Error Reports" generated by the "Conversion" process and translates the data into a file per source system per component. The "Translation" process must also send meta-data information to ADPO for each file, which at a minimum, must contain the following data:

- File Name
- Number of records
- Number of soldiers
- Number of errors by error type
- Source system
- Army Component
- Creation timestamp

The Army Components then "Resolve" the errors. The expectation is that errors will be immediately resolved. The Army Components will then re-extract and re-submit the data. While the D&I is responsible for specifying how re-submissions occur, the Army Components must provide ADPO status information about what records/soldiers have been resolved and which records/soldiers have not been resolved.

By executing this process, ADPO expects to identify and resolve gaps and problems in the quality of data and improve the pre-conversion data clean-up activities; identify and resolve Error Handling and Resolution implementation details; and quantify the number of data errors expected at IOC and a realistic timeframe and resource allocation with which to address them.

### 2.2.6 Bulk Data Validation

In the bulk data validation activity, data from the source will be compared to the target. Because there is not a one-for-one mapping, the first step will be to identify those pieces of data that can be compared along with information about the data (that is, meta-data or “data about the data”). The more complete the analysis, the better the comparison and validations will be.

## 2.3 Legacy Systems Targeted for Subsumption

Below are two lists of legacy systems targeted for subsumption:

- Legacy systems planned for subsumption
- Legacy systems under review for subsumption

Descriptions for these systems can be found in Appendix J for confirmed systems for subsumption and for those systems that are candidates for subsumption.

**Systems Planned for Subsumption by DIMHRS**

| System Acronym | System Name |
|---|---|
| **ADTRANS (DAPCX-386)** | Assignment Data Transactions |
| **EARLY OUT (DAPCX-386)** | Early Out Module (EDAS) |
| **HBA-010** | Retired Personnel File |
| **MEGAX (DAPCX-386)** | TAPDB-AE Mega Extract (EDAS MEGEX) |
| **Sidpers3 Collection** | Sidpers3 Collection |
| **TDRL (AR)** | Temporary Disability Retirement Systems |
| **USA RET PERS** | USA Retired Personnel |
| **AGRMIS INFORMIX** | Active Guard Reserve Management Information System (Informix |
| **AGRMIS**** | Active Guard Reserve Management Information System |
| **AGRMIS-Interface** | Active Guard Reserve Management Information System Interface |
| **AMIS (DAPCX-506)**** | Accession Mgmt Information System |
| **AORS**** | Automated Orders and Resource System |
| **APAS-E** | Analyst Project Assist System - Enhanced |
| **ARACMIS** | Army Reserve Acquisition Corps Management Information System |
| **ARPIMS**** | Army Reserve Personnel Information Middleware System |
| **ARTRAMS**** | Army Reserve Transaction Management System |
| **ASGNOM (DAPCX-386)** | Assignment Nomination Process |
| **ASK** | Assignment Satisfaction Key |
| **DAPMIS** | DA Photo Management Information System |
| **DARTS (formerly** | Deployment and Reconstitution Tracking Software |
| **EDAS**** | Enlisted Distribution and Assignment System |

| System Acronym | System Name |
|---|---|
| **eMILPO**** | Electronic Military Personnel Office |
| **EPM**** | Enlisted Promotion Model |
| **ERS** | Evaluation Reports System |
| **ICDT** | Inter Component Data Transfer |
| **INPROC/OUTPROC/RUU**** | Installation Support Module In/Out-Processing |
| **ITAPDB** | Integrated Total Army Personnel Database |
| **IWS-AFS** | Active Federal Service |
| **IWS-AGR/Calvin** | Active Guard Reserve Management Information System/CALVIN |
| **IWS-SOQ** | Soldier Query |
| **IWS-TAM** | Transition Assistance Management System |
| **JUSTIS**** | JUMPS Standard Terminal Input System |
| **Keystone Retain**** | KEYSTONE-Retention System |
| **MBIS** | Mailbox Information System |
| **MGIB**** | Montgomery GI Bill |
| **MMOF-DB** | MILPERCEN Master Organization File |
| **MOBPERS**** | Mobilization Personnel Processing System |
| **NES** | NCO Evaluation Report Support System |
| **OERS-E**** | Officer Evaluation Report System - Enhanced |
| **OOR** | Recruiter/Retention Management System |
| **Oracle-AO** | Oracle-AO (Extract TAPDB-AO) |
| **OSSS**** | Officer Selection Support System |
| **PEPDUS3 (DAPCX-386)** | PERSCOM Enlisted Personnel Data Update System |
| **PERSLOC**** | Installation Support Module - Personnel Locator |
| **POS (RCAS)** | Permanent Order System (Retired) |
| **PRMS**** | Personnel Records Management System |
| **QMP-CS** | Qualitative Management Program - Client Server |
| **RDMS**** | Reserve Database Maintenance System |
| **RICS**** | RDMS Interface Control System |
| **RLAS**** | Regional Level Application Software |
| **ROAMS**** | Replacement Operations Automation Management System |
| **RPAM (RCAS )** | Retirement Points Accounting Management |
| **RPAS**** | Retirement Points Accounting System |
| **RRS**** | Reserve Recruiting System |
| **RSAS/RCCPDS**** | Reserve Statistics Accounting System/Reserve Components Common |
| **RSDQ**** | Reserve Screening Data Quality System |
| **RVPS**** | Retiree Volunteer Preassignment System |
| **SAM** | Soldier Assignment Module |
| **SEPM** | Senior Enlisted Promotions Management |
| **SIDPERS-ARNG**** | Standard Installation/Division Personnel System-Army National Guard |
| **SLO** | Special Liaison Office |
| **SMS (8th PERSCOM)** | Soldier Management System |
| **TAADS-Reserve**** | The Army Authorization Documentation System-Reserve |

| System Acronym | System Name |
|---|---|
| **TAPDB-AE** | Total Army Personnel Database Enlisted |
| **TAPDB-AO** | Total Army Personnel Database Active Officer |
| **TAPDB-ARNG** | Total Army Personnel Database-Army National Guard |
| **TAPDB-R** | Total Army Personnel Data Base - Reserve |
| **TOPMIS** | Total Officer Personnel Management Information System |
| **TOPMIS II (DAPCX-** | Total Officer Personnel Management Information System II |
| **TOPTUS** | Total Officer Personnel Transaction Update System |
| **TPUMS**** | Troop Program Unit Management Subsystem |
| **TRANSPROC III**** | Transition Processing |
| **UIC**** | Unit Identification Code |
| **UPDB (USAREUR)** | USAREUR Personnel Data Base |
| **UPS/CMS/MILPO Orders** | UPS-CMS-MILPO ORDERS |
| **WWL** | Worldwide Locator |
| **ZIP/GLC** | ZIP Code/Grid Locator Code System |

**Table 2-2. Legacy Systems Planned for Subsumption.**

### Systems that are Under Review for Subsumption by DIMHRS

| System Acronym | System Name |
|---|---|
| **ASBS** | Army Selection Board System |
| **EBM** | Enlisted Bonus Model |
| **EDMIS** | Installation Support Module Education Management Information System |
| **IDV-P (RCAS)** | Integrated Data Viewer - Personnel |
| **SMA/MAPS** | Staff Management Application |
| **SRB** | Selective Reenlistment Bonus |

**Table 2-3. Legacy Systems Candidates for Subsumption.**

## 2.4 Interfacing Legacy Systems

DIMHRS will interface with legacy systems for one-way or bi-directional data exchange. The table below lists the interfacing legacy systems.

### Legacy Systems that will Interface with DIMHRS

| System Acronym | System Name | DIMHRS |
|---|---|---|
| **165 Enlisted Substitution Export File** | 165 Enlisted Substitution Export File | X |
| **AARTS** | Automatic Audio Remote Test Site | X |
| **ACCP** | Army Correspondence Course Program | X |
| **ACIIPS** | Automated Clothing Initial Issue Point System | X |
| **ACPERS** | Army Civilian Personnel System | X |
| **ADTRANS** | Assignment Data Transactions | X |
| **AERS** | Army Educational Requirements System | X |
| **AFCOS** | Automated Fund Control Orders System | X |
| **AG-601** | Reserve Component Officers Eligible for Promotion Consideration | X |

| System Acronym | System Name | DIMHRS |
|---|---|---|
| **AHRS** | Army Human Resource System | X |
| **AIMS** | Automated Instructional Management System | |
| **AIMS-PC** | Automated Instructional Management System - Personal Computer | X |
| **AKO** | Army Knowledge Online | X |
| **ALMC** | Army Logistics Management College Student Data System | |
| **AORS** | AR-PERSCOM Orders and Resource System | N/A |
| **ARADS/ ARISS** | Army Recruiting and Accession Data System/Army Recruiting Information Support System | X |
| **ARACMIS** | Army Reserve Acquisition Corps Management Information System | N/A |
| **ARCCA (USARC)** | Army Reserve Clinical Credentialing Affairs | X |
| **ARISS** | Army Recruiting Information Support System | X |
| **ARISS-GRC** | Army Recruiting Information Support System - Guard Readiness Center | X |
| **ARM** | Automated Requirements Model | |
| **ARNG, TIER 3 System (RRR)** | Defense Manpower Data Center Reserve Retirement Repository (RRR) | X |
| **ARPC-ZPP (PPO)** | Interfaces with MOPBERS (HRC-St. Louis, Army Reserves) for PPO personnel data | X |
| **ASIP** | Army Stationing and Installation Plan | |
| **ASIPS** | Action-Specific Implementation Plans | X |
| **ASK** | Assignment Satisfaction Key | X |
| **ATRRS** | Army Training Requirements and Resources System | X |
| **AUDIT** | Internal process to maintain data/database integrity. | X |
| **AUTOPROM** | Automatic Promotion (automatically promote soldiers from E1-E3 based on time and grade in service) | X |
| **BCPRS** | Branch Cadets Personnel Records System. | X |
| **BNA** | By Name Assignments (US Marine Corps) | |
| **IWS-EBS** | HRC-STL E-Board Support System | N/A |
| **CAPPMIS** | Career Acquisition Personnel & Position Management System | |
| **CCF** | Central Personnel Security Clearance Facility | X |
| **CCIMS** | Cadet Command Information Management System | X |
| **CMDSM** | Career Management Decision Support Model | X |
| **CMS** | Clearance Management System | X |
| **DAPC-70** | Dept of Army MOS; Provides MOS retention rates and G/L info. | X |
| **DAPCX-386** | PERSCOM Enlisted Personnel Data Update System | X |
| **DAPCX-461** | Structure & Composition System-A | X |
| **DAPMIS** | Department of the Army Photo Management Information System | X |
| **DAU-OSS** | Defense Acquisition University Operational Support | |
| **DAU-STARS** | Defense Acquisition University – Student Tracking and Records System | |
| **DARMS** | Developmental Army Readiness and Mobilization System | X |
| **Data Audit (AUDIT)** | AUDIT | X |
| **DB** | Database (generic) | X |
| **DBA** | Data Base Administration | |
| **DCAS** | Defense Cash Accountability System | X |
| **DCPDS** | Defense Civilian Personnel Data System | X |
| **DCSBOS** | Deputy Chief of Staff for Base Operations | |
| **DCSPER-411** | Deputy Chief of Staff for Personnel | X |
| **DCSPER-541** | Deputy Chief of Staff for Personnel | X |
| **DCSPER-654 Part 2** | Deputy Chief of Staff for Personnel | X |
| **DEOMI** | Defense Equal Opportunity Management Institute Integrated Database | |
| **DLI** | Defense Language Institute | X |

| System Acronym | System Name | DIMHRS |
|---|---|---|
| **DMDC** | The Defense Manpower Data Center | X |
| **DMO** | Division of Marine Operations | X |
| **DMSS** | Defense Medical Surveillance System | X |
| **DRAS** | Defense Retiree and Annuitant System | X |
| **DSAMS** | Defense Security Assistance Management System | |
| **eArmyU** | eArmyU | X |
| **EDAS** | Enlisted Distribution and Assignment System | |
| **EDAS-Trainees** | Enlisted Distribution and Assignment System Trainees | |
| **ELIM** | Enlisted Loss Inventory Model | |
| **eMilPo** | Electronic Military Personnel Office | X |
| **Enlisted System Reconstruct** | Enlisted System Reconstruct | X |
| **EREC** | Enlisted Records and Evaluation Center | X |
| **FOCUS** | Freespace Optical / Near-Optical Communications System | X |
| **FORSCOM PRISM II** | U.S. Army Forces Command - Portable Reusable Integrated Software Modules | X |
| **FPS** | Facility Planning System | |
| **FTDTL-IMS** | Interfaces with DAPMIS to send drug test results from the labs to DAMIS-HQ | X |
| **GCCS-A** | Global Combat Support System - Army | X |
| **GCIAS** | GIAC Certified Intrusion Analysts | X |
| **ILIDB** | Installation Level Integrated Database | X |
| **iPERMS** | Total Army Enterprise Integration, National Guard State PERMS | X |
| **IRR-PIM** | Investigative Records Repository - Personal Information Manager | X |
| **ITRR-GIS** | Individual Training Requirements and Resources – Geographic Information System | X |
| **ITG(IVRS)** | Interactive Voice Response System | |
| **IWS** | Integrated Weapon System | X |
| **IWS-RCCS** | RAD CLAS Corrections System | N/A |
| **IWS-SMS** | Soldier Management System Suite of Systems | N/A |
| **IWS-SMSV-SGLI** | SMSV-Serviceman's Group Life Insurance (retired functionality -- subsumed by IWS-SMS) | N/A |
| **JCS-1052** | Military Strength Data for Joint Force Status Reporting System (FORSTAT) | X |
| **JDAMIS** | Joint Duty Assignment Management Information System | X |
| **KEYSTONE-Request-CS** | Keystone – Recruit Quota System Client Server | |
| **KEYSTONE-Retain-CS** | Keystone – Retention System – Client Server | |
| **LMS** | Learning Management System | |
| **MBIS** | Mailbox Information System | |
| **MIS** | PERSCOM STAT DATABASE (or MIS) | X |
| **MOANS** | The Military Occupational Analyst System | X |
| **MOBMAN** | Mobilization Manpower Planning System | X |
| **MOBPERS** | Mobilization Personnel Processing System | N/A |
| **MODS** | Medical Occupational Data System | X |
| **MOSLS** | Military Occupational Specialty Level System | X |
| **MPA** | Military Personnel, Army | X |
| **MySmartForce** | | |
| **Navy-MIS** | Acquisition Workforce Management System | |
| **Navy-DACM** | Navy Director of Acquisition Career Management | |
| **National Archives** | National Archives | X |
| **NCOERS** | Noncommissioned Officer Evaluation Reporting System | X |
| **NGB – RCMS (RCAS)** | Army National Guard Bureau – Reserve Component Management System | |
| **NSA** | National Cryptologic School | |
| **OCAR** | Office of the Chief Army Reserve | N/A |

| System Acronym | System Name | DIMHRS |
|---|---|---|
| **ODP** | Officer Distribution Plan | X |
| **Officer Strength Extract** | Officer Strength Extract | X |
| **PaYS** | Partnership for Youth Success | X |
| **Pentagon** | Pentagon | X |
| **PEPDUS3 (DAPCX-386)** | PERSCOM Enlisted Personnel Data Update System | |
| **PER-DSS-A2SF** | Personnel Decision Support System Mobilization | |
| **PER-DSS-PAM/PAM XXI** | Personnel Decision Support System, Personnel Authorization | X |
| **PER-DSS-ATSF** | Personnel Decision Support System, Active Army Strength Forecaster | |
| **PERMS** | Personnel Electronic Records Management System | X |
| **PERS-DSS-MOBMAN** | Personnel Decision Support System, Mobilization Manpower Planning | X |
| **PERSTEMPO** | Personnel Tempo | X |
| **PIM** | Personal Information Manager | X |
| **PLM-O** | FORSCOM  troop file (HRC-St. Louis, Army Reserves) | N/A |
| **PIM** | Pretrained Individual Manpower Stratification Model | X |
| **PRISM II** | Portable Reusable Integrated Software Modules People Directory | X |
| **PSD-7 Part 1** | Enlisted Army Gains and Losses System | X |
| **PSD-7 Part 2** | Officer Army Gains & Losses System | X |
| **PSD-9** | Enlisted Gain/Loss Transactions | X |
| **PSV-A** | No Description | X |
| **RAPIDS** | Real Time Automated Personnel Identification System | X |
| **RCMS** | Reserve Component Manpower System | X |
| **RCMS/ IMARC** | Reserve Component Manpower System / Information Management and Reporting Center | X |
| **RCMS/NEWRCMS/ CRRT** | Reserve Component Manpower System /Carrier Route Information System | X |
| **RECBASS-R** | Reception Battalion Automated Support System – Redesign | |
| **RICS** | RDMS Interface Control System | N/A |
| **RLAS** | Regional Level Application Software | N/A |
| **ROTC-CC** | Reserve Officer Training Corps – Cadet Command | |
| **RRR** | Reserve Retirement Repository | X |
| **SAM** | Standard Army Maintenance | X |
| **SAS query** | No Description | X |
| **SATFA** | Security Assistance Training Field Activity | |
| **SECCLEAR** | Security Clearance Management System | |
| **SEPM** | Enlisted Promotion Model | X |
| **SORTS** | Status of Resources and Training System | X |
| **SSA** | Supply Support Activity | X |
| **STANFINS (DADI)** | Standard Financial System | X |
| **Interactive PERMS** | Interactive Personnel Electronic Records Management System | X |
| **TAADS** | The Army Authorization Document System | X |
| **TAADS Block Two** | The Army Authorization Document System | X |
| **TAMMIS** | Theater Army Medical Management Information System | X |
| **TANDUM** | No Description | X |
| **TAPDB-AE** | Total Army Personnel Database Enlisted | |
| **TAPDB-ARNG** | Total Army Personnel Database - ReserveTotal Army Personnel Database-Army National Guard | |
| **TOPTUSTAPDB-R** | Total Officer Personnel Transaction Update SystemTotal Army Personnel Database - Reserve | |
| **TOS (DAPCX-386)TOPTUS** | TOS External Total Officer Personnel Transaction Update System | |
| **TRADOC via RECBASSTOS (DAPCX-386)** | US Army Training and Doctrine Command via Reception Battalion Automated Support System TOS External | X |
| **TRANSPROCTRADOC via RECBASS** | Transition Processing US Army Training and Doctrine Command via Reception Battalion Automated Support System | X |

| System Acronym | System Name | DIMHRS |
|---|---|---|
| **TREDSTRANSPROC** | Training & Visual Information Support System Transition Processing | X |
| **TREDS-RTREDS** | TRADOC Educational Data System Training & Visual Information Support System | X |
| **TRICARETREDS-R** | TRICARE - Military Health System TRADOC Educational Data System | X |
| **TROUPERSTRICARE** | Training, Readiness & Operations Unit Planning, Execution and Resourcing System TRICARE - Military Health System | |
| **TRRMSTROUPERS** | Training Requirements & Resources Mgmt. Sys Training, Readiness & Operations Unit Planning, Execution and Resourcing System | X |
| **TSP Record KeepingTRRMS** | No Description Training Requirements & Resources Mgmt. Sys | X |
| **USAF-MILMODTSP Record Keeping** | USAF Modernized Air Force Personnel Data System No Description | X |
| **USAFMSAUSAF-MILMOD** | US Army Force Management School USAF Modernized Air Force Personnel Data System | X |
| **USAHRC USAFMSA** | US Army Human Resources Command US Army Force Management School | X |
| **USARC USAHRC** | US Army Reserve Command (USARC)US Army Human Resources Command | X |
| **USARECUSARC** | United States Army Recruiting Command US Army Reserve Command (USARC) | X |
| **USAREC, ARNGUSAREC** | United States Army Recruiting Command - Army National Guard United States Army Recruiting Command | X |
| **USMA –OEMAUSAREC, ARNG** | United States Military Academy Office of Economic and Manpower Analysis United States Army Recruiting Command - Army National Guard | X |
| **UTSUSMA –OEMA** | Unit Training System United States Military Academy Office of Economic and Manpower Analysis | X |
| **VISTA UTS** | No Description Unit Training System | X |
| **WALTER REEDVISTA** | No Description No Description | X |
| **WEB/AKOWALTER REED** | AKO data updates to AGRMIS No Description | X |
| **WHSWEB/AKO** | Washington Headquarters Services AKO data updates to AGRMIS | X |
| **WINPASWHS** | Windows for Personnel Accounting System Washington Headquarters Services | X |
| **WINPAS** | Windows for Personnel Accounting System | X |

**Table 2-4. Legacy Systems that will Interface with DIMHRS.[6]**

## 2.5 Milestones

Critical milestones for data migration, separated by systems analysis and transition planning, interface integration, and data conversion and migration work streams are shown below in Figure 2-3.

[6] Appendix B.1 of the Data Migration Plan indicates the frequency of the interface, the type of information that is passed, the sending and receiving node, a designation of critical or non-critical information, frequency of the interface, and the classification level of the information.

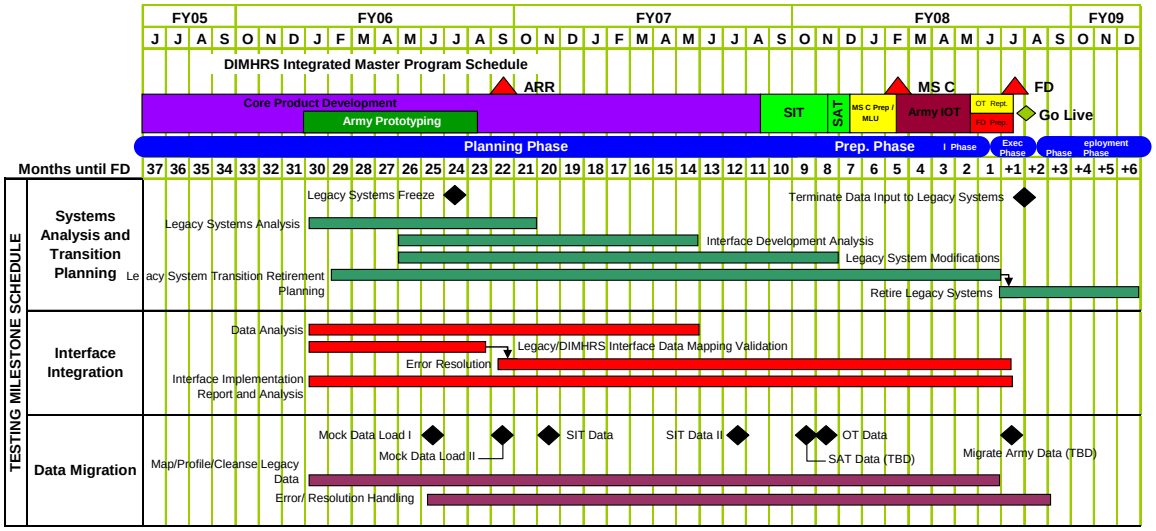


**Figure 2-3. Data Migration Milestone Schedule**

## 2.6 Metrics and Reports

To ensure that data quality levels do not drop after the data is initially cleansed, the Multi-Component Data Reconciliation team measures the data quality levels and makes a determination as to their acceptability. The team collects, verifies, and reports results from component data cleansing activities as well as team validation and resolution activities. Monthly reports illustrate the discrepancies and are used to coordinate actions with the components. The team uses these reports to track progress and ultimately identify shortfalls that contribute to the error. Metrics include:

- Number of records researched
- Number of records forwarded to components
- Number of records resolved by components
- Monthly resolution progress

Table 2-5 below depicts the frequency of reports and activities for the team as well as report format and distribution. Team report requirements will change as new activities or processes are added. Additional procedures added will require new reports or the frequency may change.

| Report/Activity | Description | Frequency | Format | Distribution |
|---|---|---|---|---|
| Component Determination Report | Error Resolution Processing and Tracking | Daily | Excel | Service Component<br>Team Leader<br>Team Members |
| Team Consolidation Report | Consolidated Results tracking | Weekly | Excel | Service Component<br>Team Leader<br>Team Members |

| Report/Activity | Description | Frequency | Format | Distribution |
|---|---|---|---|---|
| ADPO Multi-Component Status Report | Reflects status and disposition of actions. Consolidated | Weekly | Excel | Program Manager<br>Team Leader<br>ADPO<br>Team Members |
| Weekly Synchronization Meeting Report | Weekly Team Progress | Weekly | Power-Point | ADPO<br>Program Manager<br>Team Leader<br>Team Members |
| Team Consolidation Report | Individual Components TAB | Monthly | Excel | Components<br>Program Manager<br>ADPO |
| Baseline Reports | Duplicate SSN<br>X-Files<br>Pers/Pay Mismatch<br>Duplicate DJMS-RC/AC | Monthly | Excel | Team Leader<br>Team members |
| QTRLY TEAM Meeting | All Team members participate | QTRLY | | Multi Component Data Validation Team |

**Table 2-5. Multi-Component Reporting Activities**

## 2.7 Retirement of Systems Subsumed by DIMHRS

Currently there is no information available on this section. The data will be available during a future release of this document. The deployment activities associated with the retirement of systems subsumed by DIMHRS will be completed by a chartered workgroup composed of Subject Matter Experts and stakeholders assigned to this effort.

## 2.8 Maintenance of Systems Interfacing to DIMHRS

Currently there is no information available on this section. The data will be available during a future release of this document. The deployment activities associated with the maintenance of systems subsumed by DIMHRS will be completed by a chartered workgroup composed of Subject Matter Experts and stakeholders assigned to this effort.

# 3.0 Test and Evaluation

Test and Evaluation (T&E) is a critical component in the System Development Life Cycle for DIMHRS and other PeopleSoft capabilities. This section of the Deployment Plan discusses the test approach, test fall back plans, test schedule, test support personnel requirements, test support training requirements and test infrastructure.

## 3.1 DIMHRS Testing and Evaluation

DIMHRS T&E takes place prior to the Milestone C Decision. Operational Testing (OT) of the system is required before an IOC is achieved. As the Execution Phase of Deployment initiates upon approval and at the direction of the Milestone Decision Authority (MDA), all test and evaluation activities occur during of the Preparation and Pre-Execution phases of DIMHRS Deployment.

## 3.2 Test Approach

The DIMHRS testing program is divided into two phases, the Development Phase and the Operational Testing Phase. Each of these phases will include extensive testing activities.

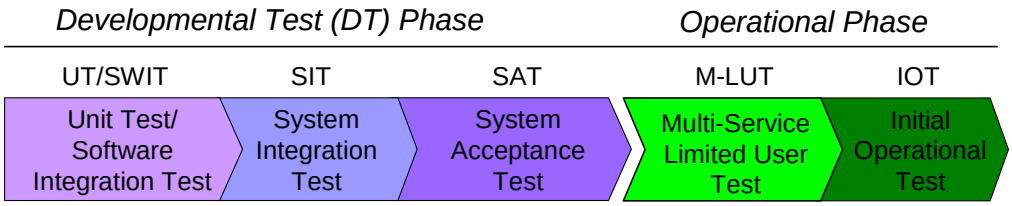


**Figure 3-1. Test Phases**

### 3.2.1 The Development Phase

The Development Phase consists of four distinct activities: Unit Test (UT), Software Integration Test (SWIT), System Integration Test (SIT) and System Acceptance Test (SAT).

- **Unit Test (UT)** – During the Unit Test activity, The Developer and Integrator (D&I) verifies that individual pieces of software function properly as standalone units. This activity is currently underway and the Army has a team working through the DoD Program Manager that reviews the functionality developed by the D&I.

- **Software Integration Test (SWIT)** – During the Software Integration Test activity, the D&I verifies that the software previously tested separately in

the UT activity is operational when combined. Primary considerations include the new software developed for the project and validation that vendor updates and fixes are correctly applied. This activity is currently underway and the Army has a team working through the DoD Program Manager that reviews the functionality developed by the D&I.

- **System Integration Test (SIT)** – During the System Integration Test activity, the D&I develops both scenarios and scripts and conducts tests to verify that the combined, previously tested software is operational when integrated, and that the system is fully operational. This includes all functional and technical aspects of DIMHRS. The Army is an observer during this activity, and reviews and provides input to the test scenarios developed by the D&I. Primary considerations include the new software developed for the project and validation that the vendor updates and fixes are correctly applied.

- **System Acceptance Test (SAT)** – During the System Acceptance Test activity, the D&I and Army testers validate the processes and Business Rules implemented within the system to ensure that the system requirements are addressed. SAT provides users with an opportunity to use the system as designed and implemented to execute business scenarios. SAT also conducts an early assessment of the operational test requirements (e.g. Measures of Effectiveness), verifies operational capabilities (e.g., the Help Desk and System Maintenance), and serves as a means to verify end-user acceptance that the system meets all requirements. This activity is run by the DoD Program Manager using the test scenarios developed for SIT in addition to the new end-to-end scenarios developed for this test phase. The Army reviews the D&I scenarios and adds new scenarios, as appropriate.

### 3.2.2 The Operational Phase

The Operational Phase consists of two distinct activities: Multi-Service Limited User Test (M-LUT) and Initial Operational Test (IOT).

- **Multi-Service Limited User Test (M-LUT)** – During the Multi-Service Limited User Test activity, Army Test and Evaluation Command (ATEC) manages all testing activities in a laboratory test environment. With test scenarios developed by the Army, the testing is performed by a limited group of Army DIMHRS and Unit users who verify the degree to which DIMHRS performs its mission and is suitable for use in its intended environment. DIMHRS operational capabilities such as the Help Desk, Training, and System Maintenance are also evaluated during the M-LUT.

- **Initial Operational Test (IOT)** – During this activity, the “total system” is tested by selected units and evaluated by the OTAs. IOT does not utilize

scenarios, but is based on the normal events of the Army, National Guard, and Reserves. The purpose of IOT is to objectively assess the ultimate operational effectiveness, suitability, and survivability of the system in a production (or production-representative) environment using real data and actual users.

### 3.2.3 Test Scenarios

As referenced in the SIT, SAT, M-LUT and IOT descriptions above, Army-developed scenarios will be applied to the system at each of the various phases of testing (with exception of the Unit Test phase) by the Army DIMHRS Test and Evaluation team to evaluate its operational effectiveness, suitability and survivability. The process involved in the creation of the testing scenarios is depicted in the diagram in Figure 3-2. Army Scenario Working Groups Methodology, below.

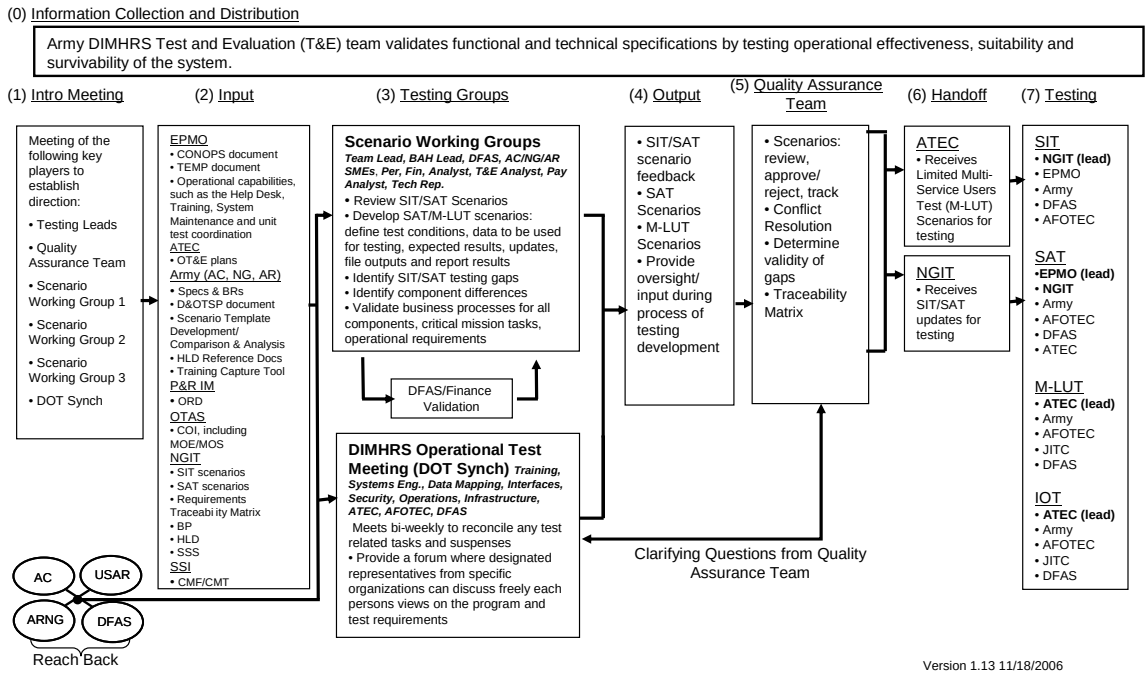


**Figure 3-2. Army Scenario Working Groups Methodology**

## 3.3 Test Schedule

A basic outline of test activities, including which organization is responsible for those activities, who will conduct the testing, and duration of testing activities is outlined in Figure 3-3.

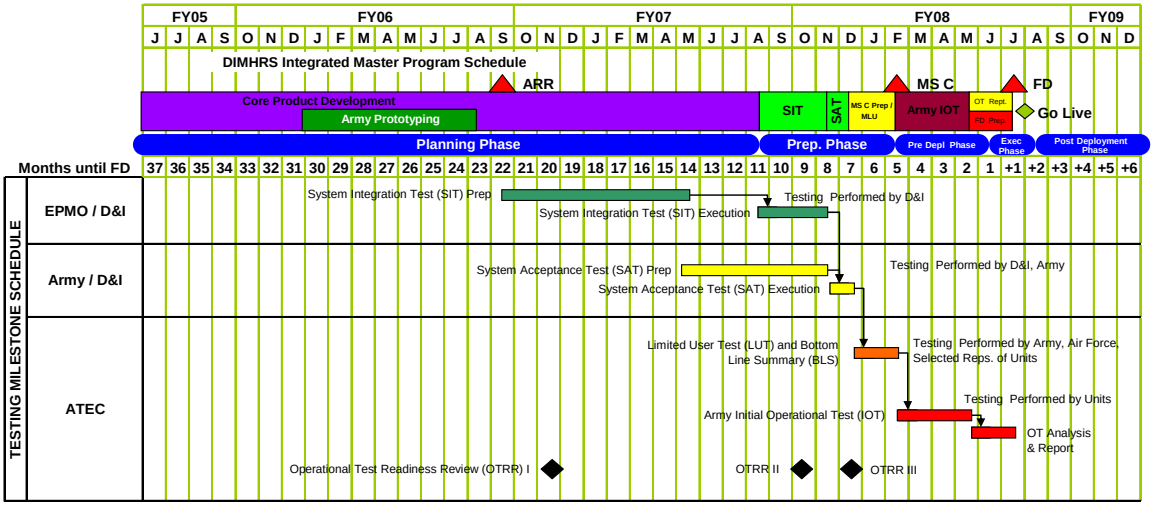


**Figure 3-3. High Level Testing Milestone Schedule**

## 3.4 Test Support Personnel Requirements

The Event Design Plan (EDP) provides the support personnel requirements for Operational Test and Evaluation (OT&E) and is the responsibility of the Army Office of Technology Assessment (OTA), US Army Test and Evaluation Command (ATEC).

## 3.5 Test Support Training Requirements

The EDP provides the test personnel training requirements for OT&E. ATEC, working through the T&E IPT, is responsible for identifying and coordinating the test personnel training requirements and resources. The training requirements for SAT are the responsibility of EPMO.

## 3.6 Test Environment Infrastructure

The test environment infrastructure, to include testing interfaces, cannot be confirmed until the D&I releases the formal System Design Description (SDD). Normally this document is produced and briefed to the Materiel Developer on or about the Critical Design Review (CDR). Deployment planning and support is not applicable to test planning and support. Creation and maintenance of the test environment infrastructure is the responsibility of the EPMO through its D&I contractor. Referer the next release of the Test and Evaluation Master Plan (TEMP) shown in Appendix J - for greater detail regarding the test environment infrastructure.

# 4.0 Security

## 4.1 Systems Security

The *PeopleSoft* modules must comply with all Department of Defense (DoD) and Defense Information Systems Agency (DISA) security requirements to include compliance with existing and evolving standards as specified in the Joint Technical Architecture (JTA), the Defense Information Infrastructure (DII) and the Common Operating Environment (COE).

The DIMHRS D&I is responsible for complying with all DoD, DISA and DIMHRS specific security requirements. The security requirements for DIMHRS are documented in the System Security Authorization Agreement (SSAA) prepared by the P&R IM. These requirements call for DIMHRS to minimize the potential for unauthorized access to data (see: DIMHRS (Pers/Pay) ORD pages 1-6 & 5-2 and DRM pages 11 & 21), meet security requirements for “Sensitive, but Unclassified” (SBU) data at Tier-I, and III processing levels (see: DIMHRS (Pers/Pay) ORD page 4.3), and Army specific security requirements (Army Regulation 25-2).

DIMHRS is to operate on Non-Developmental Item (NDI) equipment using COTS and Government Off-the-Shelf (GOTS) software to the maximum extent possible. The DIMHRS design will include the capability for rapid implementation of system changes to support requirements, including legislative and policy changes. All system hardware will be, at a minimum, DII COE Level 6 compliant. Procurement will be for COTS/NDI hardware on a schedule in accordance with the IMPS. The DIMHRS program will not provide unique hardware. The hardware already installed by the Army (e.g., workstations) that is already compatible with the DIMHRS system architecture and is compliant with DII COE Level 6 will be used.

## 4.2 Systems Security Roles

The table below lists the system security roles that will need to be considered as part of security planning. Along with each role is a summarization of the duties associated with each role.

**System Security Roles**

| Job Classification | Summary Of Duties |
|---|---|
| **System Operator** | Monitor system operation<br>Respond to minor failures and outages<br>Create routine software backups<br>Perform routine system and file maintenance<br>Participate in administration activities |
| **Hardware Maintainer** | Respond to hardware failures<br>Perform troubleshooting and diagnostic tests<br>Replace failed components<br>Maintain component failure records<br>Respond to ISEA inquiries<br>Participate in administrative activities |
| **Database Administrator** | Respond to database failures<br>Perform troubleshooting and diagnostic tests<br>Devise solutions to database problems<br>Perform all database maintenance processes<br>Maintain database problem records<br>Respond to Help Desk inquiries<br>Participate in administrative activities<br>Perform data backup for Tier I |
| **Network Technician** | Respond to network failures<br>Perform troubleshooting and diagnostic tests<br>Devise solutions to network problems<br>Replace/repair network components<br>Maintain network problem records<br>Respond to Help Desk inquiries<br>Participate in administrative activities |

**Table 4-1. System Security Roles.**

## 4.3 Application Security

DIMHRS accesses hierarchies, roles and permissions for functional security based on PeopleSoft's security/administration functionality. Table 4-2 describes the generic application security roles that are needed to support both the DIMHRS and the additional PeopleSoft modules. The process to define these *PeopleSoft* security elements for DIMHRS is below.

**Application Security Roles**

| Job Classification | Summary Of Duties |
|---|---|
| **PeopleSoft Systems Administrator** | Apply PeopleSoft patches and fixes<br>Manage and migrate application updates by developers<br>Configure and update system level tables<br>Provide general software administration |
| **PeopleSoft Security Administrator** | Support the security maintenance process<br>Provide access to the DIMHRS and Learning Management applications<br>Maintain Roles and permissions lists<br>Troubleshoot and resolve security issues |
| **Application Developer** | Respond to software failures<br>Perform troubleshooting and diagnostic tests<br>Devise solutions to software problems<br>Maintain software bug records<br>Respond to Help Desk inquiries<br>Participate in administrative activities |
| **Functional Business User and Manager (multiple roles will be created based upon the specific business functions performed by a user)** | Duties specific to assigned job will determine the permissions and access associated with these security |

**Table 4-2. Application Security Roles.**

### 4.3.1 System Administrator

The PeopleSoft definition of a “Super User” is robust and includes the following functions within the application: Security Administration, System Integration, System Administration, System Architecture, Database Administration (DBA) Technical Lead, Network Administration Quality Assurance, and Help Desk (Tier II & III) Web Administration. For the Army’s purposes, the DIMHRS “System Administrator” is defined as an individual that resides at designated levels within the Army command and staff structure responsible for managing and administering the roles and permissions of DIMHRS users within their area of responsibility. The proposed general responsibilities for DIMHRS “System Administrator” are below. Additional potential roles at various Army operational levels are described in Section 4.3.2.

- Manages roles and permissions for DIMHRS users within their area of responsibility, including creating, modifying, and deleting accounts

- Provides general support for technical and database related issues, such as error resolution, etc.
- Generates reports and queries within assigned hierarchy
- Ensures compliance with policies and procedures
- Maintains tables within assigned hierarchy
- Plans and coordinates for DIMHRS connectivity

### 4.3.2 Proposed DIMHRS "System Administrator" Responsibilities by Level

**General Responsibilities That Apply to All Levels:**

- Manages roles and permissions for DIMHRS users within their area of responsibility which includes creating, modifying and deleting accounts
- Generates reports and queries within assigned hierarchy
- Provides general support for technical and database related issues, such as error resolution and strength deviations at the Operational level and policy at the strategic level
- Ensures compliance with policies and procedures
- Plans and coordinates for DIMHRS connectivity

**Additional Responsibilities:**

Strategic level:

- At the Army G-1, OCAR and NGB level, additional duties will include providing input on policy for all matters pertaining to Army specific DIMHRS related issues and maintaining tables when required.
- DIMHRS "Super User" at this level will have the ability to view the entire Army population in DIMHRS.

Operational Level:

- HRC and Joint Force Headquarters (JFHQ) – Provide functional and technical guidance to Army field level Super Users. HRC will also perform table maintenance as required.
- Human Resources Sustainment Center (HRSC):
    - Manage personnel information (manual and/or electronic) on assigned/attached personnel that updates the following systems: DIMHRS, Tactical Personnel System (TPS), Deployed Theater Accountability Software (DTAS), Army Casualty Information processing System (DCIPS-Forward)
    - Monitor Personnel Accounting/Strength Reporting (PASR) through access to DIMHRS and DTAS
    - Provide technical guidance for personnel information management (PIM) to subordinate HR Operations Cells, G-1s and Brigade/Brigade Combat Team (BCT) S-1s
    - Publish implementing instructions for personnel policies and programs for support units and the theater

- Establish and maintain Army/Army Service Component Command (ASCC) personnel database
- Maintain tables within assigned hierarchy
- Provide technical assistance to supported units on all personnel automated systems in theater

Tactical Level:

- Corps and Division coordinates PIM requirements for the Division/Corps and ensures that the deployed database is properly updated and that R5 operations maintain timely and accurate status of transiting Division/Corps Soldiers:
    - Establish and enforce reporting requirements for subordinate units
    - Monitor automated Theater deployed personnel accountability system
    - Synchronize the timely vertical flow of automated personnel information from the battalions and separate units
    - Develop command relationships with subordinate task organized units to ensure timely and accurate PASR
- Bde Level: There are no additional responsibilities other than those listed above under General Responsibilities
- Installation Management Agency (IMA) Level: Perform general duties outlined in General Responsibilities above. Additional responsibility includes maintenance in DIMHRS. The Department of Information Management (DOIM) “System Administrator” which performs the following functions:
    - Provides system management and administration support consisting of proprietary and COTS hardware and software networked via global terrestrial and Radio Frequency (RF)/satellite communications equipment in support of 24/7 operations
    - Provides services to business partners and information technology professionals
    - Provides real-time monitoring, traffic tracking, and trend analysis
    - Provides technical leadership to the Network Operations Center (NOC) support staff in troubleshooting problems and address network outages
    - Conducts research and analysis

# 5.0 Supportability

## 5.1 Background

The EPMO will manage the DIMHRS Program as an Acquisition Category (ACAT) IAM for Major Automated Information Systems (MAIS). The requirement for the Army DIMHRS Office (ADPO) to develop an Integrated Logistics Support Plan (ILSP) has been in accordance with DoD 5000 Series requirements. The previously prepared Army Logistics Support Plan (ALSP) document is now called the Army DIMHRS Supportability Strategy (ADSS). The ADSS will function as a working level document used to describe the overall Integrated Logistics Support (ILS) effort and include requirements, tasks, and milestones for current and succeeding acquisition phases as well as to plan and identify logistics roles and responsibilities for the ADPO for deployment through FOC (sustainment) and beyond.

## 5.2 Objectives

The ADSS provides essential information for successful and cost effective accomplishment of all ILS requirements for Army DIMHRS supporting personnel and pay transformation. Although a part of overall Army DIMHRS programmatic documentation, ADSS is designed for use as a stand alone document for ILS planning. ADSS will provide ILS inputs from Army DIMHRS to EPMO and allows participation in studies and analyses used to develop and deploy logistics support elements for Army DIMHRS. The central objective of this ADSS is to ensure all relevant logistics support elements are evaluated to provide the support necessary to meet performance and Army DIMHRS requirements and Key Performance Parameters (KPP) defined in DIMHRS ORD for support of MS B, dated 2 July 2001. A new DIMHRS ORD for support of MS C is currently under development by P&RIM for the EPMO. The ADSS has been written using guidance of the Army Regulation (AR) 700-127, Integrated Logistics Support, the Department of the Army Pamphlet (DAPAM) 700 56, Logistics Supportability Planning and Procedures in Army Acquisition, and the Army DIMHRS Program Management Plans (PMPs) under development and due out in February 2007. The ADSS will document recent Army DIMHRS programmatic activities, establish further logistic guidance, and provide continued planning necessary to ensure efficient, effective and sustained logistic support for Army DIMHRS. The ILS management and applicable documents are also discussed in detail. The ADSS is intended to serve primarily as a basic reference document for those organizations and activities directly responsible for planning, management, and execution of the Army DIMHRS by all Components, Major Army Commands (ACOMs), subordinate commands, and Field Operating Agencies (FOAs). The following objectives were established for the ADSS:

a. Identify and document the logistics requirements or constraints;

b. Describe the required logistics actions, tasks, and milestones;

c. Ensure all of the relevant ILS elements have been considered;

d. Provide the logistic information for review and decision making;

e. Establish the responsibilities for all of the ILS participants; and

f. Integrate the ILS planning for all aspects of Army DIMHRS.

## 5.3 Organizations and Their Responsibilities

The EPMO is designated as the Materiel Developer (MATDEV) responsible for implementing the Army Requirements Refinement (ARR) to the Army DIMHRS development process. Training and Doctrine Command (TRADOC), Soldier Support Institute (SSI), and Combined Arms Support Command (CASCOM) are designated as Combat Developers (CBTDEV) responsible for the Army user community. The Army's Program Executive Office Enterprise Information Systems (PEO EIS) is the Total Life Cycle Systems Manager (TLCSM) for Army DIMHRS. PEO EIS will maintain overall responsibility for the planning and implementing of ILS as an integral part of the Army DIMHRS acquisition phases, to include the sustainment phase. The PEO EIS supportability effort will fulfill the needs for all Army users.

## 5.4 ADSS Approval and Update Process

The ADSS will be staffed and approved by the ADPO, and delivered to the EPMO for inclusion in the EPMO ILSP. Any periodic ADSS updates will be reviewed by representatives of the Army Components, (namely Active, Reserve and Guard), and the CBTDEV representatives. The primary users of the ADSS are representatives from:

a. MATDEV for requirements;

b. CBTDEV for user communities;

c. ATEC for Test and T&E activities;

d. ADCC for activities supporting Army DIMHRS and the Front Door Initiative;

e. Army DIMHRS Training Team for training development;

f. Army DIMHRS Deployment Team for Deployment development; and

g. ADPO Operations Branch for Logistics Support.

# 6.0 Training

Training for Army DIMHRS is separated into two components: System Application Training and New Business Process Training. The EPMO is responsible for development of the System Application Training and the delivery of the training to the ADPO. The ADPO will develop the Army DIMHRS New Business Process Training and integrate this into the System Application Training to produce DIMHRS New Equipment Training (NET).

The ADPO will lead and coordinate all Army DIMHRS NET initiatives with EPMO in coordination with the AC, USAR and ARNG, IMCOM and DFAS.

Information in this section is explained in greater detail in Appendix K - System Training Plan (STRAP) for the DIMHRS.

## 6.1 Training Approach

Army New Business Process Training will train the documented gaps between Army personnel and pay business processes and what is performed in the DIMHRS Application environment.

The EPMO System Application Training includes DIMHRS Basic Navigation Skills Training and Army DIMHRS System Application Training. The courseware will include both classroom instruction and Distributed Learning (dL) courseware based on suitability of content. The dL provided by EPMO will be developed using the Universal Productivity Kit (UPK), an authoring system for web-based and CD-ROM training that is associated with PeopleSoft. The UPK allows screen shots of the DIMHRS environment to be downloaded for training. All dL courseware produced for the DIMHRS Basic Navigation Skills Training and the Army DIMHRS System Application Training requires compliance with the Shareable Content Object Reusable Media (SCORM) standards and run on the Army Learning Management System (ALMS).

DIMHRS Basic Navigation Skills Training will provide eight instructional hours of dL as a pre-requisite for Army DIMHRS System Application Training. Army DIMHRS System Application Training will provide 40 instructional hours of classroom Instructor Led Training (ILT) integrated with 40 hours of Army New Business Process Training. An additional 40 hours of dL will be provided that trains Integrated System Application Training and Army New Business Process Training dL. This is illustrated in Table 6-1. Training Breakdown (Sequence, Content, Methods, Hours, Medium, and Developer).

**Training Breakdown**

| PHASE | SEQUENCE | CONTENT | LEARNING ACTIVITIES/ (METHODS OF INSTRUCTION) | # HRS | MEDIA | TRAINING DEVELOPER |
|---|---|---|---|---|---|---|
| 1 | Required completion prior to Phase 2 | Basic DIMHRS Navigational Skills | Tutorial and Drill and Practice (Conference, Demonstration, Practical Exercises) | 8 | Interactive Multi-Media (WBT and CD-ROM) | EPMO |
| 2 | During resident training | Integrated Army DIMHRS System Application Training and Army New Business Process Training | Tutorials, Guided Instruction, Role Playing, Case Study, and Simulations (Conference, Demonstration, Practical Exercises) | 80 | Classroom Instruction including simulated database exercises | ADPO (40 hrs) EPMO (40 hrs) |
| 3 | Following resident training | Integrated Army DIMHRS System Application Training and Army New Business Process Training | Tutorials (Conference, Demonstration, Practical Exercises) | 40 | Interactive Multi-Media (WBT and CD-ROM) | ADPO |

**Table 6-1. Training Breakdown (Sequence, Content, Methods, Hours, Medium, and Developer)**

All training will be concurrently developed with the system. The EPMO will provide the lessons listed in Table 6-2. DIMHRS System Application Training for the DIMHRS Basic Navigational Skills Training and the Army DIMHRS System Application Training. The ADPO will integrate the Army New Business Process Training and ensure design, development, and validation of all products IAW TRADOC Regulation 350-70 Systems Approach to Training: Management, Processes, and Products, 09 March 1999.

A. Lesson Outlines
B. Lesson Plans for classroom instruction
C. Practical Exercises for classroom instruction
D. dL courseware
E. Tests
F. Instructor Guides

| LESSON # | LESSON TITLE |
|---|---|
| LO001 | Intro to DIMHRS |
| LO002 | Basic Navigational Features |
| LO003 | Help Features |
| LO004 | Work Flow Features |

| LESSON # | LESSON TITLE |
|---|---|
| LO005 | Reporting Tools and Queries |
| LO006 | Checklists |
| LO007 | PAR |
| LO104 | Process Extensions |
| LO105 | Process Reenlistment |
| LO302 | Maintain Member Career Preferences |
| LO303 | Reclassify the Member (Started as Group) |
| LO403 | Job Code/Job Family Maintenance |
| LO405 | Accomplishments Maintenance |
| LO406 | School/Major Maintenance |
| LO601 | Record Disciplinary Actions |
| LO604 | Process Demotions |
| LO205 | Record PRP Qualification Type |

**Table 6-2. DIMHRS System Application Training**

## 6.2 Estimated Numbers of Training Population by Component:

Below is an initial estimate of the HR Specialists population. These numbers represent the HR Specialists who will require training and does not include self-service users.

**Personnel and Pay Specialist Population Figures**

| Component | Personnel and Pay Specialist Population |
|---|---|
| **Army** | 17,000 |
| **Army Reserve**<br>▪ **Full-Time Users**<br>▪ **Troop Program Unit Members** | 23,000<br>8,000<br>15,000 |
| **Army National Guard** | 23,000 |
| **Department of the Army and Department of Defense Civilians** | 7,000 |
| **Total** | 70,000 |

**Table 6-3. Personnel and Pay Specialist Population.**

## 6.3 DIMHRS Training Capability Milestones

Fielding for Army DIMHRS is projected for 1 August 2008 and will be concurrent for all Army personnel support activities. The fielding and NET scope of impact

for Army DIMHRS encompasses 80,000 Army Managers, 75,000 Soldier, civilian, and contracted Human Resources personnel, and 1.3 million Soldiers involved in Self-Service who must all have the requisite training prior to fielding of Army DIMHRS. Figure 6-1 shows the milestone schedule for the training work stream prior to the execution of DIMHRS.

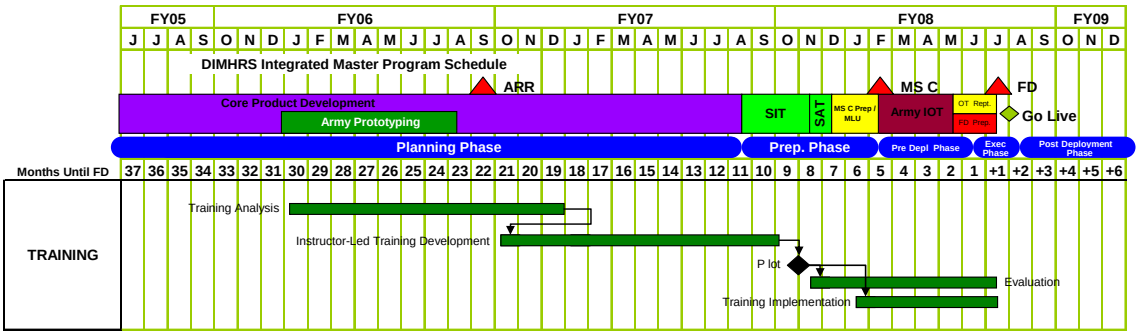


**Figure 6-1. Training Milestone Schedule**

The ADPO is responsible for managing and coordinating the follow-on training process for the Army as new capabilities are introduced. The training process includes the administration of change management, communications, and training activities to prepare the Army for new functionality. These activities make up the capability milestones that are critical to the successful deployment of DIMHRS. The milestones will serve as a foundation to develop a detailed training schedule and to assess the progress of all DIMHRS training efforts as each capability is introduced. Communication with the field regarding new capabilities, changes to current business processes, and training development will play a vital role in managing change for any new DIMHRS capability. The delivery method will be determined prior to implementation.

## 6.4 Training Support Requirements

The ADPO will provide Army Soldier, Civilian, and contractor trainers to implement NET. Army DIMHRS NET will use Master Trainers (MT), Train-the-Trainers/Change Agents (T3) and a New Equipment Training Team (NETT) to implement and complete NET. The trainer population is described in Table 6-4. Army DIMHRS NET Trainer Population.

| TRAINERS | TOTAL # | QUALIFICATIONS |
|---|---|---|
| Master Trainer (MT) | 15 | E6 or above with ANCOC (MTs)<br>Stabilization for a minimum of 36 months<br>Proficient in AOC/CMF 42/43/44/420A<br>Strong oral/written communication skills<br>Have less than 18 years Active Federal Service (AFS) |

| TRAINERS | TOTAL # | QUALIFICATIONS |
|---|---|---|
| Train-the-Trainer (T3)/ Change Agents | A/C 125<br>A/R 125<br>ARNG 162<br>DFAS 15<br>Total 427 | E5 (P) or above with BNCOC<br>Stabilization for a minimum of 24 months CONUS/12 months OCONUS<br>Proficient in AOC/CMF 42/43/44/420A<br>Strong oral/written communication skills<br>Have less than 18 years Active Federal Service (AFS) |
| New Equipment Training Team (NETT) | 4,688 | |

**Table 6-4. Army DIMHRS NET Trainer Population**

The ADPO will provide training for selected fielding support personnel and the tester population.

| TRAINING AUDIENCE | DESCRIPTION OF TASKS/SKILLS REQUIRED |
|---|---|
| Systems Administrators | To Be Provided (TBP) - Currently Under Analysis |
| Army DIMHRS Contact Center (ADCC) - Help Desk Personnel | Assignment/management of user rights, User assessments and certifications, System access, Table maintenance, System security, Use of the system to complete assigned duties and responsibilities, Use of COGNOS queries and ACTUATE tools to retrieve information. |
| Testers for Systems Acceptance Test (SAT) and Limited Users Test (LUT) | TBP - Currently Under Analysis |
| Testers for AC/AR/ARNG Pilots | TBP - Currently Under Analysis |

**Table 6-5. Fielding Support Personnel and Tester Populations**

## 7.0 Change Management Planning

This plan is currently being written to reflect present ADPO strategies.

# 8.0 Communications Planning

Through messages tailored and targeted to specific audience groups, effective execution of the Army DIMHRS Communications Plan (see Appendix H - Communications Plan) will enable the ADPO to successfully educate all stakeholders on the merits of specific DIMHRS capabilities to maximize acceptance and ownership from the Army community.

## 8.1 Army DIMHRS Communications Plan

The primary purpose of the Army DIMHRS Communications Plan is to identify the communication objectives, audiences, messages, mediums, and timing required to support Army DIMHRS goals, objectives, and initiatives. The Communications Plan was developed using input from multiple Army DIMHRS stakeholders and resources and is tied directly to the G-1 Strategic Plan. This document provides a roadmap for Army DIMHRS communications and emphasizes the importance of communicating all DIMHRS development and implementation efforts to stakeholders.

### 8.1.1 Target Audiences

Success of Army DIMHRS Communications is contingent upon identifying the correct audience and reaching out to that audience at the right time with the right message. Figure 8-1 illustrates the Army DIMHRS StratCom target audience categories and groups. These internal and external audience categories and groups are specifically targeted during each phase of communication depending on their level of interest in DIMHRS. The primary focus of Army DIMHRS strategic communications is on the internal Army audience groups.

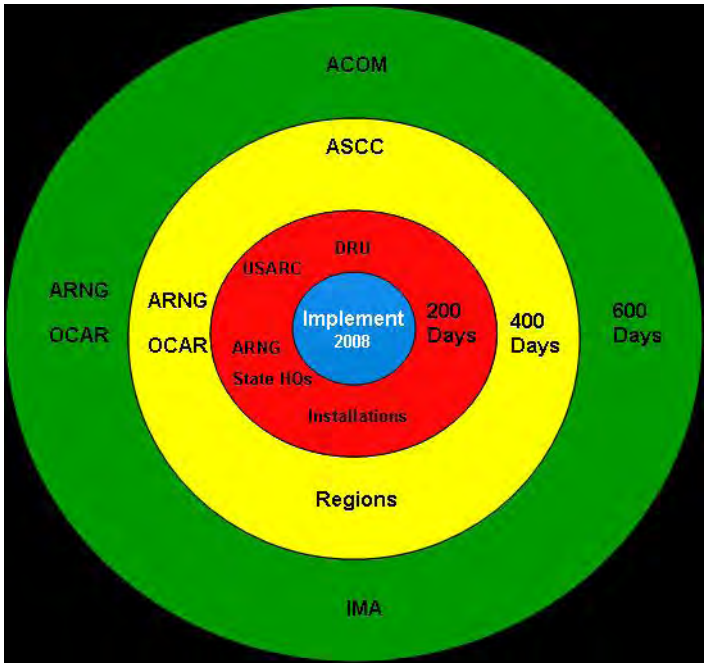


**Figure 8-1. Army DIMHRS StratCom Target Audience Categories and Groups**

## 8.2 Key Themes

To reach each audience group with the appropriate DIMHRS message, the DIMHRS Division has established overarching themes and tailored key messages. The overarching themes are useful because they provide a broad overall message that guides the development of more specific messages. Using this approach, the ADPO will be able to promote DIMHRS and achieve communication objectives in a consistent and coordinated fashion. Table 8-1 outlines some of the key themes for each audience category.

**DIMHRS Themes for each Audience Category**

| Audience Category | Overarching Theme |
|---|---|
| Soldier | ▸ DIMHRS will provide better HR service to the Soldier and their family throughout the Soldier's career and retirement. |
| Commands and Senior NCO | ▸ DIMHRS will streamline HR systems for the most efficient use of human resources supporting the military mission and personnel transformation goals. |
| HR Professionals | ▸ DIMHRS will enable the full integration of human resource customer service for the Service member |
| Additional Internal Audience Categories (Cadets, Veterans, Retirees) | ▸ DIMHRS will streamline HR systems to enable the most efficient use of human resources |
| External Audience Categories (military Services and Agencies, Government Agencies, Civilians) Theme and Key Messages | ▸ DIMHRS will enable the full integration of human resource customer service for the Service member |

**Table 8-1. DIMHRS Themes for each Audience Category.**

### 8.2.1 Communications Matrix

The overarching Army DIMHRS Communications Plan is supplemented with a detailed communication matrix that can be found in Appendix A of the Communications Plan. The matrix includes communication activities that are both general and intended to build awareness and understanding of DIMHRS, as well as more specific activities that are targeted to communicate specific capabilities such as Learning Management and DIMHRS. As DIMHRS evolves, this matrix will be refined and updated.

## 8.3 Communications Phases

Communications activities can be divided into four phases, each ending in a milestone that marks completion of that phase. The phases are Awareness, Understanding, Acceptance, and Ownership.

### 8.3.1 Awareness

Stakeholders in this phase typically express confusion, resentment, denial, resistance, interest, and/or cautious optimism when learning about a change. Stakeholders have limited knowledge of the changes that will come with a new system implementation and are unclear of the scope and depth of the changes, or even the reason for the change.

Activities during this phase include executive briefings to high-level Army Command component stakeholders and senior Army leadership, development and distribution of outreach materials that explain DIMHRS functionality, targeting high profile conferences and expos to promote DIMHRS in the field, and developing a presence on AKO and the ADPO Web site.

The primary audience focus includes ACOMs, IMA, Army Reserve, and ARNG. The secondary audience focus includes Senior Army and DoD Leaders. The major milestones during this phase include ARR and SIT.

### 8.3.2 Understanding

Stakeholders are beginning to comprehend the intent of the change. Although there is not yet full commitment or support for DIMHRS, some of the mystery has been taken out of the new system and process associated changes.

Activities during this phase include executive briefings to a much broader audience beyond Army Command and senior leadership. Activities include fostering outreach to the general Army community by continuing to develop and distribute outreach materials attend conferences and expos, and maintain a strong AKO and ADPO Web presence. The primary audience focus includes Regions/ASCC, Army Reserve, and ARNG. The secondary audience focus includes LTCs/COLs and CSMs/SGMs. The major milestones in this phase include SIT, SAT, and OT Part I.

### 8.3.3 Acceptance

The Army is beginning to experience the change. Stakeholders are becoming more comfortable with DIMHRS by learning to use the system through hands-on experience and training.

Activities include direct interaction with system user groups, mitigation of user concerns, and continuing to maintain a strong outreach presence through outreach materials, conferences and expos, the AKO and the DIMHRS Web sites, and direct interaction with system users. The primary audience focus includes Installations/Direct Reporting Units (DRUs), ARNG State HQs, and USARC/Regional Readiness Commands (RRCs). The secondary audience focus is Army-wide. The major milestone during this phase is OT Part II.

### 8.3.4 Ownership

The Army is using DIMHRS to do their work. Their performance level increases as they gain confidence in the new business processes.

Activities at this phase include addressing any system issues and user concerns through all available outreach channels. The audience is Army-wide. Major milestones during this phase include OT Part II, OT Rept, and FD Prep.

## 8.4 Communications Schedule

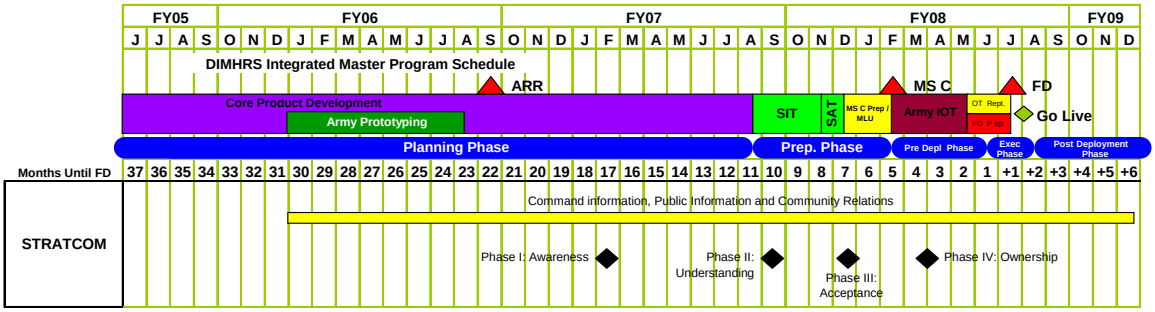


**Figure 8-2. Army DIMHRS Communications Milestone Schedule**

## 8.5 Communications Personnel Requirements

Communications personnel must be able to integrate into all major areas of DIMHRS design and development to include testing, training, and deployment. Each branch of DIMHRS activity will require strategic leveraging of information to Army Command, Senior Leadership, and all potential users of DIMHRS. This information is critical to the implementation and acceptance of DIMHRS in the field.

Personnel must be able to analyze risks and system issues and concerns with regard to stakeholders and users, and provide the information necessary to effectively mitigate these issues and concerns. Personnel must also be able to communicate complex technical information to stakeholders and users to foster understanding and acceptance of DIMHRS at all stages of decision-making, requirements gathering, design and development, testing, training, and implementation.

## 9.0 Resources

The resource estimation for the deployment of DIMHRS to the Army will be the result of determinations of the Army DIMHRS Contact Center COA work order, System Administrator COA work order, the amount of risk tradeoffs accepted in lieu of performance or cost, and the amount of dollars budgeted overall. There are multiple tasks to be performed leading up to “Go Live” of DIMHRS for the Army and at the turn key of DIMHRS, there is an expected “spike” of a spectrum of issues given the overall 1.3 million customers to be serviced. Specifics will be provided in Iteration 4.1 to include human resources (knowledge, skills, and abilities), risks, infrastructure and budgeting.

# 10.0 Deployment Readiness Checklist and Assessment

A critical role of deployment is to develop readiness criteria, monitor these areas, identify issues/risks and develop mitigation strategies. The main document to guide this work is a very detailed readiness checklist. It will cover items in each phase critical of deployment from the program level to the lowest organizational levels in the Army where needed. The checklist will also aid in identifying where lower levels of instruction are needed – this is currently envisioned as being in the form of Memorandums of Instruction (MOI) or whatever medium is decided by the Army DIMHRS Deployment Working Group.

## 10.1 Army DIMHRS Deployment Working Groups (WG) Role

The Deployment Working Group is a body made up of the Army Components and other stakeholders that are chartered by the ADPO to help staff and develop the readiness criteria within each of their organizations. While each organization may have unique requirements and follow separate checklists, to ensure a successful deployment to the Army, all organization-specific checklists will be assembled as part of the overall Army DIMHRS deployment readiness checklist. The WG will meet on a periodic basis, as described in the Deployment Working Group Charter, to assemble the readiness checklist and other products.

## 10.2 Risk and issue Identification

A byproduct of the readiness checklist is the identification of risks and issues. The ADPO has an established risk management process as do most of the components and stakeholders. To the extent practicable, the ADPO risk and issue identification process will attempt to accommodate the processes already in use by the various organizations involved.

## 10.3 Schedule and Relationship to the Readiness Checklist

The readiness checklist will primarily trace back to the Work Breakdown Structure (WBS) of the AIMS. This traceability will allow for the understanding of ownership from the different levels of the program and to better accomplish impact analysis. Additionally, it will allow for easier communication of particular impacted areas through a common vernacular shared among each work stream.

## 10.4 Army DIMHRS Deployment Communication

The communication of Army DIMHRS Deployment will come from a variety of channels. As mentioned above, risk and schedule management are two such channels that will be used to communicate deployment activities and the readiness of the components. The strategic, public message will be delivered by the ADPO Change Impact /Strategic Communications Branch in coordination

with the key players whom they identify. The primary channel for Army DIMHRS deployment will be via the Deployment WG to its customers. The key tool to identify the proper channels with which to assist each organization will be the readiness checklist. The furthest part of the Army organization can expect messages in the form of MOIs, Standard Operating Procedures (SOPs), Warning Orders or Army Military Personnel (MILPER) messages to help communicate those subjects necessary to deploy DIMHRS successfully to the Army.

## 10.5 Readiness Checklist Description

The checklist is organized at the highest level by the five phases of Army DIMHRS Deployment: the planning phase, the preparation phase, the pre-deployment phase, the execution phase, and the post-deployment phase. Each phase contains 14 sections with multiple fields that track data such as tasks, dates (start, finish, review), owners of a particular task and the IOC date. This relationship is shown graphically in Figure 10-1 below.

**DIMHRS Deployment Readiness Checklist Structure**

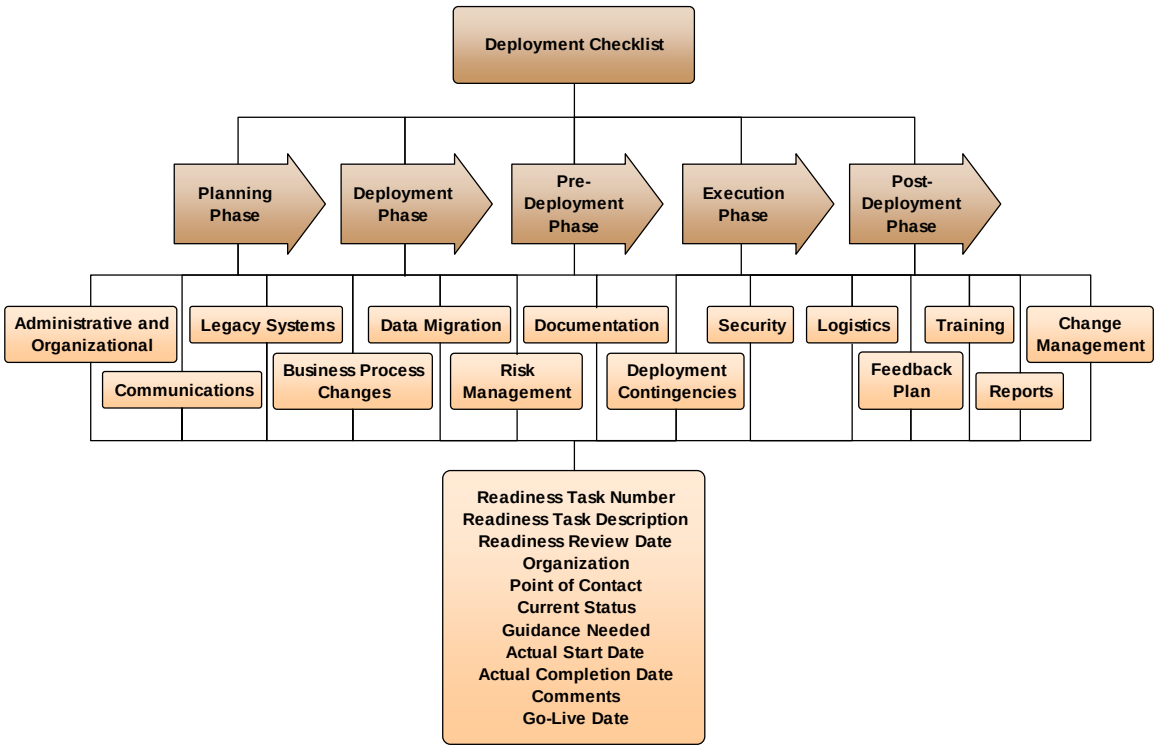


**Figure 10-1. DIMHRS Deployment Readiness Checklist Structure**

The fourteen sections are listed below in Table 10-1, Checklist Sections and Their Descriptions:

| Checklist Section | Description |
|---|---|
| **Administrative and Organizational** | Information about the introduction, background, schedules, key dates of all deployment plans, organizational relationships, demographics of users (organizational), dashboard stats and technical /functional CONOPS. |
| **Legacy Systems** | Numbers of types of systems (models, data bases etc.) and describes systems /applications currently in operation, either as a previous release of an application and or platform for a system. |
| **Data Migration** | Data cleansing, mapping, staging and the process of moving data from legacy to DIMHRS including the conversion process and error resolution process. |
| **Reports** | Crosswalk of legacy system reports - determine what reports and or capability to produce reports will available in DIMHRS. |
| **Security** | Functional Access, Roles and Permissions as a part of the PeopleSoft software construct. |
| **Logistics** | Any type of logistical support needed for any of the other areas. An example is training and the need for class rooms, software etc. |
| **Training** | Numbers to be trained, time, content, location, funding, training method, user certification, training materials, training plan. |
| **Change Management** | The regulatory and process changes that will need to be planned and implemented as a result of DIMHRS fielding. |
| **Business Process Changes** | Specific HR processes that will change – relates to process flow etc. |
| **Communications** | The message and its method of delivery. |
| **Risk Management** | The process for identifying, tracking, analyzing, communicating and monitoring issues and risk. |
| **Documentation** | The capturing formally of any material necessary for deploying DIMHRS to the Army. |
| **Deployment Contingencies** | Secondary Planning for situations that may not potentially go as originally planned. |
| **Feedback Plan** | Plan for gaining knowledge about how to change and adapt to situations that are not going as planned in particular phases of deployment. |

**Table 10-1. Checklist Sections and Their Descriptions**

A complete list of the checklist fields that are included in each section is shown with brief descriptions below in Table 10-2, Checklist Fields for Each Section:

| Checklist Field | Description |
|---|---|
| **Readiness Task Number** | Two-character descriptor for the phase and a sequential breakdown for the readiness checklist task |
| **Readiness Task Description** | Text field of the readiness checklist task |
| **Readiness Review Date** | Date based on the planned Deployment Date for a readiness checklist task to be completed |
| **Organization** | Organization/activity responsible for completing the readiness checklist task |
| **Point of Contact** | Name of the individual responsible for completing the readiness checklist task |
| **Current Status** | Current status of the readiness checklist task. |
| **Guidance Needed** | "Yes" or "No" to indicate if additional instructions in the form of Letter of Intent (LOI) or MOI are needed |
| **Actual Start Date** | Date readiness checklist task was started |
| **Actual Completion Date** | Date readiness checklist task was completed |
| **Comments** | Text field of additional notes about the readiness checklist task |
| **Go-Live Date** | Cell containing a date after the Fielding Decision that the Army DIMHRS will Go-Live. Used in the calculation of Readiness Review Date |

**Table 10-2. Checklist Fields for Each Section**

## 11.0 Deployment Risk Identification and Mitigation Strategy

The Army implementation of DIMHRS Risk Management SOP outlines tasks and methods for identifying, analyzing, planning, tracking, and controlling risks for the Army's implementation of the DIMHRS, consistent with Army HRC objectives. The Risk Management SOP is designed to provide a consistent method and tool for the ADPO to manage issues and risks to assist in the successful implementation of DIMHRS. Additionally, the SOP establishes the process for communicating risks outside the ADPO to the Council of Colonels (COC), GOSC, and/or Enterprise Program Management Office (EPMO) Risk Management Control Board (RMCB).

Risk management is vital to the successful deployment of DIMHRS, enabling:

- Improved control over program cost and schedule by proactively identifying and mitigating risks before they become problems.
- Reduced likelihood or impact of unanticipated negative events through continuous risk identification and assessment.
- Improved decision-making at all levels by providing a process for risk identification, prioritization, and communication so decisions regarding potential opportunities can be balanced with the associated risks.
- Integrated Army risk management practices with EPMO's DIMHRS RMCB to ensure coordination and information sharing between ADPO, EPMO and the D&I contractor risk activities.

Risk management is an integral part of the program management approach employed by the ADPO for the DIMHRS Program. This section describes the procedures, methods, and tools used to identify, quantify, and mitigate risks by developing and executing risk mitigation action plans, tracking the effectiveness of such plans, and executing corrective actions when plans do not achieve desired results.

### 11.1 Risk Management Process:

The summary of the Risk Management Process is described below and is illustrated in Figure 11-1. Army DIMHRS Risk Management Process.[7]

1. An issue is identified by an Originator.
2. An Issue Form is populated with pertinent information. The issue form contains the following information:
    - Originator

[7] This process is described in greater detail in the Army Implementation of DIMHRS Risk Management Standard Operating Procedures (SOP).

- Date the issue was identified
- Issue Title
- Issue Description
- Probability of the Risk
- Potential Impact Areas (Cost, Schedule or Performance)
- Areas in the WBS That Will Be Affected
- Potential Impact of the Risk

3. The Section Head or Branch Chief Owner discusses the issue with other relevant Branch Chiefs, depending on the breadth of impact for the issue. The involved Branch Chiefs ultimately decide if the issue is significant enough to be submitted to the Army DIMHRS Program Manager for review. The Army DIMHRS Program Manager can call for an Army DIMHRS Risk Management Control Board (RMCB) to convene, if especially broad issues are involved.
4. The following details the procedures that are followed for risk assessment and decision.

   (1) The Army DIMHRS Program Manager / A-RMCB reviews the "Elevated Issues" and decides whether or not to elevate to a "Risk." If the issue is elevated to a Risk, the record is changed to an "Open Risk" type in the Issue/Risk Tracking Database. If the issue is not elevated to a Risk, but is considered to be a significant near-term issue, it can continue to be defined as an "Elevated Issue" in the database for active analysis, tracking, and resubmission to the RMCB. If the issue is not elevated to a Risk, and is not deemed to be a significant near-term issue, it can be re-defined as an "Open Issue" in the database and monitored until resolved or until the issue status changes. If the issue is not elevated to a Risk, it can be re-defined as a "Closed Issue" in the database if it is considered to be out of scope, out of date, or has been merged with another issue or risk.

   (2) New "Risks" are assigned a Risk Owner by the Army DIMHRS Program Manager / A-RMCB and a suspense date is assigned for action on a Risk Mitigation Strategy/Plan.

   (3) As needed, the ADPO Program Manager reviews risks for further elevation up the Army chain of command to COC/GOSC or to EPMO.

      (a) Risks that may impact the entire DIMHRS program are elevated to the EPMO by the Program Operations Risk Manager (RM) as directed by the ADPO Program Manager. The Program Operations RM or the Risk Owner complete the EPMO Risk ID Form and sends it to the appropriate EPMO Primary Staff Manager (PSM) and the EPMO Risk Management Secretariat.

      (b) Once the Risk ID Form has been sent to EPMO, the EPMO Risk Management Process begins. The EPMO PSM analyzes the risk and determines if it is a "Program-Level risk". If so, the PSM forwards the risk to the EPMO RMCB. It is essential that the Army

DIMHRS risk owners work with the PSM to ensure that the EPMO has full situational awareness of the Army's own risk analysis. At the monthly EPMO RMCB, the members (including all EPMO PSMs, Army, Air Force, DFAS) vote on all proposed risks. Those risks that are accepted by the EPMO RMCB are managed by the EPMO Risk Oversight Process.

(c) If either the EPMO PSM or the EPMO RMCB does not accept the risk, and the ADPO Program Manager non-concurs with the EPMO's decision, then the risk may be escalated to the O8 Steering committee via the COC and the GOSC.

(4) The ADPO Program Manager / A-RMCB reviews, and if in agreement with the Owner, approves the proposed Risk Mitigation Strategy and Action Plan Forms requested from the last A-RMCB meeting.

(5) The ADPO Program Manager / A-RMCB reviews progress of on-going "Risks" and provides guidance and recommendations to the Risk Owner. This could consist of directing the Risk Owner to contact third parties or coordinate with other Branches. The ADPO Program Manager determines if the Risk has been sufficiently avoided, transferred, or controlled. If so, then the risk record is changed to a "Closed Risk".

5. Subsequent to the review process, Risk Owners prepare Risk Mitigation Strategy & Action Plan Forms for any new risks and presents them to the next A-RMCB for plan approval.
6. The Risk Owner and identified Action Officers execute the Mitigation Plan.
7. The risk is tracked as the Risk Mitigation Plan is implemented and is closed out in the Issue/Risk Tracking Database as a "Closed Risk" by the contractor Risk Manager once the risk is successfully mitigated to a target severity level.

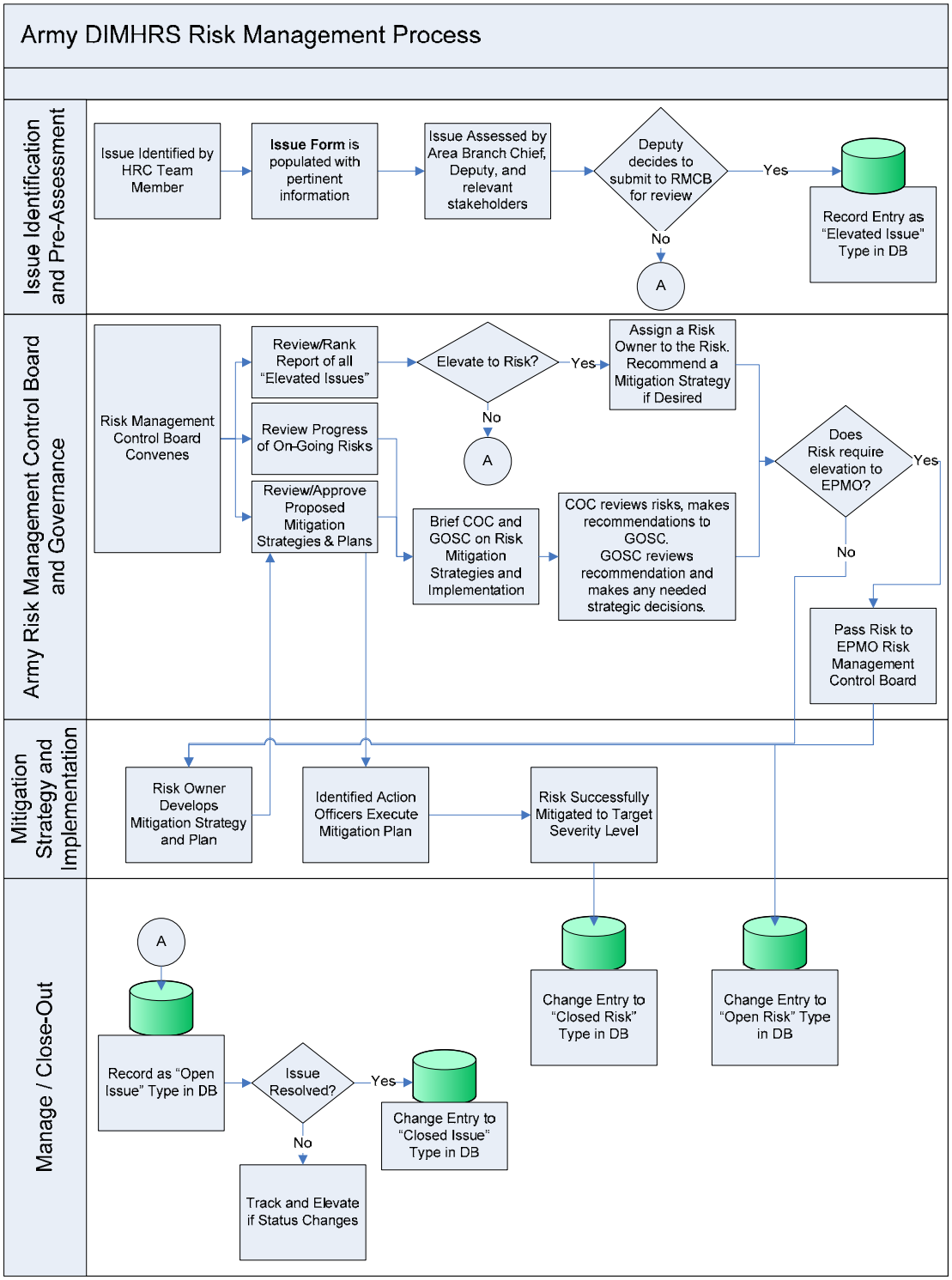


**Figure 11-1. Army DIMHRS Risk Management Process.**

## 12.0 Contingency Planning/ Operations

The concept of Contingency Planning/ Operations is to support all facets of deployment during execution through planning from requirements to the fielding decision (all phases of Deployment). The planning for contingency operations should be shaped by representatives from each Army Component and/or stakeholders. Prior to determining the scope of contingency operations, the development of a framework will be necessary. Building upon that framework, the scope for contingency operations will be dependent upon the issues and risks (and potential risks) that are identified during planning.

### 12.1 Working Group

An Army level Working Group (WG) has been assembled to address the specific requirements of staffing, skill sets required and the geographical dispersion for contingency operations. The WG will also develop the CONOPS and SOPs for this effort.

## 13.0 Deployment Lessons Learned

Web-based lessons learned for deployment is recommended. This site should allow members of deployment team to document new lessons learned, so it can be shared with other deployment members.

Subsequent revisions of this document will contain details on some WGs necessary for deployment. The recommended WGs are:

- **Legacy System Migration** – subcommittees will address Data Mapping, IDBL, Legacy Systems Retirement and continued Legacy Systems interface maintenance.
- **Risk Assessment & Mitigation** – committee will use an interactive tool currently used by DIMHRS to assess risks and then a committee will discuss mitigation strategies.
- **Security** – committee will maintain and adhere to Army Regulations in AR 25-2 for security.
- **Logistics** – committee will draft a Disconnected Operations Army Integrated Logistics Support Plan.
- **Resources** – committee will define all resources required for deployment.
- **Deployment Command Center** – committee responsible for staffing, defining protocols related to deployment and adhere to post deployment.

# Appendix A - Acronyms

| | |
|---|---|
| **AC** | Active Component |
| **ACAT** | Acquisition Category |
| **ACOM** | Army Command |
| **ADGFA** | Army DIMHRS Go Forward Assessment |
| **ADPO** | Army DIMHRS Program Office |
| **ADSS** | Army DIMHRS Supportability Strategy |
| **AFS** | Active Federal Service |
| **AIMS** | Army Integrated Master Schedule |
| **AKO** | Army Knowledge Online |
| **ALMS** | Army Learning Management System |
| **ALSP** | Army logistics Support Plan |
| **ANCOC** | Advanced noncommissioned Officer Course |
| **AOC** | Army Operations Course |
| **AR** | Army Regulation |
| **A-RMCB** | Army Risk Management Control Board |
| **ARNG** | Army National Guard |
| **ARR** | Army Requirements Refinement |
| **ASCC** | Army Service Component Commander |
| **AT&L** | Acquisition, Technology and Logistics |
| **ATEC** | US Army Test and Evaluation Command |
| **BCT** | Brigade Combat Team |
| **BNCOC** | Basic Non-Commissioned Officer Course |
| **BP** | Business Process |
| **BRAC** | Base Realignment And Closure |
| **BTA** | Business Transformation Agency |
| **C2** | Command and Control |
| **CAISI** | Client Access to Integrated Services and Information |
| **CASCOM** | Combined Arms Support Command |
| **CBTDEV** | Combat Developer |
| **CDR** | Critical Design Review |
| **CMF** | Career Management Field |
| **CMTC** | Combat Maneuver Training Center |
| **COA** | Course of Action |
| **COC** | Council of Colonels |

| | |
|---|---|
| **COE** | Common Operating Environment |
| **CONOPS** | Concept of Operations |
| **COTS** | Commercial Off-The-Shelf |
| **CSS** | Combat Service Support |
| **D&I** | Developer and Integrator |
| **DAPAM** | Department of the Army Pamphlet |
| **DBA** | Database Administration |
| **DBMC** | Defense Business Management Council |
| **DBSAE** | Defense Business Systems Acquisition Executive |
| **DCIPS-Forward** | Army Casualty Information processing System |
| **DDA** | Design, Development and Analysis |
| **DFAS** | Defense Finance and Accounting Service |
| **DII** | Defense Information Infrastructure |
| **DIMHRS** | Defense Integrated Military Human Resource System |
| **DISA** | Defense Information Systems Agency |
| **dL** | Distributed Learning |
| **DMDC** | Defense Manpower Data Center |
| **DMR** | Data Mapping Repository |
| **DoD** | Department of Defense |
| **DOIM** | Department of Information Management |
| **DRAS-RCP** | Defense Retired and Annuitant Pay System |
| **DRU** | Direct Reporting Unit |
| **DSB** | Defense Science Board |
| **DTAS** | Deployed Theater Accountability Software |
| **EDP** | Event Design Plan |
| **eHRS** | Enterprise Human Resources System (now DIMHRS) |
| **eHRSD** | Enterprise Human Resources System Division (ADPO predecessor organization) |
| **ERP** | Enterprise Resource Planning |
| **ETL** | Extract, Transform and Load |
| **FG** | Focus Group |
| **FM** | Financial Management |
| **FM&C** | Financial Management and Comptroller |
| **FOA** | Field Operating Agency |
| **FOC** | Full Operational Capacity |
| **FORSCOM** | Forces Command |

| | |
|---|---|
| **GOSC** | General officer Steering Committee |
| **GOTS** | Government Off-The-Shelf |
| **GWOT** | Global War on Terrorism |
| **HR** | Human Resources |
| **HRC** | Human Resources Command |
| **HRSC** | Human Resources Sustainment Center |
| **IDBL** | Initial Database Load |
| **ILS** | Integrated Logistics Support |
| **ILSP** | Integrated Logistics Support Plan |
| **ILT** | Instructor Led Training |
| **IMA** | Installation Management Agency |
| **IMCOM** | Installation Management Command |
| **IMPS** | Integrated Master Program Schedule |
| **IOC** | Initial Operating Capacity |
| **IOT** | Army Initial Operational Testing |
| **IPT** | Integrated Product Team |
| **JFHQ** | Joint Force Headquarters |
| **JFLCC** | Joint Force Land Component Command |
| **JPMO** | Joint Program Management Office (now EPMO) |
| **JR&IO** | Joint Requirements and Integration Office (now PR&IM) |
| **JTA** | Joint Technical Architecture |
| **JTF** | Joint Task Force |
| **KPP** | Key Performance Parameters |
| **LOI** | Letter of Intent |
| **LUT** | Limited user testing |
| **MAIS** | Major Automated Information Systems |
| **MATDEV** | Material Developer |
| **MDA** | Milestone Decision Authority |
| **MILPER** | Military Personnel |
| **M-LUT** | Multi-Service Limited User Test |
| **MOI** | Memorandum of Instruction |
| **MS** | Milestone |
| **MT** | Master Trainer |
| **NBPD** | New Business Process Development |
| **NCO** | Non-Commissioned officer |
| **NCOIC** | Non-Commissioned Officer in Charge |

| | |
|---|---|
| **NDI** | Non-Developmental Item |
| **NET** | New Equipment Training |
| **NETT** | New Equipment Training Team |
| **NGB** | National Guard Bureau |
| **NGIT** | Northrop Grumman, IT |
| **NIPRNET** | Non-classified Internet Protocol Router Network |
| **NOC** | Network Operations Center |
| **NTC** | National Training Center |
| **OCAR** | Office, Chief Army Reserve |
| **OEF** | Operation Enduring Freedom |
| **OIF** | Operation Iraqi Freedom |
| **ORD** | Operational Requirements Document |
| **OSD** | Office, Secretary of Defense |
| **OT** | Operational Testing |
| **OT&E** | Operational Test and Evaluation |
| **OTA** | Office of Technology Assessment |
| **PACOM** | US Pacific Command |
| **PASR** | Personnel Accounting/Strength Reporting |
| **PCS** | Permanent Change of Station |
| **PEO EIS** | Program Executive Office Enterprise Information Systems |
| **Pers/pay** | Personnel/Pay |
| **PIM** | Personnel Information Management |
| **PM** | Program Manager |
| **PMP** | Program Management Plan |
| **POC** | Point of Contact |
| **PR&IM** | Personnel and Readiness Information Management |
| **PSDR** | Personnel Services Delivery Redesign |
| **R5** | Reception, Replacement, Return to Duty, R&R, and Redeployment |
| **RF** | Radio Frequency |
| **RMCB** | Risk Management Control Board |
| **RRC** | Regional Readiness Commands |
| **SAT** | System Acceptance Test |
| **SBU** | Sensitive, but Unclassified |
| **SCORM** | Shareable Cont Object Reusable Media |
| **SDD** | System Design Description |
| **SIT** | System integration test |

| | |
|---|---|
| **SME** | Subject Matter Expert |
| **SOP** | Standard Operating Procedure |
| **SSAA** | System Security Authorization Agreement |
| **SSI** | Soldier Support Institute |
| **SSS** | System Subsystem Specifications |
| **STRAP** | System Training Plan |
| **StratCom** | Strategic Communications |
| **SWIT** | Software Integration Test |
| **T&E** | Test and Evaluation |
| **T3** | Train-the-trainer |
| **TEMP** | Test and Evaluation Master Plan |
| **TPS** | Tactical Personnel System |
| **TRADOC** | Training and Doctrine Command |
| **UPK** | Universal productivity Kit |
| **USAR** | Army Reserve |
| **USARC** | United States Army Reserve Command |
| **USARPAC** | US Army Pacific Command |
| **USD(A&T)** | Under Secretary of Defense, Acquisition, Logistics and Technology |
| **UT** | Unit Test |
| **VSAT** | Very Small Aperture Technology |
| **WBS** | Work breakdown Structure |
| **WG** | Working Group |

## Appendix B - Glossary

Currently there is no information available on this section. The data will be available during the release of version 4.1 of this document.

## Appendix C - References


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- System Security Authorization Agreement (SSAA)—Draft, 30 August 2002
- TAPDB Edit Support System (TESS)
- Total Army Personnel Metadata Repository (TAPMR)
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- U.S. Army Regulations, including 350-10: Management of Army Individual Training Requirements and Resources
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## Appendix D - Army DIMHRS Dashboard

Currently there is no information available on this section. The data will be available during the release of version 4.1 of this document.

# Appendix E - Army DIMHRS Deployment Readiness Checklist

| Readiness Task # | Readiness Task Description | Readiness Review Date | Organization | Point of Contact | Current Status | Guidance Needed | Actual Comp Date | Comments |
|---|---|---|---|---|---|---|---|---|
| | **DEPLOYMENT PLANNING (PL)** | | | | | | | |
| **PL1. ADMINISTRATIVE AND ORGANIZATIONAL** | | | | | | | | |
| PL1.1 | **Key Personnel** | | | | | | | |
| PL1.1.1 | Provide Army liaison and subject matter expert personnel to support the EPMO Deployment IPT | February 8, 2007 | | | | | | |
| PL1.1.2 | Establish Army Deployment Team | February 8, 2007 | ADPO | Brad Suchy/Jack Palasota | Partially Complete | No | Nov | Members and Participants are in Charter |
| PL1.1.3 | Identify key personnel at RRC and HRC St. Louis. | | | | | | | |
| PL1.1.4 | Develop coordination/instructions with RRSC for S-1 personnel for issue resolution at deployment. | | | | | | | Relates to the Army Reserve |
| PL1.2 | **Deployment Plan** | | | | | | | |
| PL1.2.1 | Develop Army DIMHRS Deployment Plan. | March 10 2007 | | | | | | |
| PL1.2.2 | Develop Army Reserve and ARNG DIMHRS Deployment Annex. | | | | | | | Annex to the Army DIMHRS Deployment Plan. |
| PL1.3 | **Scheduling and Key Dates** | | | | | | | |
| PL1.3.1 | Develop, maintain and distribute Army schedule and key dates for Army DIMHRS Deployment. | February 8, 2007 | | | | | | |
| PL1.3.2 | Reference Army Integrated Master Schedule (AIMS) for key dates and deliverables as relates to Deployment. | | | | | | | |
| PL1.3.3 | Reconcile PSDR Schedule with Deployment Schedule. | | | | | | | |
| | | | | | | | | |
| **PL2. LEGACY SYSTEMS** | | | | | | | | |
| PL2.1 | Receive and review ALSA2 results from ADPO technical Team | August 14, 2007 | | | | | August 14, 2007 | |
| PL2.1.1 | Monitor decisions resulting from ALSA2 results/impacts on help desk | | | | | | | |
| PL2.2 | Obtain status of ICDs (IDP/HLDs, MOAs, SIAs). | | | | | | | Need to request a brief regarding ESB decision. Interfaces are dependent on this decision. (i.e. SMS for AR) |
| PL2.3 | Ensure that configuration control of legacy systems has been established. | | | | | | | |
| PL2.4 | Develop, maintain and distribute Legacy Systems Transition Plan--address the bridging strategy. | | | | | | | Does the Army want to have a contingency plan for DJMS?--this could go into the contingency section. |
| PL2.4.1 | Communicate Army Transition from DJMS to DIMHRS | | | | | | | |
| PL2.4.2 | Ensure fuctionality inherent in SMS exists in DIMHRS or an interface between SMS and DIMHRS exists. | | | | | | | Pending further input from St. Louis WG Member |
| | | | | | | | | |
| **PL3. DATA MIGRATION** | | | | | | | | |
| PL3.1 | Obtain the EPMO Data Migration Plan. | | | | | | | |
| PL3.1.1 | Review and distribute the EPMO Data Migration Plan. | | | | | | | |
| PL3.1.2 | Ensure error resolution planning is covered. | | | | | | | |
| PL3.1.3 | Ensure Identification of the errors is covered. | | | | | | | |
| PL3.1.4 | Ensure the Plan addresses who fixes the errors. | | | | | | | |
| PL3.2 | Identify data to be converted through IDPs. | | | | | | | |
| PL3.2.1 | Identify critical data elements for PERS/PAY | | | | | | | |
| PL3.3 | Status the completion of data mapping (Data Mapping Repository). | | | | | | | |
| PL3.4 | Identify orphaned data that have business value and determine how to handle that data. | | | | | | | |
| PL3.5 | Review Army's Data Migration Plan. | | | | | | | |
| | | | | | | | | |
| **PL4. REPORTS** | | | | | | | | |
| PL4.1 | Ensure current reports per organization have been identified. | | | | | | | |
| PL4.2 | Ensure report distribution list is planned for development. | | | | | | | |
| PL4.3 | Ensure report distribution list approved. | | | | | | | |
| PL4.4 | Develop report access-levels. | | | | | | | |
| PL4.5 | Ensure report access-levels approved. | | | | | | | |
| PL4.6 | Identify what DIMHRS will provide/ability to create custom reports. | | | | | | | |
| PL4.6.1 | Identify differences in current report capabilities to report capabilities under DIMHRS. | | | | | | | |
| PL4.6.2 | Determine types of training for manipulation of data warehouse and who should have access to what data. | | | | | | | Is this related to roles/permissions/superuser? |
| PL4.7 | Validate that all data required for necessary reports is available. | | | | | | | |
| | | | | | | | | |
| **PL5. USER SECURITY** | | | | | | | | |
| PL5.1 | Plan for the development of accreditation package, as necessary. | October 1, 2007 | | DFAS | | | | Federal Financial Management Improvement Act (FFMIA) is a MS C DFAS Requirement |
| PL5.2 | Monitor data security for mock data loads and IDBL *(accreditation)* | | | | | | | RFI to Technical team to determine security requirements that apply to deployment |
| | | | | | | | | |

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|---|---|---|---|---|---|---|---|---|
| **PL6. TEST AND EVALUATION** | | | | | | | | |
| PL6.1 | Review Army appendix to TEMP. | | | | | | | |
| PL6.2 | Monitor decisions made to potentially reduce capability. | | | | | | | |
| PL6.3 | Ensure there is an understanding of the process that dictates fixes to functionality/software. | | | | | | | This relates to the reporting period during OT and the configuration control process. |
| PL6.3.1 | Determine the threshold for immediate fixes, work-arounds, or future fixes. | | | | | | | What will be the configuration control process? |
| | | | | | | | | |
| **PL7. LOGISTICS** | | | | | | | | |
| PL7.1 | Develop, maintain and distribute Army DIMHRS Supportability Strategy (ADSS) | | | | | | | |
| PL7.2 | Plan for roles /responsibilities between the Army and the DIMHRS Program Help-Desk (MOA). | | | | | | | Help Desk is the EPMO's technical call center. |
| PL7.2.1 | Develop plan for sharing ticket/information between tiers of the Help Desk (EPMO) and Contact Center (Army). | | | | | | | (i.e. sharing of DIMHRS network information with Contact Center and community at large, down time etc. HR/Pay related issues need to be communicated) |
| PL7.3 | Determine when ADCC converts to Sustainment Operations from Deployment Operations (methodology to determine augmentation for the "surge" of deployment). | | | | | | | |
| PL7.4 | Budget for planned yearly changes (up or down). | | | | | | | |
| PL7.5 | Budget for obsolescence of infrastructure. | | | | | | | |
| | | | | | | | | |
| **PL8. TRAINING** | | | | | | | | |
| PL8.1 | Review Army DIMHRS STRAP to identify Deployment concerns. | | | | | | | Waiting on new strategy to be released |
| PL8.2 | Develop a method to guage progress of training of individuals (Super Users etc.)(ASI) | | | | | | | Work with Change/ Communications to develop a survey to determine levels of understanding. |
| | | | | | | | | |
| **PL9. CHANGE MANAGEMENT** | | | | | | | | |
| PL9.1 | Review Army DIMHRS Change Management Plan and identify Deployment concerns. | | | | | | | Waiting on new plan to be released |
| PL9.2 | Identify Change Champions | | | | | | | Master Trainers |
| PL9.3 | **Business Process Changes** | | | | | | | |
| PL9.3.1 | Determine the processs to clearly define Workflow to End Users (i.e. process flow diagrams that connects the input, the processing and the output from a functional prespective, a top level view broken out by HR/Pay) | | | | | | | |
| PL9.4 | **Communications** | | | | | | | |
| PL9.4.1 | Review Communications Plan and identify Deployment touchpoints. | | | | | | | |
| | | | | | | | | |
| **PL10. RISK MANAGEMENT** | | | | | | | | |
| PL10.1 | Follow/Utilize Integrated Risk Management Process. | | | | | | | |
| PL10.1.1 | Identify risks. | | | | | | | |
| PL10.1.2 | Analyze risks. | | | | | | | |
| PL10.1.3 | Monitor risks. | | | | | | | |
| PL10.2 | Develop, maintain, distribute and Implement Mitigation Strategies or elevate to proper owner as needed. | | | | | | | |
| PL10.3 | Finalize SOP for Risk Management Plan. | | | | | | | |
| | | | | | | | | |
| **PL11. DOCUMENTATION** | | | | | | | | |
| PL11.1 | Review Plan Documents for inclusion in Deployment Plan as appendicies. | | | | | | | Decisions need to be documented and tracked |
| | | | | | | | | |
| **PL12. DEPLOYMENT CONTINGENCIES** | | | | | | | | |
| PL12.1 | Determine strategy for tracking in-theater soldiers for accountability. (Current method is DTAS) | | | | | | | This will be an interface issue. NIPR/SIPR. Sensitive issue. |
| PL12.2 | Determine thresholds of failure for meeting individual requirements/ functionality, data dependent on successful data load and develop contingencies for occurences of failure. | | | | | | | |
| PL12.2.1 | Determine the threshold for failure in asking DFAS to turn on DJMS? (i.e. payroll failure). | | | | | | | |
| PL12.3 | Identify MILPAY human resource requirements for Army Reserves and ARNG. | | | | | | | Relates to the bridging strategy. |
| | | | | | | | | |
| **PL13. FEEDBACK** | | | | | | | | |
| PL13.1 | Ensure that feedback is tracked and used to plan appropriately (framework for accepting/distributing feedback). | | | | | | | Deployment Plan, Readiness Checklist, Deployment Working Group, Risk Management, Scheduling… |
| | | | | | | | | |

| DEPLOYMENT PREPARATION (PR) | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **PR1. ADMINISTRATIVE AND ORGANIZATIONAL** | | | | | | | | |
| PR1.1 | **Deployment Plan** | | | | | | | |
| PR1.1.1 | Updates to the Deployment Plan completed and distributed for Preparation Phase | | | | | | | |
| PR1.2 | **Schedule and Key Dates** | | | | | | | |
| PR1.2.1 | Update, maintain and distribute schedule to reflect activities that support Preparation Phase (if applicable). | | | | | | | |
| PR1.3 | **Deployment Command Center (DCC)** | | | | | | | |
| PR1.3.1 | Identify Army DCC representatives. | | | | | | | |
| PR1.3.2 | Identify the leader/org structure. | | | | | | | |
| PR1.3.3 | Assign roles and responsibilities to Army DCC representatives. | | | | | | | More than just Army reps. Also NGIT, DFAS, DMDC, etc… People will need to reach back to these different areas. |
| PR1.3.4 | Complete Army representatives training. | | | | | | | |
| PR1.3.4.1 | Define training and representatives to be trained. | | | | | | | |
| **PR2. LEGACY SYSTEMS** | | | | | | | | |
| PR2.1 | Update, maintain and distribute legacy systems Migration Plan (including subsumed and persistent systems). | | | | | | | There may be a need for a section for persistent systems/interfaces. |
| PR2.1.1 | Plan for the retirement of subsumed systems. | | | | | | | Follow up with LTC Massey |
| PR2.1.2 | Determine period of time to retain the legacy system data used as source for data. | | | | | | | |
| PR2.2 | Communicate updated legacy systems migration activities throughout key Army organizations. | | | | | | | Not all data in legacy systems are being subsumed--Owners of subsumed systems will need to know what data elements aren't being subsumed (need actual Plan) |
| PR2.2.1 | Make Legacy system End-User Documentation available for testing. | | | | | | | |
| PR2.3 | Participate in the testing of interfaces and brokering agents for legacy systems (SIT). | | ADPO | | | | | |
| PR2.4 | Ensure persistent system continuation training plan is in place. | | | | | | | RFI through the Technical Team to the Legacy System owners. |
| | | | | | | | | |
| **PR3. DATA MIGRATION** | | | | | | | | |
| PR3.1 | Ensure updates to the Data Migration Plan have been completed and distributed for the Preparation Phase. | | | | | | | |
| PR3.1.1 | Plan and document Army strategy to address any required parallel processing. | | | | | | | |
| PR3.1.2 | Determine how discharges/accessions will be accounted for within the 2-week blackout period. | | | | | | | Use an early drop concept or stop loss? End of the month for the blackout period will yield more of these than at the beginning of the month. |
| PR3.1.3 | Ensure error process resolution planning is determined. | | | | | | | |
| PR3.1.4 | Identify any critical legacy data that has not been mapped to Army DIMHRS | | | | | | | |
| PR3.2 | **Mock Data Load Support** | | | | | | | |
| PR3.2.1 | Ensure data cleansing (as a result of feedback from D&I) to support mock and further data loads is completed. | | | | | | | |
| PR3.2.2 | Ensure staging of data for (mock) data load is completed. | | | | | | | Mock I and II have already passed. It is undetermined whether more staging proir to further data loads is necessary. |
| PR3.2.3 | Support data conversion and interface development. | | | | | | | |
| PR3.3 | **Data Cleansing Support** | | | | | | | |
| PR3.3.1 | Monitor error resolution that takes place following SIT and SAT. | | | | | | | |
| PR3.3.2 | Ensure data cleansing to support testing is completed. | | | | | | | |
| PR3.3.3 | Ensure staging of cleansed test data is completed. | | | | | | | |
| | | | | | | | | |
| **PR4. REPORTS** | | | | | | | | |
| PR4.1 | Update, maintain and distribute report distribution list. | | | | | | | |
| PR4.2 | Update, maintain and distribute report access-levels. | | | | | | | |
| PR4.2.1 | Determine how reports will be distributed to each organization. | | | | | | | RFI from Joint Focus Group for reports. Identify DIMHRS direct interfaces. |
| PR4.2.2 | Make determination, internally, in each organization the levels of access and distribution. | | | | | | | |
| PR4.3 | Identify personnel responsible for report generation. | | | | | | | |
| PR4.4 | Define report workflow in accordance with organizational operating procedures. | | | | | | | |
| PR4.5 | Identify report-generation software requirements for client workstations. | | | | | | | |
| | *Here (or in planning phase) need to consider standing up of a joint focus group regarding reports* | | | | | | | Delete if we determine that this is already happening. |
| **PR5. USER SECURITY** | | | | | | | | |
| PR5.1 | Make determination regarding who will assign roles and permissions for the Army. | | | | | | | RFI to Change impact. |
| PR5.2 | Provide input for development of PeopleSoft roles and responsibilities matrix. | | | | | | | May or may not be necessary. |
| PR5.3 | Provide input for development and update of access matrix. | | | | | | | May or may not be necessary. |
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| **PR6. TEST AND EVALUATION** | | | | | | | | |
| PR6.1 | Update, maintain and distribute testing plan (TEMP). | | | | | | | |
| PR6.1.1 | Establish and update testing roles and responsibilities and workflow. | | | | | | | |
| PR6.2 | Identify all Army Components' testers/ Units. | | | | | | | |
| PR6.3 | Support test preparation for interfaces and data migration. | | | | | | | |
| PR6.4 | Ensure system administration documentation is available for testing. | | | | | | | |
| PR6.5 | Support data conversion and interface testing. | | | | | | | |
| PR6.6 | Ensure End-user technical and training documentation is available for testing. | | | | | | | |
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| **PR7. LOGISTICS** | | | | | | | | |
| PR7.1 | **ADCC /DIMHRS Help Desk** | | | | | | | |
| PR7.1.1 | Prepare for interaction between the Army DIMHRS Contact Center (ADCC) and the DIMHRS Help-Desk | | | | | | | EPMO will need connectivity info. |
| PR7.1.2 | Ensure EPMO s plan has been verified IAW with KPP (Related to ILS) | | | | | | | |
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| **PR8. TRAINING** | | | | | | | | |
| PR8.1 | Review and publish training schedule. | | | | | | | |
| PR8.2 | Finalize plan for use of Train-the-Trainer graduates? | | | | | | | This may not be needed when the new strategy is released. |
| PR8.3 | Finalize training integration strategy associated with the Training Support Plan? | | | | | | | This may not be needed when the new strategy is released. |
| PR8.4 | Identify Self-service training sites? | | | | | | | This may not be needed when the new strategy is released. |
| PR8.5 | Identify End-user Training sites? | | | | | | | This may not be needed when the new strategy is released. |
| PR8.6 | Ensure End-user Training sites available? | | | | | | | This may not be needed when the new strategy is released. |
| PR8.7 | Verify End-user/Self-service Training sites infrastructure available? | | | | | | | This may not be needed when the new strategy is released. |
| PR8.8 | Identify Infrastructure shortfalls? | | | | | | | This may not be needed when the new strategy is released. |
| PR8.9 | Ensure End User training started? | | | | | | | This may not be needed when the new strategy is released. |
| PR8.10 | Address Super User training? | | | | | | | This may not be needed when the new strategy is released. |
| | | | | | | | | |
| **PR9. CHANGE MANAGEMENT** | | | | | | | | |
| PR9.1.1 | Ensure updates to the Change Management Plan are completed and distributed for Preparation Phase. | | | | | | | |
| PR9.2 | **Business Process Changes** | | | | | | | |
| PR9.2.1 | Identify changes required to policies, instructions, and regulations. | | | | | | | |
| PR9.2.2 | Coordinate changes to organization and processes. | | | | | | | |
| PR9.3 | **Communications** | | | | | | | |
| PR9.3.1 | Ensure updates to the Communications Plan are completed and distributed for the Preparation Phase. | | | | | | | |
| PR9.3.2 | Execute Communications Plan to support Preparation Phase. | | | | | | | |
| PR9.3.3 | Ensure synchronization with PSDR/SSI activities. | | | | | | | |
| PR9.3.4 | Ensure synchronization with Components' (ARNG and Army Reserve) activities | | | | | | | |
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| **PR10. RISK MANAGEMENT** | | | | | | | | |
| PR10.1 | Continue Army DIMHRS risk management to support Preparation Phase. | | | | | | | |
| PR10.2 | Determine resolution status of identified risks. | | | | | | | |
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| **PR11. DOCUMENTATION** | | | | | | | | |
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| **PR12. DEPLOYMENT CONTINGENCIES** | | | | | | | | |
| PR12.1 | Participate in development of Deployment Contingency Plan | | | | | | | |
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| **PR15. FEEDBACK** | | | | | | | | |
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| **PRE-DEPLOYMENT (PD)** | | | | | | | | |
| **PD1. ADMINISTRATIVE AND ORGANIZATIONAL** | | | | | | | | |
| PD1.1 | Ensure Technical/Functional changes negotiation is complete. | | | | | | | |
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| **PD2. LEGACY SYSTEMS** | | | | | | | | |
| PD2.1 | Continue to monitor progress of legacy systems retirement planning. | | | | | | | |
| PD2.2 | Ensure DFAS and DMDC agreements with Army concerning systems of record (for systems that will be persistent for at least some period of time after IOC) have been made. | | | | | | | RFI - update on this issue |
| PD2.3 | Continue to monitor progress of interface error resolution/handling activities. | | | | | | | |
| PD2.4 | Continue to monitor progress of interface implementation and analysis. | | | | | | | |
| PD2.5 | Ensure legacy system modifications and their data are frozen (*reference blackout* ). | | | | | | | |
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| **PD3. DATA MIGRATION** | | | | | | | | |
| PD3.1 | Complete updates to the Service Data Migration Plan for Execution Phase. | | | | | | | Moved from Execution |
| PD3.1.1 | Ensure that a process exists for development of archival and retrieval of retiree, veterans, and others' data. | | | | | | | RFI from the tech. team |
| PD3.1.2 | Ensure that a process exists for verification and validation of both record count and critical data elements (pay related) prior to execution. | | | | | | | |
| PD3.2 | Validate completion of data call for IDBL. | | | | | | | Moved from Execution |
| PD3.2.1 | Review data load errors. | | | | | | | |
| PD3.2.2 | Monitor data profiling issues that result from the data load. | | | | | | | |
| PD3.2.3 | Review and monitor conversion errors. | | | | | | | |
| PD3.3 | Support production environment preparation for interfaces and data migration. | | | | | | | Moved from Execution |
| PD3.4 | Develop plan to prioritize and mitigate accepted issues and risk (unfulfilled requirements negotiated out as a result of the OT Report). | | | | | | | |
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| **PD4. REPORTS** | | | | | | | | |
| PD4.1 | Verify that all required reports are present in DIMHRS. | | | | | | | RFI to ADPO technical team |
| PD4.1 | Verify that all reporting tools are in place. | | | | | | | RFI to ADPO technical team |
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| **PD5. SECURITY** | | | | | | | | |
| PD5.1 | Ensure Plan for access, roles and permissions is in place. | | | | | | | |
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| **PD6. TEST AND EVALUATION** | | | | | | | | |
| PD6.1 | Monitor progress of OT. | | | | | | | |
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| **PD7. LOGISTICS** | | | | | | | | |
| PD7.1 | Monitor stand-up of the ADCC. | | | | | | | |
| PD7.2 | Ensure Help Desk is fully operational (EPMO). | | | | | | | |
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| **PD8. TRAINING** | | | | | | | | |
| PD8.1 | Complete T3 activities. | | | | | | | |
| PD8.2 | Ensure Super User training is completed. | | | | | | | |
| PD8.3 | Begin NET/dL training. | | | | | | | |
| PD8.4 | Begin TPU and Self Service Training | | USARC | | | | | |
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| **PD9. CHANGE MANAGEMENT** | | | | | | | | |
| PD9.1 | Ensure that business processes, policies and procedures, organizational changes and job descriptions are fully communicated. | | | | | | | |
| PD9.2 | **Business Process Changes** | | | | | | | |
| PD9.3 | **Communications** | | | | | | | |
| PD9.3.1 | Develop instructions for pre-execution with info. regarding log-on, access to DIMHRS, etc... (MOI/ALARACT). | | | | | | | |
| PD9.3.2 | Issue instructions to conduct PAI immediately following IOC, associated success factors, and associated mitigation (record rebuilding)/error resolution strategies. | | | | | | | (ESB/Warehouse?) |
| PD9.3.3 | Review execution of the Communications Plan. | | | | | | | |
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| **PD10. RISK MANAGEMENT** | | | | | | | | |
| PD10.1 | Finalize risk mitigation actions. | | | | | | | |
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| **PD11. DOCUMENTATION** | | | | | | | | |
| PD11.1 | Ensure availability of IDPs and sorrce systems' documentation exists. | | | | | | | |
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| **PD12. DEPLOYMENT CONTINGENCIES** | | | | | | | | |
| PD12.1 | Conduct PAI | Right before blackout | | | | | | |
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| **PD13. FEEDBACK** | | | | | | | | |
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| | | | **DEPLOYMENT EXECUTION (EX)** | | | | | |
| **EX1. ADMINISTRATIVE & ORGANIZATIONAL** | | | | | | | | |
| EX1.1 | **Deployment Plan** | | | | | | | |
| EX1.1.1 | Updates to the Deployment Plan completed for Execution Phase | | | | | | | |
| EX1.2 | **Schedule and Key Dates** | | | | | | | |
| EX1.2.1 | Update and distribute schedule to reflect activities that support Execution Phase | | | | | | | |
| EX1.2.2 | Ensure ALARCT instructions are being followed including blackout etc… | | | | | | | |
| EX1.3 | **Client Node Environments** | | | | | | | |
| EX1.3.1 | Test connectivity with CDC/ COOP | | | | | | | |
| EX1.3.2 | Test operation of system | | | | | | | |
| EX1.3.3 | Configure Client workstations | | | | | | | |
| EX1.3.4 | Ensure local IT support team in place | | | | | | | |
| EX1.3.5 | Follow instructions for initial login to Army DIMHRS | | | | | | | |
| EX1.4 | **Deployment Coordination Center** | | | | | | | |
| EX1.4.1 | Coordinate rollout events with effected organizations | | | | | | | |
| EX1.4.2 | Ensure Army DIMHRS Deployment Team (ADDT) in place within the DCC | | | | | | | |
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| **EX2. LEGACY SYSTEMS** | | | | | | | | |
| EX2.1 | Ensure final MOAs / System Interface Agreements for interfaces and migration are signed. | | | | | | | |
| EX2.2.1 | Support interface brokering agents installation. | | | | | | | |
| EX2.2.2 | Activate interface brokering agents | | | | | | | |
| EX2.2 | Decommission subsumed (retired) systems | | | | | | | |
| | | | | | | | | |
| **EX3. DATA MIGRATION** | | | | | | | | |
| EX3.1 | Ensure final data cleansing for initial load is completed | | | | | | | |
| EX3.2 | Ensure data staging for initial load is completed. | | | | | | | |
| EX3.3 | Support initial database load. | | | | | | | |
| EX3.4 | Complete data verification. | | | | | | | |
| EX3.5 | Support final conversion completion. | | | | | | | |
| EX3.5.1 | Initiate systems blackout. | | | | | | | |
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| **EX4. REPORTS** | | | | | | | | |
| EX4.1 | Review OT Report and resulting rework/decisions. | | | | | | | |
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| **EX5. SECURITY** | | | | | | | | |
| EX5.1 | Ensure physical security personnel are on-site. | | | | | | | |
| EX5.2 | Activate building security system. | | | | | | | |
| EX5.3 | Implement building Access list. | | | | | | | |
| EX5.4 | Activate building access card/badges. | | | | | | | |
| EX5.5 | Distribute building access card/badges. | | | | | | | |
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| **EX6. TEST AND EVALUATION** | | | | | | | | |
| EX6.1 | Complete OT Report. | | | | | | | |
| EX6.2 | Conduct rework as a result of OT Report. | | | | | | | |
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| **EX7. LOGISTICS** | | | | | | | | |
| EX7.1 | Ensure updates to the Army DIMHRS Supportability Strategy are completed for Execution Phase. | | | | | | | |
| EX7.2 | Receive fielding authorization with instructions. | | | | | | | |
| EX7.3 | Ensure information to address roles /responsibilities between the ACC and the DIMHRS Help-Desk are received. | | | | | | | |
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| **EX8. TRAINING** | | | | | | | | |
| EX8.1 | Correct infrastructure shortfalls. | | | | | | | |
| EX8.2 | Complete End-user training. | | | | | | | |
| EX8.3 | Prepare Self-service training sites. | | | | | | | |
| EX8.4 | Implement Schoolhouse training TBD. | | | | | | | |
| EX8.5 | Train personnel responsible for report generation. | | | | | | | Moved from Reports |
| | | | | | | | | |
| **EX9. CHANGE MANAGEMENT** | | | | | | | | |
| EX9.1 | Ensure updates to the Change Management Plan are completed for Execution Phase. | | | | | | | |
| EX9.2 | **Business Process Changes** | | | | | | | |
| EX9.2.1 | Establish date to begin using new processes. | | | | | | | |
| EX9.2.2 | Publish revised Army policies, instructions, and regulations. | | | | | | | |
| EX9.2.3 | Ensure Army revised procedures are implemented. | | | | | | | |
| EX9.3 | **Communications** | | | | | | | |
| EX9.3.1 | Ensure updates to the Communications Plan are completed for Execution Phase. | | | | | | | |
| EX9.3.2 | Execute Communications Plan to support Execution Phase. | | | | | | | |
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| **EX10. RISK MANAGEMENT** | | | | | | | | |
| EX10.1 | Institute Army DIMHRS risk management to support Execution Phase. | | | | | | | |
| | | | | | | | | |
| **EX11. DOCUMENTATION** | | | | | | | | |
| EX11.1 | Make system administration documentation available. | | | | | | | |
| EX11.2 | Make End-user documentation available. | | | | | | | |
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| **EX12. DEPLOYMENT CONTINGENCIES** | | | | | | | | |
| EX12.1 | Ensure Deployment Contingency Plan is communicated to organizations with a role in contingency operations. | | | | | | | |
| EX12.2 | Determine appropriate contingencies to follow and execute accordingly. | | | | | | | |
| | | | | | | | | |
| **EX13. FEEDBACK** | | | | | | | | |
| EX13.1 | Ensure lessons learned/feedback process in place | | | | | | | |
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| POST-DEPLOYMENT (AD) | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **AD1. ADMINISTRATIVE AND ORGANIZATIONAL** | | | | | | | | |
| AD1.1 | Shift resources as necessary to reflect the overall state of deployment. | | | | | | | |
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| **AD2. LEGACY SYSTEMS** | | | | | | | | |
| AD2.1 | Retire legacy sytems per pre-determined schedule. | | | | | | | |
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| **AD3. DATA MIGRATION** | | | | | | | | |
| | NA | | | | | | | |
| | | | | | | | | |
| **AD4. REPORTS** | | | | | | | | |
| | NA | | | | | | | |
| | | | | | | | | |
| **AD5. SECURITY** | | | | | | | | |
| AD5.1 | Monitor for security flaws, gaps and breaches | | | | | | | |
| AD5.1.0 | Update access, roles and permissions as needed | | | | | | | |
| AD5.2 | Monitor interface security | | | | | | | |
| | | | | | | | | |
| **AD6. TEST AND EVALUATION** | | | | | | | | |
| AD6.1 | Monitor software changes that occur after IOC. | | | | | | | Need to determine the process that will be in place to handle testing of any changes that occur after IOC. |
| | | | | | | | | |
| **AD7. LOGISTICS** | | | | | | | | |
| | NA | | | | | | | |
| | | | | | | | | |
| **AD8. TRAINING** | | | | | | | | |
| AD8.1 | Begin Self Service Training | | | | | | | |
| AD8.2 | Begin Sustainment Training | | | | | | | |
| | *Contingent on updated STRAP* | | | | | | | |
| | | | | | | | | |
| **AD9. CHANGE MANAGEMENT** | | | | | | | | |
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| | | | | | | | | |
| AD9.1 | **Business Process Changes** | | | | | | | |
| AD9.1.1 | Determine if additional changes are needed. | | | | | | | |
| AD9.1.2 | Institute any additional changes needed | | | | | | | |
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| AD9.2 | **Communications** | | | | | | | |
| AD9.2.1 | Provide data to EPMO to feed performance/financial metrics. | | | | | | | |
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| **AD10. RISK MANAGEMENT** | | | | | | | | |
| AD101. | Transition to crisis-management mode. | | | | | | | |
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| **AD11. DOCUMENTATION** | | | | | | | | |
| AD11.1 | Document metrics/statistics and lessons-learned. | | | | | | | |
| | | | | | | | | |
| **AD12. DEPLOYMENT CONTINGENCIES** | | | | | | | | |
| AD12.1 | Conduct PAI (virtual?) | 1st day of IOC | | | | | | |
| AD12.2 | Validate PAI records to ensure accuracy of data load | | | | | | | |
| | | | | | | | | |
| **AD13. FEEDBACK** | | | | | | | | |
| AD13.1 | Conduct post implementation review | | | | | | | Moved from Pre-Deployment |
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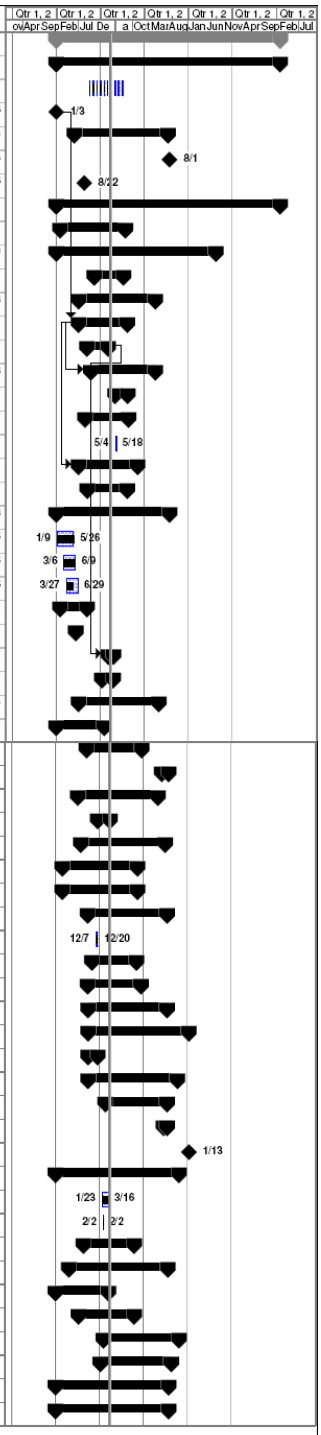
# Appendix F - Army Integrated Master Schedule (AIMS)

Below is a representation of the AIMS, rolled up to only the 3rd level and above tasks.

| ID | Unique ID | Task Name | % Complete | Duration | Start | Finish |
|---|---|---|---|---|---|---|
| 0 | 0 | Army Integrated Master Schedule | 44% | 1284 days? | Tue 1/3/06 | Tue 2/1/11 |
| 1 | 1 | Program Management | 44% | 1284 days? | Tue 1/3/06 | Tue 2/1/11 |
| 2 | 6049 | Prepare and submit BAH MSR (All Work Streams) | 60% | 192 days | Mon 10/2/06 | Mon 7/9/07 |
| 13 | 340 | Sec. England's Go Forward Memo (Project Start Milestone) | 100% | 0 days | Tue 1/3/06 | Tue 1/3/06 |
| 14 | 342 | External Dependencies | 32% | 534 days | Thu 6/1/06 | Fri 7/18/08 |
| 32 | 11547 | Army Go-Live | 0% | 0 days | Fri 8/1/08 | Fri 8/1/08 |
| 33 | 5222 | Legacy Systems Freeze Memo sent to G1 | 100% | 0 days | Tue 8/22/06 | Tue 8/22/06 |
| 34 | 563 | Program Operations | 44% | 1284 days | Tue 1/3/06 | Tue 2/1/11 |
| 932 | 1851 | Liaison Activities (HRC St. Louis, NGB and USARC) | 57% | 376 days | Wed 2/1/06 | Tue 7/31/07 |
| 996 | 6000 | STRATCOM | 43% | 910 days? | Tue 1/3/06 | Wed 8/19/09 |
| 1835 | 3477 | Change Impact | 57% | 168 days | Mon 11/13/06 | Fri 7/13/07 |
| 1848 | 2 | System Engineering (Technical Integration) | 55% | 435 days | Fri 7/7/06 | Wed 4/2/08 |
| 1849 | 94 | Systems Analysis | 22% | 278 days | Fri 7/7/06 | Tue 8/14/07 |
| 1928 | 11132 | HLD Packages Validation | 60% | 119 days | Fri 9/15/06 | Fri 3/9/07 |
| 2020 | 337 | Interface Activities | 28% | 366 days | Mon 10/16/06 | Wed 4/2/08 |
| 2052 | 5293 | Orphan Mitigation Analysis | 0% | 73 days | Fri 5/4/07 | Fri 8/17/07 |
| 2068 | 5633 | Reporting Activities | 33% | 246 days | Wed 8/30/06 | Wed 8/22/07 |
| 2118 | 5679 | Develop Final Deliverable Package for System Owners | 0% | 10 days | Fri 5/4/07 | Fri 5/18/07 |
| 2119 | 339 | Legacy Systems Transition and Retirement Planning | 1% | 338 days | Fri 7/7/06 | Thu 11/8/07 |
| 2147 | 8443 | Technical DDA Support | 91% | 229 days | Mon 9/18/06 | Wed 8/15/07 |
| 2158 | 95 | Data Management | 37% | 644 days? | Tue 1/3/06 | Mon 7/28/08 |
| 2159 | 96 | Identify Army Data Requirements Conversion Sources (NG1643) | 100% | 98 days | Mon 1/9/06 | Fri 5/26/06 |
| 2160 | 97 | Identify Army Data Requirements Persistent Inbound Sources (NG1644) | 100% | 69 days | Mon 3/6/06 | Fri 6/9/06 |
| 2161 | 98 | Identify Army Data Requirements Persistent Outbound Sources (NG1645) | 59% | 68 days | Mon 3/27/06 | Thu 6/29/06 |
| 2162 | 99 | Army Interface Design | 100% | 157 days | Thu 2/2/06 | Fri 9/15/06 |
| 2175 | 112 | Army Interface Development | 100% | 3 days | Mon 6/12/06 | Thu 6/15/06 |
| 2179 | 116 | System Interface Agreements (SIA's) (ARMY30 & ARMY31) | 0% | 30 days | Mon 3/12/07 | Fri 4/20/07 |
| 2186 | 119 | MQ Series Installation and Testing At External Systems | 5% | 66 days | Mon 1/15/07 | Wed 4/18/07 |
| 2192 | 122 | Data Migration Plan | 33% | 459 days | Wed 7/5/06 | Fri 5/2/08 |
| 2199 | 127 | Army Mock Data Conversions | 95% | 272 days? | Tue 1/3/06 | Fri 2/2/07 |
| 2214 | 137 | Testing Army | 10% | 315 days | Mon 9/18/06 | Wed 12/19/07 |
| 2241 | 5942 | Initial Database Load | 0% | 40 days | Mon 6/2/08 | Mon 7/28/08 |
| 2246 | 5956 | Data Quality Activities | 38% | 459 days | Wed 7/5/06 | Fri 5/2/08 |
| 2253 | 11545 | Data Mapping Validation | 88% | 71 days | Mon 12/18/06 | Fri 3/30/07 |
| 2267 | 5955 | Data Cleanup | 34% | 481 days | Tue 8/1/06 | Tue 7/1/08 |
| 2273 | 4 | Application Development | 96% | 429 days? | Wed 3/1/06 | Tue 11/13/07 |
| 2274 | 89 | Design, Development & Analysis Effort | 96% | 429 days? | Wed 3/1/06 | Tue 11/13/07 |
| 3882 | 149 | Systems Test & Evaluation | 77% | 454 days | Tue 9/26/06 | Fri 7/18/08 |
| 3883 | 1298 | Provide Army Input to TEMP (links to ATEC0025) | 100% | 10 days | Thu 12/7/06 | Wed 12/20/06 |
| 3884 | 5224 | Test Training Requirements | 76% | 255 days | Wed 11/1/06 | Tue 11/6/07 |
| 3887 | 1941 | Developmental Test & Evaluation | 86% | 305 days | Tue 9/26/06 | Thu 12/13/07 |
| 4105 | 1942 | Operational Test & Evaluation | 31% | 450 days | Sun 10/1/06 | Fri 7/18/08 |
| 4142 | 2057 | Deployment | 13% | 570 days? | Mon 10/2/06 | Tue 1/13/09 |
| 4143 | 2058 | PHASE 1 Deployment Turn Key Strategy Definition | 100% | 53 days | Mon 10/2/06 | Mon 12/18/06 |
| 4150 | 2065 | PHASE 2 Planning and Preparation | 11% | 509 days | Mon 10/2/06 | Fri 10/10/08 |
| 4192 | 2101 | PHASE 3 Pre-Deployment Actvities | 0% | 354 days? | Wed 2/21/07 | Fri 7/18/08 |
| 4201 | 8395 | PHASE 4 Deployment Execution Activities | 0% | 20 days? | Fri 6/20/08 | Fri 7/18/08 |
| 4205 | 8399 | PHASE 5 Post Deployment Activities | 0% | 0 days | Tue 1/13/09 | Tue 1/13/09 |
| 4209 | 225 | Training | 38% | 706 days | Tue 1/3/06 | Fri 10/24/08 |
| 4210 | 10381 | Final COA approved by GOSC | 100% | 38 days | Tue 1/23/07 | Fri 3/16/07 |
| 4211 | 10382 | Training IPR (to discuss new Training Strategy) | 100% | 1 day | Fri 2/2/07 | Fri 2/2/07 |
| 4212 | 1736 | Develop, Staff, and Distribute Army DIMHRS Training Team (ADTT) Managemen | 17% | 287 days | Wed 8/23/06 | Mon 10/15/07 |
| 4237 | 1745 | Manage Army DIMHRS Training Integrated Concept Training Team (ICTT) | 42% | 563 days | Tue 4/25/06 | Thu 7/24/08 |
| 4275 | 1840 | Conduct Army DIMHRS Task/Training Analysis | 100% | 301 days | Tue 1/3/06 | Fri 3/16/07 |
| 4282 | 555 | ILT Design and Development | 56% | 318 days | Wed 7/12/06 | Tue 10/16/07 |
| 4294 | 558 | Interactive Multimedia Instruction (IMI) [Web-Based Training (WBT) & CD-ROM [ | 3% | 434 days | Fri 2/2/07 | Fri 10/24/08 |
| 4307 | 1999 | Training Implementation | 9% | 407 days | Thu 1/11/07 | Fri 8/22/08 |
| 4339 | 8 | Sustainment | 22% | 647 days | Tue 1/3/06 | Fri 8/1/08 |
| 4340 | 10738 | Army DIMHRS Contact Center (ADCC) | 22% | 647 days | Tue 1/3/06 | Fri 8/1/08 |




Project: Army Integrated Master Schedu
Date: Tue 3/27/07

Task | Critical Task | Progress | Milestone | Summary | Rolled Up Task | Rolled Up Critical Task | Rolled Up Milestone | Rolled Up Progress | Split | External Tasks | Project Summary | Group By Summary | Deadline

# Appendix G - Functional Description of Legacy Systems to be Subsumed

**Active Army:**

1. **DCIPS** - Defense Casualty Information Processing System
   - Provides information management support to the Casualty and Memorial Affairs Operation Center
     - Permits the automated storage and retrieval of casualty data, with external links to reporting agencies.
2. **DAMIS** - Drug and Alcohol Management Information System – Headquarters
   - A statistical reporting system to support operational oversight for tracking the rehabilitation progress of alcohol or drug abusers.
3. **EDAS** - Enlisted Distribution and Assignment System
   - A real time, interactive, automated system which supports the management of the enlisted force.
4. **INPROC/ OUTPROC** - Sustaining Base Information System Installation Support Modules
   - Personnel modules only
   - INPROC ensures soldiers are ready for deployment and meet all readiness personnel processing requirements.
   - OUTPROC automates the processes required to clear soldiers from the installation as he/she transfers to another duty station or transitions from active duty, and supports the out-processing scheduling, provides management controls over installation clearance procedures and produces critical control documents.
5. **OERS-E** - Officer Evaluation Reporting System – Enhanced
   - Processes Officer Evaluation Reports (OER), Academic Evaluation Reports (AER), and DA Photos.
   - Updates TAPDB-AO and the IVRS system.
6. **OSSS** - Officer Selection Support System
   - Provides information for the centralized Officer Promotion Selection System.
7. **RECBASS#** - Reception Battalion Automated Support System
   - An interactive, real-time system to maintains a database on soldiers who are in-processed at one of five reception battalions
     - Fort Jackson, SC
     - Fort Benning, GA
     - Fort Leonard Wood, MO
     - Fort Knox, KY
     - Fort Sill, OK.
8. **ROAMS** - Replacement Operations Automation Management System
   - Provides automated support for projecting filler and casualty replacement requirements and managing filler and replacement flow.
9. **TOPMIS** - Total Officer Personnel Management Information System
   - Automated system to distribute and assign officer and by HQDA/ MACOMs/installations to manage officer strength and distribution/assignment and maintain officer record data on TAPDB-AO.
10. **TPS#** - Tactical Personnel System
    - Provides the essential personnel functionality to support a commander's tactical decision-making process.

- Updates personnel strength when duty status changes are received from units, medical facilities, mortuary affairs, and MP straggler control
- Produces and edits task force structures by UIC, SSN, and/or crew

11. **TRANSPROC** - Transition Processing
    - Incorporates Transition Orders (TRANSORD) and Transition Processing (TRANSPROC).
    - Assists Army Installation personnel offices and transition centers in the transition of military personnel from active duty.
12. **SIDPERS-3** - Standard Installation/Division Personnel System
    - Provide commanders and their staff the necessary personnel information to make timely decisions and manage active duty Army personnel resources effectively in peace, deployment, and war.

**Multi-Component Systems:**

1. **TAPDB** - Total Army Personnel Data Base
    - Includes 39 Headquarters applications
    - Used to support total Army Active Officer (AO) and Active Enlisted (AE) personnel management.
2. **KEYSTONE** – **RETAIN# and KEYSTONE- REQUEST** - Reenlistment Assignment System & Recruit Quota System
    - KEYSTONE-REQUEST C/S supports recruitment, accession, training and mobilization requirements.
    - KEYSTONE-RETAIN C/S supports reenlistment, retention and reclassification requirements.
3. **PERSTEMPO** - Personnel Tempo
    - Deployment Management System.
    - Supports the tracking and managing of Personnel Tempo, Contingency Operations, National Emergencies or War event information

## Legacy Systems Candidates for Subsumption by DIMHRS

**Active Army:**

1. **APAS-E** - Analyst Project Assist System-Enhanced
    - Generates MOS inventory projections by Grade/MOS
2. **ASK** - Assignment Satisfaction Key
    - Enables Active Army enlisted soldiers to directly update TAPDB-AE with assignment preferences
3. **CAR** - Consolidated Acquisition Reporting System
    - Process and track all congressional inquires, FOIA into EREC.
4. **DAMIS-FS** - Drug And Alcohol Management Information System - Field System
    - Provides installation level automated support for identifying and tracking alcohol or other drug abusers.
5. **EDMIS** - Installation Support Module (ISM) Education Management Information System
    - Automates management of Army soldier's educational processes.
6. **eMILPO** - Electronic Military Personnel Office
    - Replacement for Standard Installation/Division Personnel System (SIDPERS-3), a web-based application to perform personnel actions and managing strength accountability.

# Appendix H - Communications Plan

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## Communications Plan Army DIMHRS

### Issue

The Defense Integrated Military Human Resources System (DIMHRS) is a congressionally mandated Department of Defense implementation of a combined personnel and pay system. DIMHRS will include all Army components in one database. The Army's organizational structure, job role descriptions, business processes and the systems to support the business processes are all rapidly transforming. The objective of this communications plan is to facilitate the Army's transition to DIMHRS.

The plan incorporates multiple channels for communicating focused messaging targeted to key audiences using a four-phased change management approach—awareness, understanding, acceptance and ownership. This approach will ensure an integrated strategy and facilitate the Army's acceptance of changes resulting from DIMHRS.

### Background & Environment

- To meet the demands of the global war on terrorism and keep pace with the modern war fighter, the Army must transform human resource management.
- Supporting the Soldier is at the core of the Army's mission, and the Army requires an integrated personnel and pay system to ensure timely and accurate compensation, benefits, and entitlements for the more than 1.3 million Active, Reserve, and National Guard Service members who perform Army missions around the globe each day.
- To prepare the Army for DIMHRS implementation, the Army designed new business processes. This effort is based on the Army's Go-Forward Assessment and the Defense Business Systems Management Committee's decision to proceed with DIMHRS as a viable solution to the Army's human resources deficiencies.
- DIMHRS is the largest commercial off-the-shelf (COTS) solution ever attempted by the federal government. This historic transformation will result in the largest, fully-integrated human resources system in the world.
- DIMHRS will deliver timely and accurate pay and benefits to all Service members and their families anytime, anywhere. DIMHRS will address major deficiencies in the delivery of military personnel and pay services.

[1] ★ **Defense Integrated Military Human Resources System** ★

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- The Army utilizes 160+ personnel systems, databases and applications across its three Components in order to manage its Human Resources (HR) functions.
- These systems are not tied directly to payroll systems. Most do not share information with other Army HR systems and they definitely do not share information among Components.
- The Department of Defense mandated the creation of a Joint Service integrated personnel and payroll system. DIMHRS will replace much of the functionality of current Army HR systems.

## Desired Effects

- Increase awareness, understanding and acceptance of DIMHRS.
- Communicate changes from the "as-is" to the "to-be" environment for the Army's stakeholders.
- Facilitate the Army's capacity to not only accept change but to welcome change as we position DIMHRS as the vehicle for delivering the best solution for the Army's personnel and pay needs.
- Promote DIMHRS as the most cost-effective, viable solution for the Army – utilizing commercial best practices.
- Prepare Army stakeholders for the new Army DIMHRS environment through integrated communications and change management efforts.
- Create and build confidence in the Army's mission of implementing DIMHRS.

## Overarching Theme

*Integrated, multi-component, personnel and pay system.*

## Key Messages

- The Army will implement DIMHRS in 3rd Quarter FY08.
- DIMHRS integrates personnel and pay.
- DIMHRS puts all three Components on one system.
- DIMHRS offers web-based, 24/7 world-wide accessibility; NIPRNET only.
- DIMHRS will subsume multiple legacy systems and databases.
- DoD and Army are committed to DIMHRS' success.
- DIMHRS is a DoD directive; Army will be first to implement.

2 ★ Defense Integrated Military Human Resources System ★

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- DIMHRS is a turn-key implementation, Big Bang approach, and will go live across the Army at the same time.
- DIMHRS IS A COTS product, which will cause cultural shifts to the Army
- DIMHRS will offer improved customer service.
- DIMHRS offers combatant commanders seamless strength management and accounting.
- DIMHRS allows greater flexibility through self-service capabilities.

## Risks

- Failure to coordinate communications and change management efforts across the Army will result in a lack of Army-wide understanding and acceptance of DIMHRS.

- The Army DIMHRS program must consider communication and change management efforts for functional and technical areas.

- Army leadership needs to fully support Army DIMHRS through end-state or there will be a lack of Army-wide acceptance of the Army DIMHRS program.

## Communication Strategy and Postures

Communications and Public Affairs Posture is active. Any discussion on the implementation of Army DIMHRS should focus on the benefits of an integrated personnel and pay system that meets the needs of the Army throughout the 21st Century.

DIMHRS is part of the Army's Business Transformation initiative which provides improved value and quality resulting in a fundamental change in how the Army does business and a culture of continuous improvement.

Moving forward, the Army DIMHRS Program Office must maintain an aggressive, pro-active approach to overcome old and current misconceptions and challenges associated with the DIMHRS implementation.

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Coordination Mechanisms and Products:

| Audience | Information Focus | Method of Engagement |
|---|---|---|
| Army Staff | All themes, messages | In person briefing, EXSUM, Sr. Leader's Page, Army DIMHRS Web site, AKO DIMHRS Web page, Information papers |
| Sr. Army Leaders | All themes, messages | In person briefing, EXSUM, GOSC, CoC, Sr. Leader's Page, Web site, Information papers, VTC, Stand To! |
| Leaders/Supervisors | Key themes, targeted, focused-messages | VTC, high-level briefings, AKO DIMHRS Page, Army DIMHRS Web site, Stand To!, Outreach events, |
| OSD, Joint Staff, Other Services | Transformation, Joint capabilities | Briefings, Information papers, reports |
| Congress | Transformation, Joint capabilities | Congressional hearings, high-level briefings, reports, Information papers |
| Media and Public | Transformation, Joint capabilities, benefits | OCPA, HRC PAO, G-1 PAO, Army DIMHRS Web site, EPMO Web site |
| Personnel Community | Integrated personnel and pay message, personnel specific messages, benefits and changes | S1 Net, Army DIMHRS Web site, AKO DIMHRS Page, Army DIMHRS Newsletter, Soldier's Media Center (SMC), SRTV |
| Finance Community | Integrated personnel and pay messages, DFAS involvement, benefits and changes | S1 Net, Army DIMHRS Web site, AKO DIMHRS Page, Finance School Web site, DFAS Web site, Army DIMHRS Newsletter, SMC, SRTV, AFN |
| Army-wide | Self-service application, general transformation theme, benefits and changes | Army DIMHRS Web site, AKO DIMHRS Page, Soldier's Magazine, SMC, SRTV, AFN, media, advertising, conferences, road shows, information kits, fact sheets, brochures, training |

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## Action Steps / Execution Timeline

The Army DIMHRS Program Office is committed to providing the Army with relevant, accurate, and timely human resources personnel and pay service in war-time and peace-time. Army DIMHRS, an integrated, multi-component, personnel and pay system, will enable Soldiers and Commanders to accomplish their missions.

Key strategic communications and change management efforts will help the program reach the intended target audiences through a phased approach. Preliminary messaging is divided into four phases, and key messaging and activities will be developed for each phase, concentrating on the primary and secondary audiences of each phase while still executing Army-wide communication as needed.

These phases will focus on Army Senior Leadership, starting with the General Officer and Senior Executive Service levels, Colonels and Lt. Colonels, Sergeants Major, the HR Professional, and ultimately the Army-wide audience of 1.3 million stakeholders.

The definitions of the four phases are:

**Awareness** – Stakeholders in this phase typically express confusion, resentment, denial, resistance, interest, and/or cautious optimism when learning about a change. Stakeholders have limited knowledge of the changes that will come with a new system implementation and are unclear of the scope and depth of the changes, or even the reason for the change.

**Understanding** – Stakeholders are beginning to comprehend the intent of the change. Although there is not yet full commitment or support for DIMHRS, some of the mystery has been taken out of the new system and process associated changes.

**Acceptance** – The Army is beginning to experience the change. Stakeholders are becoming more comfortable with DIMHRS by learning to use the system through hands-on experience and training.

**Ownership** – The Army is using DIMHRS to do their work. Their performance level increases as they gain confidence in the new business processes.

The four phases of the communications strategy and plan are:

**Phase I – "Awareness"**
Audiences: Primary—ACOMS, IMA, OCAR, ARNG
Secondary—Sr. Army and DoD Leaders
Duration: 9 August 2006 to 25 February 2007
Milestones: ARR, SIT

August 2006
- Monthly Executive VTC—10 August 2006
- Monthly Executive Overview Seminar, 16 August 2006
- LandWarNet Conference, panel discussion
- 35th EANGUS, program representation via National Guard
- Bi-weekly Army DIMHRS CoC, 22 August 2006

September 2006
- Monthly Executive VTC—13 September 2006
- Monthly Executive Summary, 13 September 2006
- Monthly Executive Overview Seminar, 20 September 2006
- 128th NGAUS, program representation via National Guard
- Defense AT &L Magazine, feature article, September 2006
- Program update article featured on Defenselink, September 2006
- Program update article featured on ARNews, September 2006
- Soldier's Magazine article in the Message Center, September 2006
- Bi-weekly Army DIMHRS CoC, 12 September 2006
- Monthly GOSC, 18 September 2006
- Monthly AKO Announcement, September 2006, offering relevant program information

October 2006
- Monthly Executive VTC—18 October 2006
- Monthly Executive Summary, 16 October 2006
- Monthly Executive Overview Seminar, TBD October 2006
- AUSA Annual meeting, conference, 9-10 October 2006
- INSCOM G1/S1 Conference, October 2006
- National Guard Bureau Technology Expo, 11 October 2006, Crystal City
- Bi-weekly Army DIMHRS CoC, 3 October 2006
- Bi-weekly Army DIMHRS CoC, TBD October 2006
- Monthly GOSC, 20 October 2006
- Monthly AKO Announcement, October 2006, offering relevant program information
- Army DIMHRS Talking points for the Senior Leaders Page, October 2006

November 2006

- Monthly Executive VTC—TBD November 2006
- Monthly Executive Overview Seminar, TBD November
- Bi-weekly Army DIMHRS CoC, TBD November 2006
- Bi-weekly Army DIMHRS CoC, TBD November 2006
- Monthly Executive Summary, 2 November 2006
- Monthly GOSC, 17 November 2006
- Monthly AKO Announcement, November 2006, offering relevant program information
- Branch Magazines w/Command Info Piece
- NCO Journal

December 2006

- Monthly Executive VTC—TBD December 2006
- Monthly Executive Summary, 7 December 2006
- Monthly Executive Overview Seminar, TBD December 2006
- Soldier's Magazine monthly calendar issue, features Army DIMHRS during month of April 2007, December 2006
- Bi-weekly Army DIMHRS CoC, TBD December 2006
- Monthly GOSC, 15 December 2006
- Monthly AKO Announcement, December 2006, offering relevant program information

January 2007

- Monthly Executive VTC—TBD January 2007
- Monthly Executive Summary, 4 January 2007
- Soldier's Magazine, Year in Review, January 2007
- Monthly AKO Announcement, January 2007, offering relevant program information
- Soldiers Magazine (2-page spread in annual Almanac)

February 2007

- Monthly Executive VTC—TBD February 2007
- Monthly Executive Summary, 1 February 2007
- Monthly AKO Announcement, February 2007, offering relevant program information
- Army DIMHRS Talking points for the Senior Leaders Page, February 2007
- SRTV Spot (Focus on Training/Testing)

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**Phase II – "Understanding"**
Audiences: Primary—Regions/ASCC, OCAR, ARNG
Secondary—05s/06s, CSMs/SGMs
Duration: 26 February 2007 to 12 September 2007
Milestones: SIT, SAT, OT Part I

March 2007
- Monthly Executive VTC—TBD March 2007
- Monthly Executive Summary, 1 March 2007
- Program milestone update article featured on Defenselink, March 2007
- Bi-weekly Army DIMHRS CoC, TBD March 2007
- Monthly GOSC, TBD March 2007
- Monthly AKO Announcement, March 2007, offering relevant program information
- Conference attendance, TBD
- Army Times (Command Info Piece w/interview)
- National Guard Magazine/ARNG Web Page (CI Piece by MSG Bob Haskell)
- Reserve Magazine/USAR Web Page (CI Piece by SFC Keith O'Donnell coordinated w/SMG Vicki Washington

April 2007
- Monthly Executive VTC—TBD April 2007
- Monthly Executive Summary, 5 April 2007
- Program milestone update article featured on ARNews, April 2007
- Bi-weekly Army DIMHRS CoC, TBD April 2007
- Monthly GOSC, TBD April 2007
- Monthly AKO Announcement, April 2007, offering relevant program information
- AMPO Conference, Indianapolis, April 2007
- Army Magazine (CI Piece by Dennis Steele w/interviews)
- Pentagon Channel ("One Year Out" TV Spot)
- ARNEWS "One Year Out" Article
- Post Newspapers "One Year Out" Article

May 2007
- Monthly Executive VTC—TBD May 2007
- Monthly Executive Summary, 3 May 2007
- Program milestone update article featured on Defenselink, May 2007
- Bi-weekly Army DIMHRS CoC, TBD May 2007
- Monthly GOSC, TBD May 2007
- Monthly AKO Announcement, May 2007, offering relevant program information
- Army G-1 Summit, Orlando FL, May 2007

- Army Worldwide Public Affairs Symposium, TBD, May 2007
- ASMC PDI, Kansas City, MO, 29 May – 1 June 2007
- Branch Magazines ("One Year Out" Article)
- Reserve/National Guard Web Pages ("One Year Out" Article)

June 2007
- Monthly Executive VTC—TBD June
- Monthly Executive Summary, 7 Jun
- Program milestone update article featured on ARNews, Jun 2007
- Bi-weekly Army DIMHRS CoC, TBD June 2007
- Monthly GOSC, TBD June 2007
- Monthly AKO Announcement, June 2007, offering relevant program information
- Army DIMHRS Talking points for the Senior Leaders Page, June 2007
- ROA 2007 National Convention, San Francisco, CA, 27 Jun – 30 Jun 2007
- Stand-To Article

July 2007
- Monthly Executive VTC—TBD July
- Monthly Executive Summary, 5 July 2007
- Program milestone update article featured on Defenselink, July 2007
- Bi-weekly Army DIMHRS CoC, TBD July 2007
- Monthly GOSC, TBD July 2007
- Monthly AKO Announcement, July 2007, offering relevant program information
- Stars and Stripes (Feature Story: Training, Testing, Overall w/interviews)

August 2007
- Monthly Executive VTC—TBD August 2007
- Monthly Executive Summary, 2 August 2007
- Program milestone update article featured on ARNews, August 2007
- Bi-weekly Army DIMHRS CoC, TBD August 2007
- Monthly GOSC, TBD August 2007
- Monthly AKO Announcement, August 2007, offering relevant program information
- 36th EANGUS, Savannah, GA, August 2007
- Post Newspapers (ARNEWS Article Pick-up)

September 2007
- Monthly Executive Summary, 6 September 2007
- Program milestone update article featured on Defenselink, September 2007
- Monthly GOSC, TBD September 2007

**Phase III – "Acceptance"**
Audiences: Primary—Installations /DRUs, ARNG State HQs, USARC
Secondary—Army-Wide
Duration: 13 September 2007 to 22 December 2007
Milestones: OT Part II

October 2007
- Monthly Executive VTC—TBD October
- Monthly Executive Summary, 4 October
- Program milestone update article featured on ARNews, October 2007
- Bi-weekly Army DIMHRS CoC, TBD October 2007
- Monthly GOSC, TBD October 2007
- Monthly AKO Announcement, October 2007, offering relevant program information
- Conference attendance, AUSA, Washington, DC, TBD October 2007
- Army DIMHRS Talking points for the Senior Leaders Page, October 2007
- SRTV One-on-One Interview with PM

November 2007
- Monthly Executive VTC—TBD November 2007
- Monthly Executive Summary, 1 November 2007
- Program milestone update article featured on Defenselink, November 2007
- Bi-weekly Army DIMHRS CoC, TBD November 2007
- Monthly GOSC, TBD November 2007
- Monthly AKO Announcement, November 2007, offering relevant program information
- Branch Magazines

December 2007
- Monthly Executive VTC—TBD December
- Monthly Executive Summary, 6 December
- Program milestone update article featured on ARNews, December 2007
- Bi-weekly Army DIMHRS CoC, TBD December 2007
- Monthly GOSC, TBD December 2007
- Monthly AKO Announcement, December 2007, offering relevant program information

**Phase IV – "Ownership"**
Audience: Army-Wide
Duration: 23 December 2007 to March 31 2008
Milestones: OT Part II, OT Rept, FD Prep

January 2008
- Monthly Executive VTC—TBD January 2008
- Monthly Executive Summary, 3 January 2008
- Program milestone update article featured on Defenselink, January 2008
- Bi-weekly Army DIMHRS CoC, TBD January 2008
- Monthly GOSC, TBD January 2008
- Monthly AKO Announcement, January 2008, offering relevant program information
- Army DIMHRS Talking points for the Senior Leaders Page, January 2008
- Soldier's Magazine, Year in Review, January 2008 (Highlighting April as IOC)

February 2008
- Monthly Executive VTC—TBD February
- Monthly Executive Summary, 7 February 2008
- Program milestone update article featured on ARNews, February 2008
- Bi-weekly Army DIMHRS CoC, TBD February 2008
- Monthly GOSC, TBD February 2008
- Monthly AKO Announcement, February 2008, offering relevant program information
- Army DIMHRS Talking points for the Senior Leaders Page, February 2008

March 2008
- Monthly Executive VTC—TBD March 2008
- Monthly Executive Summary, 6 March 2008
- Program milestone update article featured on Defenselink, March 2008
- Bi-weekly Army DIMHRS CoC, TBD March 2008
- Monthly GOSC, TBD March 2008
- Monthly AKO Announcement, March 2008, offering relevant program information
- Soldier's Magazine, feature article on upcoming IOC, March 2008
- NCO Journal
- Army Times w/Interview
- External Media

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Communications Tactics:

| Status | Audience | Information | Timing | Activity | Responsibility |
|---|---|---|---|---|---|
| Ongoing | Army Staff<br>-G1<br>-G3,5,7<br>-G8 | Targeted program updates | ▪ As needed<br>▪ As needed<br>▪ As needed<br>▪ Daily<br>▪ Weekly/Monthly<br>▪ As needed | ▪ In person briefings<br>▪ EXSUM<br>▪ Sr. Leader's Page<br>▪ Army DIMHRS Web Site<br>▪ AKO DIMHRS page<br>▪ Information Papers | Army DIMHRS Program Office, STRATCOM |
| Ongoing | Sr. Army Leaders<br>-GOSC members<br>-CoC members<br>-ARNG<br>-OCAR<br>-USAR | Program Updates to include: outcomes of Design, Development and Analysis work; decision briefs; testing; training plans and updates; strategic communications and change management; and change impact | ▪ As needed<br>▪ Monthly<br>▪ Monthly<br>▪ Bi-Weekly<br>▪ Monthly<br>▪ As needed<br>▪ As needed<br>▪ Monthly<br>▪ Daily<br>▪ Weekly/Monthly<br>▪ As needed<br>▪ Monthly | ▪ Program Updates<br>▪ VTC<br>▪ GOSC<br>▪ CoC<br>▪ Executive Overview Seminar<br>▪ Briefings<br>▪ EXSUM<br>▪ Sr. Leader's Page<br>▪ Army DIMHRS Web Site AKO DIMHRS Page<br>▪ Information Papers<br>▪ Stand To!<br>▪ AKO Homepage | Army DIMHRS Program Office, STRATCOM |
| Ongoing | Leaders & Supervisors | Program Updates to include: outcomes of Design, Development and Analysis work; decision briefs; testing; training plans and updates; strategic communications and change management; and change impact | ▪ Monthly<br>▪ As needed<br>▪ Daily<br>▪ Weekly/Monthly<br>▪ As needed<br>▪ Monthly/as needed<br>▪ Monthly<br>▪ Monthly | ▪ VTC<br>▪ Briefings<br>▪ Army DIMHRS Web Site<br>▪ AKO DIMHRS Page<br>▪ Stand To!<br>▪ Outreach Events<br>▪ AKO Homepage<br>▪ Sr. Leader e-mail | Army DIMHRS Program Office, STRATCOM |
| Ongoing | OSD, Joint Staff, Other Services | Transformation, Joint capabilities | ▪ As needed<br>▪ As needed | ▪ Briefings<br>▪ Information Papers | EPMO, Army Staff, Sr. Leaders, Army |

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| Status | Audience | Information | Timing | Activity | Responsibility |
|---|---|---|---|---|---|
| | | | ▪ Major Milestones | ▪ Reports | DIMHRS Program Office, STRATCOM |
| Ongoing | Congress | Transformation, Joint capabilities | ▪ As needed<br>▪ As needed<br>▪ As needed | ▪ Congressional Hearings<br>▪ Briefings<br>▪ Reports<br>▪ Information Papers | EPMO, Army Staff, Sr. Leaders, Army DIMHRS Program Office, STRATCOM, PAO |
| Ongoing | Media and Public | Transformation, Joint capabilities, benefits | ▪ Daily<br>▪ Monthly<br>▪ As needed<br>▪ As needed<br>▪ Bi-weekly | ▪ Army DIMHRS Web Site<br>▪ EPMO Web Site<br>▪ Press Releases<br>▪ Press Kits<br>▪ PAO transformation task force | Army DIMHRS Program Office, STRATCOM, HRC PAO, G-1 PAO |
| Ongoing | Personnel Community | Personnel messages, transformation, integrated personnel and pay messages, benefits and changes | ▪ Monthly<br>▪ Daily<br>▪ Weekly/Monthly<br>▪ Monthly/Quarterly<br>▪ As needed<br>▪ As needed<br>▪ As needed<br>▪ Monthly | ▪ S1 Net<br>▪ Army DIMHRS Web site<br>▪ AKO DIMHRS page<br>▪ Army DIMHRS Newsletter<br>▪ ARNEWS<br>▪ SRTV<br>▪ AFN<br>▪ AKO Homepage | Army DIMHRS Program Office, STRATCOM, SMC |
| Ongoing | Finance Community | Finance related messages, transformation, integrated personnel and pay messages, benefits and changes | ▪ Monthly<br>▪ Daily<br>▪ Weekly/Monthly<br>▪ Monthly/Quarterly<br>▪ As needed<br>▪ As needed<br>▪ As needed<br>▪ Monthly | ▪ S1 Net<br>▪ Army DIMHRS Web site<br>▪ AKO DIMHRS page<br>▪ Army DIMHRS Newsletter<br>▪ ARNEWS<br>▪ SRTV<br>▪ AFN<br>▪ AKO Homepage | Army DIMHRS Program Office, STRATCOM, SMC, DFAS, DFAS Web site, Finance School Web site |
| Ongoing | Army-wide | Self-service, transformation, benefits and changes | ▪ Daily<br>▪ Weekly/Monthly<br>▪ Monthly/Quarterly | ▪ Army DIMHRS Web Page<br>▪ AKO DIMHRS Page<br>▪ Army DIMHRS Newsletter | Army DIMHRS Program Office, STRATCOM, Training, SMC, HRC PAO, G-1 PAO, Media |

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| Status | Audience | Information | Timing | Activity | Responsibility |
|---|---|---|---|---|---|
| | | | ▪ TBD<br>▪ As needed<br>▪ As needed<br>▪ Quarterly or 4-6 times per year<br>▪ As needed<br>▪ As needed<br>▪ As needed per milestone<br>▪ As needed<br>▪ As needed<br>▪ As needed<br>▪ Monthly | ▪ Phase I and II training (POSSIBLY)<br>▪ SRTV<br>▪ AFN<br>▪ Soldier's Magazine<br>▪ Conferences/ Road shows<br>▪ Information kits<br>▪ Fact sheets<br>▪ Brochures<br>▪ Posters<br>▪ Training<br>▪ AKO Homepage | |

## PAO POCs / SME Resources:

**SMC**, OCPA: LTC Joseph Yoswa / 703-602-2711 joseph.yoswa@us.army.mil

**G-1**: LTC Frederick Nutter / 703-697-8060 frederick.nutter@hqda.army.mil
PAO: LTC Bryan Hilferty / 703-693-0295 bryan.hilferty@hqda.army.mil

**HRC** Alexandria:
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St Louis PAO: LTC Sandra Steinberg / 314-592-0726
sandra.steinbert@HRCSTL.army.mil
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keith.odonnell@us.army.mil

**TRADOC:**
PAO: Phyllis Wallace 757-788-3662 / phyllis.wallace@us.army.mil

**NGB:**
PAO: Ms. LeWonnie Belcher / 703-607-2582 LeWonnie.Belcher@ngb.ang.af.mil

**Army Reserve:**
AR Communications-PAO: COL Burt Masters / 404-464-8490
burt.masters@us.army.mil
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vicki.washington@us.army.mil
AR G-1 STRATCOM: MAJ Lee Gearhart / 404-464-9006
lee.gearhart@us.army.mil
AR G1 Lead/SME: LTC Eric Hill / 404-464-9451 eric.j.hill@usar.army.mil

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AR G1 HRD Manpower Policy: MAJ Mark Quartullo / 703-601-0909
mark.quartullo@ocar.army.pentagon.mil

**AKO:**
Outreach Director: Harold Tucker / 703-704-3358
Harold.tucker@us.army.mil
Advanced Technologies: Director, LTC C.J. Wallington / 703-704-3738
cj.wallington@us.army.mil

Army/Military Conference/Outreach Opportunities (Working):

| Conference | Location | Date | Web site |
|---|---|---|---|
| LandWarNet Conference 2006 (formerly DOIM/AKM Conference) | Greater Ft. Lauderdale/ Broward County Convention Center Ft. Lauderdale, FL | 08/22/2006 - 08/24/2006 | http://www.afcea.org/events/landwarnet/ |
| 35th EANGUS (Enlisted Association of the National Guard of the United States ) Annual Conference | Salt Lake City, UT | 08/23/2006 - 08/24/2006 | http://www.eangut.org/conferences |
| 2006 Infantry Warfighting Conference | Fort Benning, GA | 09/12/2006 - 09/14/2006 | http://www.fbcinc.com/event.asp?eventid_Q6UJ9A00BUHW |
| 128th NGAUS (National Guard Association of the U.S.) General Conference | Albuquerque, NM | 09/16/2006 - 09/18/2006 | http://www.ngaus.org/content.asp?bid_1673 |
| AUSA Annual Meeting | Washington Convention Center Washington, D.C. | 10/09/2006 - 10/11/2006 | http://www.ausa.org/WEBINT/DeptIndustry.nsf/byid/JSUR-6QYM34 |
| National Guard Bureau Technology Expo | Jefferson Plaza 1 Crystal City, Virginia | 10/11/2006 | http://www.fbcinc.com/event.asp?eventid_Q6UJ9A00BLUL |
| G-1 Personnel Summit | Ft. McNair, DC | TBD | |
| MILCOM | Marriott Wardman Park, Washington, DC | 10/23/02006 - 10/25/2006 | http://www.milcom.org/ |

**2007** →

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| Conference | Location | Date | Web site |
|---|---|---|---|
| AUSA's ILW (Institute of Land Warfare) Winter Symposium and Exhibition | Ft. Lauderdale, FL | 03/07/2007 - 03/09/2007 | |
| TechNet Tampa 2007 | Tampa, FL | 03/13/2007 - 03/14/2007 | http://www.afcea.org/events/tampa |
| DTIC (Defense Technical Information Center) Annual Conference | Hilton Alexandria Old Town, VA | 03/26/2007 - 03/28/2007 | http://www.dtic.mil/dtic/annualconf/ |
| AMPO Conference | Indianapolis, IN | April - date TBD - 2007 | |
| Finance Regimental Week | | April - date TBD - 2007 | |
| Army G-1 Summit | Shades of Green Resort, Orlando, Florida | May - date TBD - 2007 | |
| Army Worldwide Public Affairs Symposium | DC Metro area | May - date TBD - 2007 | |
| Armed Forces Day | TBD | 05/19/2007 | http://www.defenselink.mil/afd/ |
| ASMC (Association of Military Comptrollers) PDI (Professional Development Institute) | Kansas City, Missouri | 05/29/2007 - 06/01/2007 | http://www.asmconline.org/development/pdi.shtml |
| ROA (Reserve Officers Association) 2007 National Convention | San Francisco, CA | 06/27/2007 - 06/30/2007 | http://www.roa.org/events/events_details.asp?id_34 |
| 36th Annual EANGUS Conference | Oklahoma City, OK | 08/19/2007 - 08/22/2007 | |
| 129th NGAUS General | San Juan, Puerto Rico | 08/25/2007 - 08/27/2007 | |

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| Conference | Location | Date | Web site |
|---|---|---|---|
| Conference | | | |
| DSEI (Defense Systems & Equipment International) | EXCEL Convention Center London, England | 09/11/2007 - 09/14/2007 | |
| AUSA Annual Meeting | Washington Convention Center Washington, DC | 10/08/2007 -10/10/2007 | |
| 37th Annual EANGUS Conference | Savannah, GA | 08/17/2008 - 08/20/2008 | |

Potential Army Training School Opportunities:

| School | Course | Duration of Course |
|---|---|---|
| US Army AG School (Fort Jackson) | Pre-Command Course | 7 days |
| US Army AG School (Fort Jackson) | Captain Career Course | 14 weeks |
| US Army AG School (Fort Jackson, SC) | Reserve CPT Career Course | 14 days |
| US Army AG School (Fort Jackson, SC) | AG Officer Basic Course | 9 weeks |
| US Army AG School (Fort Jackson, SC) | Warrant Officer Basic Course | 7 weeks |
| US Army AG School (Fort Jackson, SC) | Warrant Officer Advanced Course | 7 weeks |
| US Army Command and General Staff College (Fort Leavenworth, KS) | Command General Staff College Course | 1 year |
| US Army Finance School (Fort Jackson, SC) | Finance Officer | 15 weeks |
| US Army Finance School (Fort Jackson, SC) | Captain Career Course | 20 weeks |
| US Army Finance School (Fort Jackson, SC) | Finance Officer Basic Course | 15 weeks |
| US Army Finance School (Fort Jackson, SC) | Finance Basic Officer Leader | 9 weeks |
| US Army Soldier Support Institute NCO Academy (Fort Jackson, SC) – ANCOC | 42A | 5 weeks |
| US Army Soldier Support Institute NCO Academy (Fort Jackson, SC) – ANCOC | 42L | 5 weeks |

| School | Course | Duration of Course |
|---|---|---|
| US Army Soldier Support Institute NCO Academy (Fort Jackson, SC) – ANCOC | 44C | 3.5 weeks |
| US Army Soldier Support Institute NCO Academy (Fort Jackson, SC) – BNCOC | 42A | 7 weeks |
| US Army Soldier Support Institute NCO Academy (Fort Jackson, SC) – BNCOC | 42L | 3.5 weeks |
| US Army Soldier Support Institute NCO Academy (Fort Jackson, SC) – BNCOC | 44C | 3.5 weeks |
| U.S. Army Military Academy (West Point, NY) | TBD | TBD |
| U.S. Army Sergeants Major Academy (Fort Bliss, TX) | Sergeants Major Course | 1 year |
| U.S. Army War College (Carlisle Barracks, PA) | Various Courses, directed for Sr. Leaders | 1 year -2 years |
| U.S. Army Command & General Staff College (School for Command Preparation) Fort Leavenworth, KS | Pre-Command Course | 1 week Every Month |

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## Appendices

Appendix A. Communication Vehicles
Appendix B. Electronic and Print Media

## Appendix A. Communication Vehicles

| Channel/Vehicles | Description |
|---|---|
| Army DIMHRS Web site | The Army DIMHRS Web site will be used as the primary communication vehicle of the Army DIMHRS program. With instant access to information, stakeholders can access the page for timely and relevant program information. |
| AKO Web site/DIMHRS page | The Army DIMHRS page on AKO will serve as a secondary method of communication for sending/communicating key Army DIMHRS program information. |
| Affiliated Web sites | HRC, GKO, S1-Net, web pages targeting specific stakeholder audiences and/or dedicated to HR communities. Utilize these web pages to answer promote new messaging, ask and answer FAQs, post information, share questions, and concerns. |
| Stakeholder Database | A list of stakeholders accessible via email by category, such as Army Staff, Senior Leaders, HR community, Finance community, etc. These stakeholders can be reached easily through targeted e-mail messaging that can be quickly disseminated across a large group of stakeholders, ensuring all are receiving the targeted message. |
| Outreach Events | Events and campaigns conducted for targeted audiences that deliver key messages about the state of the program. |
| Conferences/Road Shows | Targeted events that address specific stakeholder groups, and can be used as an outlet for change and/or marketing the program and its goals. |
| Information Kits | Information tool kits may be targeted to Senior leadership, 06/05s, HR Specialist, civilian employees, and other key stakeholders. Kits may be electronic or print. New kits with new content/campaigns are introduced. |
| Posters | Eye-catching visuals generate immediate awareness through colorful and engaging visuals that attract attention. Include Army DIMHRS logo, photographs, and selected key messages about the Program and the Army. |
| Briefings | Information on a myriad of topics related to the Army DIMHRS program (e.g., progress update). Also provides a forum for questions and answers relative to Army DIMHRS, as needed. |
| Brochures | May provide an overview of the Army DIMHRS program and its benefits. Can be left with stakeholders after conferences, meetings, available electronically and used as collateral on our Web site. |
| Fact Sheets | Provide summarized key information about different aspects of the program or implementation process and can be customized for particular audiences/stakeholders. Can be left with stakeholders after a meeting or downloaded from the web. Content would change over time as implementation progresses. |
| Army DIMHRS Newsletter | A newsletter publication highlighting key transformational/implementation activities for the time period (weekly, monthly, quarterly, etc), including upcoming events and recent success stories. Posted on the Army DIMHRS website or sent to targeted stakeholders via List Serves. |
| News Articles (Media | News releases and article submissions providing updates on |

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| Channel/Vehicles | Description |
|---|---|
| Relations) | the Army DIMHRS implementation efforts, working through the HRC PAO. |
| Advertising | Print or electronic display advertisements that generate awareness and interest in Army DIMHRS, can be placed in Army and DoD specific publications and avenues. |
| Exhibit Booth | 10x10 display of the program's key themes and messaging which provides a physical presence at external outreach events such as conferences and road shows. |
| Displays | Can be used to generate interest and provide information at-a-glance to stakeholders, ie, Pentagon display units. |
| Promotional Give-aways | Can be used as advertising for the Army DIMHRS program, especially for distribution at conferences and Road Shows. |
| Information Papers | Provide a formatted response to a general or specific inquiry regarding DIMHRS. |
| Reports | Quarterly, annual, or as needed reports regarding the status of Army DIMHRS efforts. |
| Video | Marketing video products that present the Army DIMHRS key messages, initiatives and hot button issues; may be used in the Army DIMHRS Education Center, as a training opportunity, during outreach events, Road Shows, Town Hall meetings, and the web. |

## Appendix B. Electronic and Print Media

| Communication Vehicles | Target Audiences | Optimal Use | Publication Schedule | Points of Contact | Production Lead Time |
|---|---|---|---|---|---|
| **Soldiers Media Center**<br><br>**- Soldier's Magazine**<br>**- Soldier's Radio and Television (broadcast)**<br>**- Armed Forces News (broadcast)**<br>**- ARNEWS**<br>**- Stand To!**<br>**- Army.mil Web site**<br>**- Coordination for AKO Web casts**<br>**- Base Newspapers** | All Army and public audiences | Soldiers Media Center is one stop shop for central Army media can distribute to all vehicles within the Soldiers Media Center.<br><br>Comprises broadcast, Web, and print vehicles.<br><br>Priority given to submissions that match one of the Army's focused objectives | Dependent upon vehicle reaching to:<br><br>Soldier's Magazine monthly<br><br>Remaining vehicles daily<br><br>Coordination for AKO Web casts as needed | LTC Joe Yoswa chief of Army publications and Web<br><br>Beth Robbins One stop shop for Soldier's Media Center Package materials for all Soldiers outlets (SRTV, Soldier's Magazine, Army.mil, etc.) | Dependent upon vehicle reaching to<br><br>Soldier's Magazine Submissions should be sent 3 to 4 months ahead of desired publication date press releases welcome at all times<br><br>Remaining vehicles accepts submissions daily |
| **S1 Net** | Army S1 (personnel) community<br><br>Estimated 13,000 subscribers to the S1 Net | S1NET was started in 2003 as an effort to push Military Personnel (MILPER) and All Army Activity (ALARACT) messages to deployed HR professionals because NIPRNET bandwidth constraints and the primary use of SIPRNET in Iraq and Afghanistan posed IT challenges to deployed HR Soldiers.<br><br>Organizations or groups establish communities | Daily on the Web site<br><br>Message summaries are sent via E mail as news dictates | Jerry Dillard, S1 Editor<br>jerry.dillard@us.army.mil<br>Or Cynthia Dillard<br>Cynthia.dillard@us.army.mil | Articles can be submitted daily or as needed should be submitted via E mail.<br><br>Usually quick turnaround same day or next day publication on Web site |

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| Communication Vehicles | Target Audiences | Optimal Use | Publication Schedule | Points of Contact | Production Lead Time |
|---|---|---|---|---|---|
| | | within S1 Net Web site, where discussions can occur daily.<br>S1 Net also provides a message summary, which is sent to each subscriber. The summary provides the latest news and information relevant to the network. | | | |
| **AKO (Army Knowledge Online)** | All Army<br>Estimated 1.8 million people | Army Web site groups or organizations can establish pages and knowledge centers to share news and documents<br>AKO Army wide Announcements provides latest news and updates from around the Army and various Army orgs. | Daily | E mail announcements to ako.announcements@us.army.mil<br><br>Additional POCs for AKO:<br><br>Marshall Needler AKO Announcements and Front Page content<br><br>Col. Wallington AKO leadership<br><br>Harold Tucker and Marisa Kastner page development | Accepts submissions to AKO announcements daily<br>Usually a two or three day period before publication |
| **The NCO Journal Magazine** | Noncommissioned Officers of the U.S. Army | Their mission is to provide a forum for the open exchange of ideas and information, to support training, education and development of the NCO Corps and to foster a closer bond among its members. | Quarterly | Editor in Chief Sgt. Maj. Lisa Hunter<br>Managing Editor David B. Crozier<br>Phone: 915 568 8550 or 915 568 9069<br>Fax: 915 568 8540<br>E mail: ATSS SJ NCOJOURNAL@bliss.army.mil | |

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| Communication Vehicles | Target Audiences | Optimal Use | Publication Schedule | Points of Contact | Production Lead Time |
|---|---|---|---|---|---|
| | | Print and visual submissions are invited. | | | |
| **Army Times** **(External Paper)** | Active duty military members and their families 150,000 weekly circulation | Accepts news and feature stories and press releases, usually 350 400 words | Weekly publication Issues are released each Monday. | Phone : (703) 750 8636<br>Fax: (703) 750 8767<br><br>Send submissions to armylet@atpco.com | 1 week usually Ads must be in by Monday or Tuesday of the week prior to publication, editorial content must be in Thursday the week prior. |
| **Army Magazine** **Magazine of AUSA (External)** | Army audiences (officers, NCOs, and enlisted personnel from all components and retirees.<br>Audiences with an interest in the Army and national defense (i.e. business persons marketing to the Army) | Army is a professional journal devoted to the advancement of the military arts and sciences and representing the interests of the U.S. Army<br><br>News and feature stories | Monthly | Mary Blake French, Editor<br>Mfrench@ausa.org<br>703 841 4300 x.204<br>Fax 703 841 3505<br>E mail submissions to armymag@ausa.org or dgiovannelli@ausa.org | |
| **AUSA News** **(External Paper)** | Read by thousands of men and women of all ranks and components.<br>Offers an audience of more than 10,000 corporate and industry leaders, senior officials in all branches of the federal govt. and men and women interested in today's and tomorrow's Army | News and feature stories | Monthly | Peter F. Murphy Jr. Editor<br>703 841 4300<br>ausanews@ausa.org | |
| **Army Aviation** | Army and military | Press releases | Monthly | William Harris, Editor | Couple of months |

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| Communication Vehicles | Target Audiences | Optimal Use | Publication Schedule | Points of Contact | Production Lead Time |
|---|---|---|---|---|---|
| **Magazine** | aviation communities 85% of commissioned officers in Army aviation community subscribe to magazine | welcome at all times Prefers articles to be co written by Army personnel, any length as long as the article is relevant | | (203) 268 2450 ext: 131 Fax: (203) 268 5870 bob@quad a.org magazine@quad a.org | (normally 2) lead time for article Press releases welcome at all times |
| **Army Reserve Magazine** | U.S. Army Reserves<br>Circulation approximately 450,000 | Army Reserve Magazine invites articles, story ideas, photographs and other material of interest to members of the U.S. Army Reserve.<br><br>All articles must be submitted electronically or on disk or CD. | Quarterly | 404 464 8500<br>E mail submissions to: usarcmag@usar.army.mil<br>Online at: www.army.mil/usar | |
| **2x Citizen Web site (Army Reserves HRC Web site)** | Army Reserves<br>Large amount of USAR Soldiers for the G 1 community | Web site accepts links and short comments regarding Army initiatives<br>Hot Topics section includes articles of interest to Reserve community | Daily | SFC Keith O'Donnell Chief Public Affairs NCO HRC St. Louis 314 592 0726 | Daily Submissions can be uploaded same or next day |
| **The On Guard (National Guard)** | Copies are distributed to all National Guard units and selected organizations throughout the Total Force<br>Estimated circulation of 70,000 | Accepts news and feature stories.<br>Photos should be 200 dpi or higher | Monthly | 703 607 2649<br>Fax: 703 607 3686<br>Editor Tech. Sgt. Gary Hicks<br>Editor and submission E mail: OnGuard@ngb.ang.af.mil<br>Web site: www.ngb.army.mil/onguard<br><br>MSG Bob Haskell | E mail stories by the 1st of the each month. |

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| Communication Vehicles | Target Audiences | Optimal Use | Publication Schedule | Points of Contact | Production Lead Time |
|---|---|---|---|---|---|
| | | | | National Guard Bureau Communications | |
| **GKO (Guard Knowledge Online)** | All Army National Guard | Similar to AKO similar purposes and capabilities<br>Provides a central location for information gathering organizations and groups can develop pages and knowledge centers on GKO | Daily | Domonique Kanouse 703 607 7024 domonique.kanouse@ng.army.mil domonique.kanouse@us.army.mil<br><br>Howard Sulkin | |
| **Perspective (HRC Publication)** | HRC<br>Army Senior Leaders | The Perspective is an authorized, unofficial publication. Its aim is to promote the initiatives and actions of the Army's Human Resources Command (HRC) to the Army's senior leaders.<br>Submissions and suggestions for submissions are welcomed, and they should be sent to the editor. | Quarterly | Editor Jennifer Lilly Public Affairs Officer Lt. Col. Kevin Arata 703 325 9904 E mail submissions or comments to perspective@hoffman.army.mil | |
| **HRC Early Bird Clippings** | All HRC Alexandria and St. Louis | To reach large HRC audience usually a news or feature article and link to where that article appears | Daily | LTC Kevin Arata HRC PAO | Clips are sent out early each morning usually next day publication |
| **HRC Intranet News Page** | All HRC Intranet audiences | Provides central location for links and | Daily | Richard Austin HRC Web master | Usually same day or next day publication |

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| Communication Vehicles | Target Audiences | Optimal Use | Publication Schedule | Points of Contact | Production Lead Time |
|---|---|---|---|---|---|
| | | news or updates regarding HRC or HRC initiatives | | | |
| **EPMO Newswire (Web page)** | Publicly accessible<br><br>DIMHRS audiences across all DoD | Provides the latest DIMHRS news and updates. Archived on the EPMO DIMHRS site.<br>Accepts news and feature articles as well as press releases.<br>Army DIMHRS has own page within EPMO Web site | Daily or as news dictates | Grace Wang EPMO DIMHRS Communications grace.wang@bearingpoint.com www.dimhrs.mil | Usually same week |
| **DefenseLink** | DoD audiences<br>Web site accessible to the public | News and feature stories, press releases and photos<br>DefenseLink Transformation section provides a vehicle for military technology related news and updates | Daily | John Valceanu Web site lead POC 703 428 0004 john.valceanu@hq.afis.osd.mil<br><br>Phil Copeland Military Transformation POC<br><br>703 428 1153 phil.copeland@hq.afis.osd.mil<br><br>Tom Dorsz Regular DefenseLink Web site POC 703 325 8179 Tom.dorsz@hq.afis.osd.mil | Usually next day or same week |
| **Pentagon Channel (Broadcast)** | 2.6 million members of the U.S. Armed Forces | Programming includes DoD news briefings, military news, interviews with top Defense officials, and short stories about the work of our military.<br>Provides timely access to military news and | Daily | News Center Phone 703 428 0480 News Center Fax 703 428 0466<br><br>info@pentagonchannel.mil | Daily |

| Communication Vehicles | Target Audiences | Optimal Use | Publication Schedule | Points of Contact | Production Lead Time |
|---|---|---|---|---|---|
| | | information to members of the Armed Forces across all components and Services. | | | |
| **Stars & Stripes** | Daily newspaper published for the U.S. military and their families stationed overseas.<br>Est. 80,000 readers in Europe and 60,000 in the Pacific. | Publishes news and feature articles as well as press releases of interest to the global military community. | Daily<br>Five daily editions published in three separate theaters (Europe, Middle East and Pacific) | Washington D.C.:<br>202 761 0900<br>mazzarellad@stripes.osd.mil<br><br>Europe:<br>DSN 349 8264<br>news@mail.estripes.osd.mil<br><br>Pacific:<br>DSN 229 3121<br>letters@pstripes.osd.mil | Daily |
| **Field Artillery Magazine** | Field Artillery is the professional journal for US Army and Marine Corps Field Artillerymen worldwide.<br><br>Approximately 40 percent of our readership is company grade, both officer and enlisted, with the remaining 60 percent more senior Army and Marine personnel, Department of Defense (DoD) civilians, retirees, members of other branches and services, allies, corporate executives and our political leaders. | Accepts articles, interviews with Army leaders and letters to the editor.<br>Articles should be no more than 5,000 words in length.<br>High resolution graphics to accompany articles are preferred. | Bi monthly | Field Artillery<br>P.O. Box 3331l<br>Fort Sill, Oklahoma, 73503 0311<br><br>Commercial (580) 442 5121 or 6806.<br>To Fax, call DSN or Commercial 7773.<br>Our email is famag@sill.army.mil<br>Website http://sillwww.army.mil/famag | Submissions are due the first day of the month three months before publication.<br>For example the deadline for the January/February issue is October 1. |

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|---|---|---|---|---|---|
| **Air Defense Artillery Magazine (print and online)** | The electronic journal of Air Defense Artillery<br>ADA Soldiers of all ranks | Accepts photos and short, concise articles of interest to ADA Soldiers. (500 1,200 words)<br>Not only accepts articles about ADA items, but they also accept human interest stories.<br>Before starting article, contact magazine staff. | Quarterly | Fort Bliss, Texas<br>915 568 5603<br>adamag@bliss.army.mil<br><br>http://firsttofire.com/ada,ag/ | 45 days prior to the month in which the article is to appear |
| **Armor Magazine** | Magazine of mounted warfare Soldiers.<br>Professional journal of the Army's Armor Branch published at Fort Knox training center for Army's tank and cavalry forces.<br><br>Distributed to thousands of readers worldwide to stimulate thought and professional growth and development. | Accepts articles using concise and direct language. | Bi monthly | Armor Magazine<br>US Army Armor Center<br>ATTN: ATZK DAS A<br>201 6th Avenue<br>Ste 373, Bldg. 1109A<br>Fort Knox, Kentucky 40121 5721<br><br>502 624 2249 or DSN 464 2249<br><br>E mail: armormagazine@knox.army.mil<br><br>Web: www.knox.army.mil/center/ocoa/ArmorMag/ | |
| **Army Communicator Magazine** | Army Communicator is the U.S. Army Signal Regiment's professional development magazine. It is designed to provide a forum for | Army Communicator strives to be the voice of the entire Signal Regiment. Our sights are directed at battalion level as the heart of all Signal | Quarterly | Commander, USASC&FG<br>ATTN: ATZH POM (***Army Communicator***)<br>Bldg 29808 (Signal Towers), Room 713<br>Fort Gordon, GA 30905<br><br>706 791 7204 | Articles are due two months prior to the issue in which the article is to appear |

| Communication Vehicles | Target Audiences | Optimal Use | Publication Schedule | Points of Contact | Production Lead Time |
|---|---|---|---|---|---|
| | exchanging information and ideas within the Army IT community. | operations. We'll direct many articles to the individual soldier.<br>Follow standard quality writing guidelines when submitting an article. | | ACeditor@gordon.army.mil | |
| **Engineer Magazine** | Engineer is a professional development bulletin designed to provide a forum for exchanging information and ideas within the Army engineer community. | Includes articles by and about officers, enlisted soldiers, warrant officers, Department of the Army civilian employees, and others.<br>Writers may discuss training, current operations and exercises, doctrine, equipment, history, personal viewpoints, or other areas of general interest to engineers.<br>Articles may share good ideas and lessons learned or explore better ways of doing things. | Quarterly | Engineer Professional Bulletin<br>320 MANSCEN Loop, Suite 370<br>Fort Leonard Wood, Missouri 65473 8929<br><br>E mail submissions to: engineer@wood.army.mil<br><br>Web site: www.wood.army.mil/ENGRMAG/default.htm | |
| **Military Police Bulletin** | Army law enforcement and investigation community | Accepts articles by and about Soldiers of all ranks worldwide.<br>Articles should | Quarterly | Military Police Professional Bulletin<br>401 MANSCEN Loop, Suite 1081<br>Fort Leonard Wood, Missouri 65473 8926 | |

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|---|---|---|---|---|---|
| | | be concise, straightforward , and inactive voice. Not to exceed 2,000 words.<br>Photos to accompany the story are encouraged. | | E mail submissions to: mppb@wood.army.mil<br><br>Web site: www.wood.army.mil/mpbulletin/ | |
| **Army Logistician Magazine** | Army Logistics Community | Accepts articles of interest to the Army logistics community. Before writing, review a past issue as a guide.<br>Photos are encouraged as they are great assets to the article. | Bi monthly | EDITOR ARMY LOGISTICIAN<br>ALMC<br>2401 QUARTERS ROAD<br>FT LEE VA 23801 1705<br><br>Phone 804 765 4761 or DSN 539 4761. FAX 804 765 4463. Email alog@lee.army.mil<br><br>Log onto: http://www.almc.army.mil/alog/writing.html for specific submission guidelines. | |

## Appendix I - Data Migration Plan

# DATA MIGRATION STRATEGY AND PLAN

# U.S. Army Human Resources Command

Army DIMHRS Program Office
200 Stovall St.
Alexandria, VA 22332

Prepared by: Shawn M. Faunce

Booz | Allen | Hamilton
8283 Greensboro Drive
McLean, Virginia 22102

Distribution authorized to DoD Components Only.

All other requests must be referred to the Army DIMHRS Program Office.

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**Executive Overview**

The planned Defense Integrated Military Human Resources System (DIMHRS) for Personnel and Pay is a fully integrated, all-service, all-component, personnel and pay system supporting military personnel throughout their careers and retirement - in peacetime and war. Following its implementation, 2.6 million military Service members will access their personnel and pay records via the Internet, eliminating the need for multiple human resources databases and paper forms.

When implemented, DIMHRS becomes the largest, fully integrated human resources information management system in the world. Using commercial off-the-shelf software (COTS), the program provides improved processes and delivers timely and accurate pay and benefits to all service members, their commanders, and their families…anytime, anywhere. DIMHRS provides each service member with a single, comprehensive record-of-service available for update 24-hours per day.

Upon Implementation, DIMHRS:

- Becomes the largest enterprise resource planning (ERP) system ever attempted.
- Supports Active, Reserve and National Guard Service members.
- Supports full mobilization.
- Subsumes more than 80 legacy systems.
- Creates one record per service member that follows them across components and branches, thus reducing payroll errors

This is the third major revision of this document. This revision completely restructures the document to focus on ADPO data migration activities and how they inter-relate to other organizations. In each of the major sections following the introduction, a section is devoted to roles and responsibilities of ADPO and all other organizations involved in the ADPO data migration activities. The document structure has been streamlined to provide clear, coherent, and consistent information about data migration activities. Strategy has been condensed into Section 2. Section 1 (Introduction) is the only section that did not see a major re-write. Section 2 (Strategy) introduces the three key activities that occur prior to conversion and the three key activities that occur at conversion. Each of the key activities has a subsequent section that details the roles and responsibilities, the general process, specific activities, metrics, and reports. Additional detail is provided in appendices. Figures have been re-worked to show different processes within the key activities and how the processes and organizations relate in these key activities.

# 1 Introduction

The U.S. Army, while fully engaged in the war on terrorism, is undertaking—simultaneously—a major transformation of its war fighting capabilities, of the way it trains and equips soldiers and grows leaders, and of its business processes as part of Secretary of Defense's transformation of DoD. A key component of this transition is the Army G-1's transformation of the Human Resources and G-1 community across all Army personnel and components— Active, Reserves, National Guard, civilian —to achieve three transformation objectives:

- People – Realign the Army personnel workforce
- Process – Re-engineer personnel and pay processes
- Technology – Apply a relevant, reliable, reachable multi-component Human Resources (HR) system with streamlined business process, web technology, and realigned workforce.

The transformation includes change management, business process improvement, organizational and workforce development, and the implementation of the Defense Integrated Military Human Resources System (DIMHRS) for personnel and pay (Pers/Pay), a DoD program, under the direction of the Enterprise Program Management Office (EPMO). The DIMHRS will implement new personnel and pay processes using PeopleSoft (a commercial off-the-shelf (COTS) product), deploying system capabilities to the Army, Navy, Air Force, and Marine Corps. As the lead service, the Army's deployment of DIMHRS represents the systems initial Operating Capability (IOC).

## 1.1 Background

The EPMO for DIMHRS implements the strategic direction set by the Deputy Secretary of Defense, the Defense Business Transformation Agency (BTA) and the General Officer Steering Committee (GOSC). The EPMO drives implementation of the program with support from a Technical Organization, which includes the Developer and Integrator (D&I), Northrop-Grumman Information Technology (NGIT), and the Army DIMHRS Program Office (ADPO).

This plan applies to all those coordinating the data migration activities of Army legacy systems (subsumed and interfaced), and provides guidance to those agencies within the Army who will be supporting the DIMHRS EPMO in its data migration effort. A Data Migration Team resides within the Technical Organization of the ADPO and includes two branches; the "Interfaces and Infrastructure Branch" and the "Data Migration Branch". Together, these branches, in coordination with component stakeholders and supporting personnel and teams, execute the actions supporting all Army components' data migration activities.

The Data Migration Team leads, coordinates and synchronizes the efforts of the Active Army, Army National Guard, and Army Reserve DIMHRS data migration activities, addressing both subsumed and interfaced legacy systems.

Since 2004, several systems builds and reviews {Critical Design Review (CDR), Technical Interface Review (TIR), Army DIMHRS Go Forward Assessment (ADGFA)} and "Deep Dive Assessment Process" has resulted in identification, documentation and validation of business requirements for incorporation into the DIMHRS system, and in mapping data for data migration and interfaces to the DIMHRS environment. Redefined functional requirements from the on going "Deep Dive" are consistently reconciled with the defined data requirements to ensure expected data from legacy systems is loaded and available in the DIMHRS database when requirements are translated into business applications.

## 1.2 Purpose

The purpose of the Data Migration Plan is to describe the process, organization and responsibilities, risks, quality assurance, schedule, and resource requirements needed to move massive amounts of data from multiple Army legacy HR systems, supporting the Active Army, Reserves, and National Guard, to DIMHRS. Migration of data implies the one-time movement of data from selected legacy system and the inbound interfaces from persistent legacy systems. Migration includes all the activities required for the movement of personnel data from Army HR legacy systems into the DIMHRS staging environment where it will be made ready for data conversion.

The data conversion, conducted by the D&I contractors, will extract, transform and load (ETL) staged data into DIMHRS. The conversion process is accounted for in the plan, but is not described in detail herein. The D&I contractors have developed respective plans to describe those activities.

This plan also includes the Army's roles and responsibilities for error handling and resolution as well as the post load data validation process.

## 1.3 Scope

This Plan will be applied to data migration activities of Army legacy systems identified as DIMHRS data sources and to system interfaces identified as persistent inbound interfaces to DIMHRS. These are listed as appendices.

The Data Migration Plan and the data migration process have been developed with consideration of several challenges:

- Size – The large number legacy system databases that contain data requiring possible migration to DIMHRS constitute a massive challenge.
- Diverse Organizations – System stewardship of legacy systems is dispersed across all Army components and access to the systems to extract data for the migration process requires extensive coordination at lower levels of the components. In many cases, legacy system administrators want direct control over steps in the migration to cleanse and extract data. At the same time, some system administrators are not equipped with all the resources needed for this challenge

(e.g., available personnel, the right tools, adequate computing/data storage capacity).

- Operations Tempo – Commitments to the war on terrorism and operations in Iraq and Afghanistan and the supporting legacy system operations will place data migration requirements at a lower priority.
- Integration and Coordination of Multiple Planning Efforts – The governance structure and the requirements of the D&I contractor will result in some overlaps in planning that must be resolved.

| Challenges | Design Features |
|---|---|
| Size (large number of legacy system databases)<br>Diverse Organizations<br>Army Operations Tempo<br>Multiple Planning Efforts | Defined end-to-end migration process<br>Flexibility to meet special needs of system administrators and D&I contractors (tailored process)<br>Powerful centralized tools and access to tool experts |

The overall data migration approach has been designed to accommodate these factors, as illustrated in Figure 1. First, a specific process has been designed and described in detail to ensure participants understand all the steps in the end-to-end migration and conversion process. Second, the process is flexible and can be tailored to meet the special needs of legacy system owners and to support the responsibilities of the D&I contractors. Third, there is a centralized set of powerful tools to profile and cleanse data in accordance with legacy system metadata standards captured in The Army Personnel Metadata Repository (TAPMR) and the System of Systems Architecture (SOSA-HR).

The tools consist of enterprise editions of the Profile Stage and Quality Stage tool sets from Websphere® tools by IBM. They will be hosted and operated on high capacity servers located at HRC headquarters in Alexandria, Virginia and supported by a team of tool experts. The standard, untailored migration process enables tool experts to move extracted legacy system data over the high-speed Non-classified IP Router Network (NIPRNET) to the high-capacity Storage Area Network (SAN) resources at HRC in the Hoffman Building where profiling and cleansing can be performed. The Hoffman SAN will serve as a shared data storage and staging area for use by the Army and the D&I contractors. As described later in the plan, the migration process can also be tailored to meet special needs.

The Systems of Systems Architecture (SOSA) contains detailed information regarding legacy systems and their interfaces, and is accessible at URL: https://www.armyhr.hoffman.army.mil.

## 1.4 Mission

The mission of Army DIMHRS Program Office Data Migration Team (Data Migration Branch and Interface Branch) is to profile, cleans, and stage source system data to the staging server for NG to migrate to DIMHRS. An additional mission is to perform error resolution for data that does not load successfully as a result of source system data quality issues as well as to perform validation of data that does successful load into DIMHRS.

## 1.5 Validation of HLD/IDPs at ARR

The final data conversion design will be documented by NG in the updated Interface Design Packages (IDPs) generated from the DMR. As a result of ARR, HLDs became the primary document for review and approval of which IDPs are a subset. The Enterprise Program Management Office (EPMO) will distribute to the Army, the Functional, Interface, and Technical Design Packages prior to conducting the Army Requirements Review (ARR). The Data Migration Branch Chief will distribute the IDPs to the source system owners for review.

Based on the current data migration and interface design and validation processes that includes direct collaboration with the D&I, there should not be any surprises in the IDPs. It is expected that the information stored in the DMR will be the same information documented in the IDPs. Therefore, validation of the IDPs should be much smoother than it was during previous Critical Design Reviews. The Data Mapping Team will review all the IDP documents (DOE, ICD, and IDM) and provide comments concerning identified design discrepancies. It is understood that after the data mapping results are reconciled with the functional representatives in the Focus Groups, the implementation of the requirements by the D&I will follow the software development life cycle, and data mappings can still be changed. The ARR comments will be documented using a template in Appendix M and submitted to the Data Migration Branch Chief for consolidation and a further submission to EPMO.

The Army and DFAS are responsible for providing technical input (data and code table mapping) to the design of the following IDPs for one-time interfaces (data conversion):

| IDP | System | Responsible Component/Entity |
|---|---|---|
| IDP0003 | Tess | ARMY |
| IDP0003 | POSCEDIT | ARMY |
| IDP0009 | OERS-E (All 3 components) | ARMY |
| IDP0010 | SIDPERS-ARNG | ARMY (ARNG) |
| IDP0019 | ITAPDB | ARMY |
| IDP0019 | SIDPERS-ARNG | ARMY (ARNG) |
| IDP0022 | DLI | ARMY |
| IDP0036 | RCAS RPAM RP | ARMY (USAR) |
| IDP0036 | TAPDB-R RP | ARMY (USAR) |
| | | |
| IDP0002 | SIDPERS-ARNG | ARMY (ARNG) |
| IDP0004 | TAADS | ARMY |
| IDP0007 | AIMS-PC | ARMY |
| IDP0008 | Oracle-AO | ARMY |
| IDP0010 | ITAPDB | ARMY |
| IDP0022 | ATRSS | ARMY |
| IDP0022 | TREDS-R | ARMY (USAR) |
| IDP0028 | AAFES | EPMO |
| IDP0028 | AERS | ARMY |
| IDP0035 | MSTPO (TPS) | DFAS |
| IDP0045 | FRB | EPMO |
| IDP0007 | DAPMIS | ARMY |
| IDP0007 | RCMS-IMARC | ARMY (ARNG) |
| IDP0031 | MSTPO DD | DFAS |
| IDP0042 | DCD BONDS | DFAS |
| | | |
| IDP0002 | TAPDB-AE | ARMY |
| IDP0006 | AMS-CID | ARMY |
| IDP0007 O | JPAS | DFAS |
| IDP0007 | JPAS | DFAS |
| IDP0007O | iPERMS | ARMY |
| IDP0007O | IRM | ARMY |
| IDP0019 | MEDPROS | ARMY |
| IDP0028 | IDP0028O UCCI | DOD |
| IDP0028 | IDP0028 UCCI | DOD |
| IDP0029 | IGS | DOD |
| IDP0029 O | IGS | DOD |
| IDP0030 | MSTPO US BONDS | DFAS |
| IDP0045 | MSTPO TBL050 | DFAS |
| IDP0006 | CCIMS | USAR |
| IDP0025 | CCIMS | USAR |
| IDP0007 O | AARTS | ARMY |
| IDP0025 O | ADRPS | DMDC |
| IDP0028 | DDS | DFAS |
| IDP0028 | SSVC | DFAS |
| IDP0028 O | SSVC | DFAS |
| IDP0029 O | PLFS | DOD |

| IDP | System | Responsible Component/Entity |
|---|---|---|
| IDP0002 ASORTS | ASORTS | ARMY |
| IDP0007 SIDPERS-ARNG | SIDPERS-ARNG | ARNG |
| IDP0007O GCCS-A | GCCS-A | ARMY |
| IDP0007O GoArmyED | GoArmyED | ARMY |
| IDP0007O MOANS | MOANS | ARMY |
| IDP0020 ITAPDB | ITAPDB | ARMY |
| IDP0021 ITAPDB | ITAPDB | ARMY |
| IDP0021 TAPDB-AO | TAPDB-AO | ARMY |
| IDP0006 | ARISS | ARMY |
| IDP0007C | TAPDB-R RPMS | ARMY (USAR) |
| IDP0009 | TAPDB-R | ARMY (USAR) |
| IDP0021 | SIDPERS-ARNG | ARMY (ARNG) |
| IDP0028 | MSI-MAC | ARMY |
| IDP0028 O | MSI-MAC | ARMY |
| IDP0002O | UIC FILE | DMDC |
| IDP0007O | DRAS | DFAS |
| IDP0025 | DRAS | DFAS |
| IDPOO25O | DRAS | DFAS |
| IDPOP0028 | DDMS | DOD/DFAS |
| IDP0028O | DDMS | DOD/DFAS |
| IDP0028 | SORS | DOD |
| IDP0028O | SORS | DOD |
| IDP0028 | MSTPO | DFAS |
| IDP0032 | MSTPO | DFAS |
| IDP0040O | IATS | DFAS |
| IDP0007 | ITAPDB | ARMY |

## 2 Data Migration Strategy

This section discusses the data migration strategy at a high level. It is divided into three parts: activities prior to conversion, activities at conversion, and the technical organization of the team. For each activity prior to and at conversion there is a subsequent section that provides detail on the activity. There is also a subsequent section that discussion the internal and external communications of the technical team.

The data migration strategy has two stages: those activities that occur prior to conversion and those activities that occur during conversion. The activities that occur prior to conversion are:

- Data Mapping Work Products
- Data Quality Assessments
- Multi-Component Data Clean-Up

The above activities are highly integrated, iterative, and flexible. Externally, the activities are integrated into activities by the D&I, EPMO, and the Army Components. The collaborative mapping between the D&I and the Army Components feeds the EPMO DMR tool which is used by ADPO to create work products for other ADPO work streams. For example, the Profiling Inputs spreadsheet is used by the Data Quality Assessment Team to develop profiling software and the Mapping Inputs spreadsheet is used by the Multi-Component Data Reconciliation Team to identify potentially mismatched data elements between two systems.

The activities are iterative. As content is updated in the DMR, new versions of the work products are created and feed into the other work streams; which in turn make adjustments to profiling software and mismatched data elements reports. The activities are also flexible to changes in the design, priorities, and new processes that are identified as DIMHRS is developed and tested.

The activities that occur at conversion include:

- Data Calls
- Error Resolution and Handling Process
- Bulk Data Validation

Unlike activities prior to conversion, these activities are designed to be executed once (though they may occur several times in test, they occur only once at IOC) and the inputs and outputs are less flexible and more defined. However, like the activities prior to conversion, these activities at conversion are highly integrated.

To accomplish data migration, the data migration team is organized into four teams:

- DMR Review
- Data Quality Assessments
- Multi-Component Data Clean-up
- Data Conversion Support

These four teams work closely together with other ADPO work streams to coordinate activities and support the fielding of DIMHRS.

## 2.1 Activities Prior to Conversion

Activities prior to data migration are focused on resolving or mitigating data errors at the data element level. To accomplish this task, ADPO uses mapping information in the DMR to create work products for other work streams. The data quality assessment team uses these products to produce reconciliation reports that involve a single system/ component. The multi-component data reconciliation team uses different DMR work products as well as existing Army work products and tools to produce reconciliation reports that involve multiple components. They also identify process shortfalls and propose mitigation strategies. The activities prior to conversion are displayed in the following figure, described at a high level in the subsequent sub-sections, and in more detail in the remainder of the document.

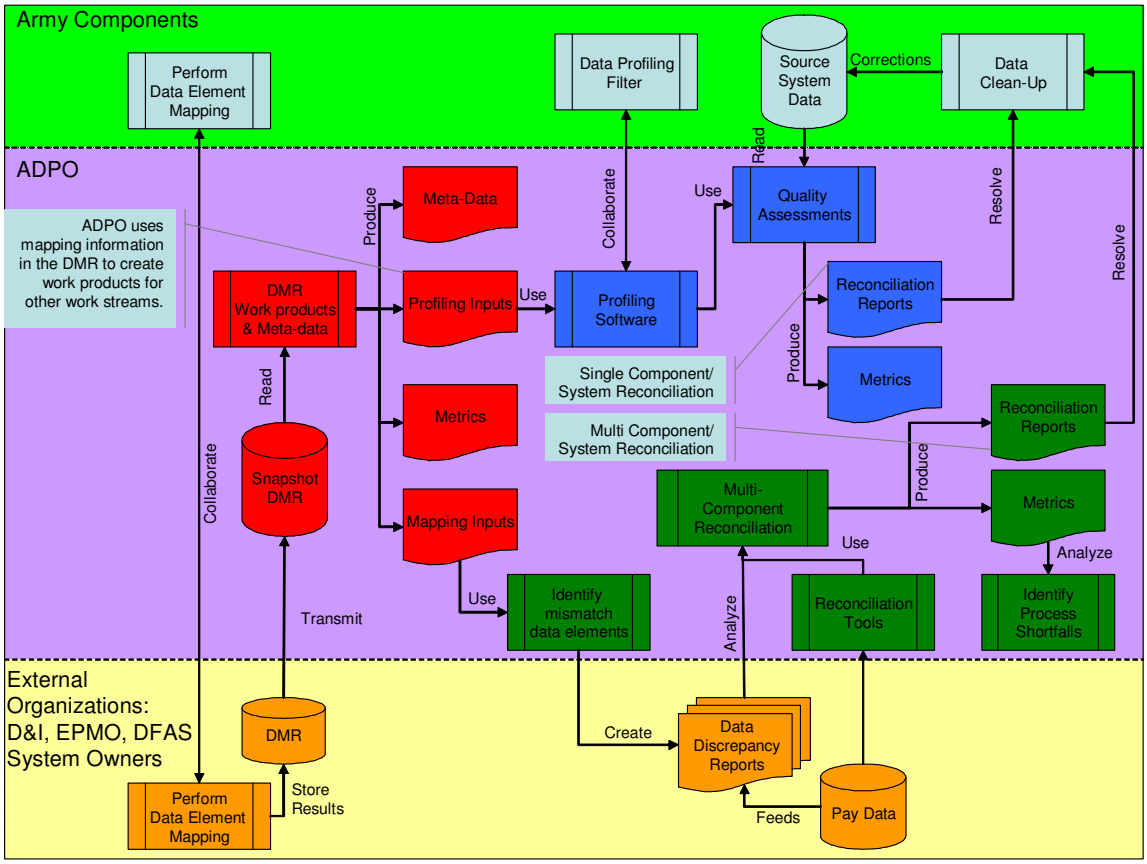



**Figure 1 Activities Prior to Conversion**

### 2.1.1 DMR Work Product Creation

The D&I and the Army Components work collaboratively to develop mappings at the data element level between the source systems and the target system. This information along with critical attributes (key, required, data type, precision, etc.) and transformation/default value population are entered into the EPMO tool, the DMR. On a recurring basis, ADPO receives from EPMO a copy of the DMR which ADPO then uploads into its own environment for processing. Processing that occurs includes:

- Creation of Profiling Inputs
- Creation of Mapping Inputs
- Creation of DMR meta-data
- Creation of DMR-related metrics
- Other DMR-related products

Additional detail about the DMR work product creation is included in Section 3.

### 2.1.2 Data Quality Assessments

The Data Quality Assessment Team uses output from the DMR work production creation process to develop profiling software. There is collaboration between the Army Components and this team on the creation of these filters. The Army Components also provide source data to ADPO for the quality assessments. The quality assessment process has several dimensions:

- Creation, staffing, and deployment of profiling software.
- Loading of Component data
- Execution of profiling
- Distribution of reconciliation reports
- Analysis and data issue resolution

Additional detail about the Data Quality Assessments is included in Section 4.

### 2.1.3 Multi-Component Data Clean-up

The Multi-Component Data Clean-up team reconciles data errors between multiple components. Unlike the work done by the Data Quality Assessment team whose focus is on a single source of data errors, the Multi-Component team reconciles data errors where there are multiple sources/components that must be reviewed for resolution.

To perform multi-component reconciliation the team uses:

- Mapping input (especially mappings related to pay)
- Existing data discrepancy reports (like X-Files and Duplicate SSNs)
- Army Component and DFAS data
- Custom reconciliation tools

The output of this process is reconciliation reports that are provided to the Army Components for resolution and metrics that are analyzed to identify process shortfalls.

Additional detail about the Multi-Component Data Reconciliation is included in Section 5.

## 2.2 Activities at Conversion

Activities at are focused on the initial database load of DIMHRS. There are three key activities:

- Data Call Request
- Error Handling and Resolution
- Bulk Data Validation

The Data Call Request activity is initiated by EPMO to ADPO. ADPO then forwards the request to the Army Components, maintains an infrastructure to support the submission of the data, and manages the submission of data. The Error Handling and Resolution activity is initiated by the creation of error files from the initial database load. The data errors are forwarded to the Army Components for immediate resolution and re-submission. The D&I re-processes all resolved data errors. There may be additional data errors with the re-submission and the process will be repeated. ADPO manages the data errors and tracks the submission status. The Bulk Data Validation task queries the source and target databases and performs bulk validation that everything that was sent, was received. At this time, the Bulk Data Validation task is not being performed, however it is an activity that adds to the quality assurance of the overall effort and has been included for planning purposes.

The activities at conversion are displayed in the following figure, described at a high level in the subsequent sub-sections, and in more detail in the remainder of the document.

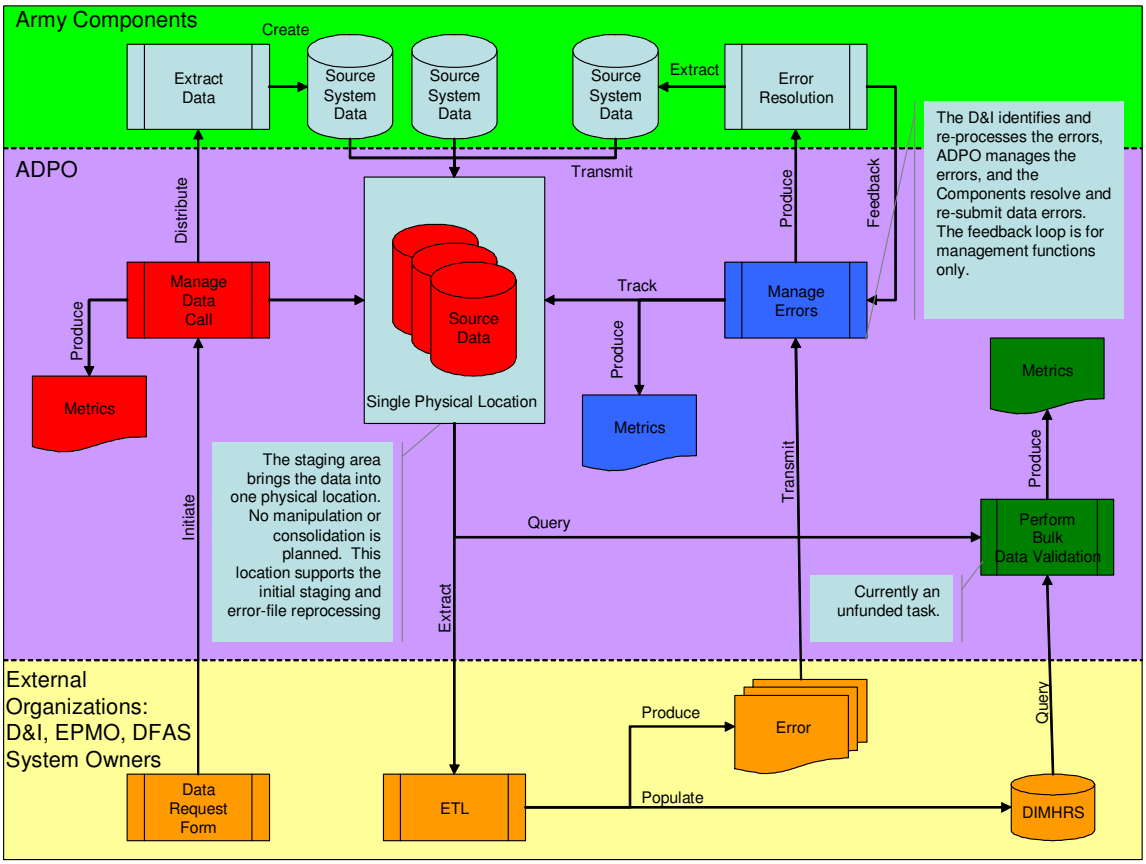



**Figure 2 Activities at Conversion**

### 2.2.1 Data Call Staging

The conversion process begins with a request from EPMO for Army Component data. ADPO receives this written request and disseminates the information to the Army Components. ADPO manages the submission of the source system data to one physical location. At this single physical location, no manipulation or consolidation of the data occurs. From this single physical location, the D&I conversion process will transfer the data for their Extract, Transfer, and Load (ETL). Additional detail on this process is located in Section 6 of this document.

### 2.2.2 Error Handling and Resolution Process

During the ETL process, data will either be accepted by DIMHRS or rejected. Rejected data can be due to system errors, target environment problems, or source system data. For those errors caused by source system data, reports/files must be produced by the D&I that contain sufficient information for the Army Components to:

- Identify the data record in the source system that failed
- Identify the solider (if applicable) attached to the record in the source system
- Understand the cause of the data error
- Understand the action required to resolve the data error.

The errors will be transmitted back to the Army Components and ADPO will manage and track the resolution status and re-submission status of the errors. This activity is discussed in further detail in Section 7 of this document.

### 2.2.3 Bulk Data Validation Activity

The purpose of the Bulk Data Validation activity is to ensure that everything sent from the source systems is received and exists in the target system. To the extent that it is possible, a complete, automated accounting of everything that is sent from the source system exists in the target system. There are many hurdles to this activity and some that will prove insurmountable to performing a complete end-to-end accountability of every data element. For example, calculated fields may be stored in the source system, but not in the target. There is also the issue of translation of codes, the expansion of the data, and the differences in business logic and processes. However, there are questions of the data that can be addressed and compared from source to target. For example, the number of soldiers that were converted.

At this time, this activity is not funded and not being performed. However details about what should occur in this activity is in Section 8 of this document.

## 2.3 Strategic Data Migration Responsibilities

The major data migration responsibilities between the D&I, ADP, and Army Components are illustrated in Figure 5. The D&I is responsible for identifying DIMHRS data targets and collaborating with the Army Components to map those targets to Army legacy data sources. The Army (ADPO and Army Components) is responsible for performing data cleansing of the identified source data, placing the cleansed data on a designated server (Army ETL server), and assisting the D&I in resolving detected errors during data transformation and loads. The D&I is responsible for extracting data from the designated server(s), executing data transformation programs in consonance with data mapping documentation, and loading the data into the DIMHRS database. The D&I is responsible for detecting and reporting to the Army errors that occur when the legacy data is loaded into the DIMHRS database. The detected errors will be collaboratively resolved between the D&I and Army. The Army is responsible for placing the resolved data on the designated server. The following table further delineates the major activities along with primary and secondary responsibilities, and responsibility to assist.

| **Activity** | **D&I** | **ADPO** | **Army Component** |
|---|---|---|---|
| Develop a D&I data migration plan for Staffing with ADPO. [permit 60-90 days for ADPO and Army Component source data owners to develop and staff within-Army migration plans that complement the final migration plan agreed-to between ADPO and the DIMHRS D&I.] | Primary | | |
| Develop an ADPO data migration plan for Staffing with Components [permit 30 days for ADPO and Army Component source data owners to develop and staff within-Army migration plans that complement the final migration plan agreed-to between ADPO and the DIMHRS D&I.] | | Primary | |
| Develop an Army Component data migration plan for Staffing with ADPO [permit 30 days for the Army Component source data owners to develop and staff migration plans that complement the final migration plan agreed-to between ADPO and the DIMHRS D&I.] | | Secondary | Primary |
| Identify the DIMHRS target system.table.data element and create a map to the Army legacy system.table.data element. | Primary (via DMR) | | Secondary & Assist |

| | | | |
|---|---|---|---|
| Collaborate to ensure DMR mapping validity. Make required changes. | Primary | Assist | Secondary & Assist |
| Update, Extract, and Distribute the latest DIMHRS mapping via the DMR. | Primary | Secondary (subsets to component s) | |
| Expand or contract Data Profiling activities to remain consistent with the latest DMR mappings. | | Primary | Secondary & Assist |
| Provide data from DMR-mapped source systems to the Army Extract, Transform and Load (ETL) server (monthly and/or specific D&I data calls). | | | Primary |
| Identify and report detailed source data errors that violate the source system's own data standards to the legacy system (since NGIT only expects the source system's allowable values). | | Primary | Assist |
| Correct the source system data errors at the system source and return the corrected data during the next monthly data extract. | | Assist | Primary |
| Identify errors that occur during mock data loads, data loads for SIT, data loads for SAT, and at IDBL. | Primary | | |
| Provide data load errors to the Army in a standardized format that includes identification of error type. | Primary | | |
| Provide the Army with parameters for return of corrected data. | Primary | | |
| Correct erroneous data identified during DIMHRS database loading. | | Assist | Primary |
| Stage corrected data on the ETL server IAW formatting parameters provided by NGIT | | Primary | Secondary |
| Extract corrected data from the ETL server and load to the DIMHRS database. | Primary | | |

## 2.4 Technical Organization

The Technical Organization reflects the roles of the branches within the ADPO Technical Organization as well as other supporting organizations that are critical to the data migration and interface activities. It helps to visualize the entire organization with specific emphasis on key branches that directly impact data migration and interface activities. The close collaboration of entities within the Technical Organization with key Functional and Integration activities such as the Design-Development-Analysis (DDA), Testing and Training ensures that all Army requirements are reflected in the data that is being mapped, profiled, cleansed and staged for migration to DIMHRS. This integrated approach along with the help of Liaisons and STRATCOM keeps information flowing among data components within the Army, EPMO, and NG. Only through a closely coordinated effort can legacy data be properly prepared and successfully migrated to DIMHRS. This organizational model also provides an opportunity to quickly regroup and, if necessary, to absorb any program changes for the Army's successful migration to DIMHRS.

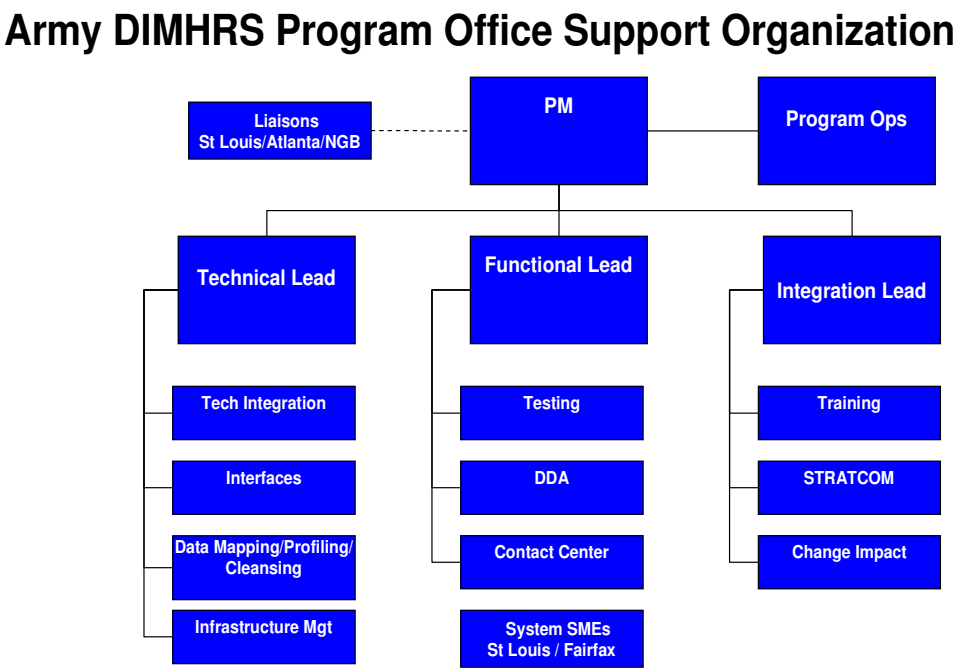



**Figure 3 ADPO Support Orangization Structure**

# 3 Data Mapping Work Products

## 3.1 Data Mapping Roles and Responsibilities

This section details the roles and responsibilities for data mapping. Data mapping is a collaborative process between the D&I and the Army Components. The output from the data mapping process serves as input the EPMO DMR tool. ADPO produces work products by extracting information from the DMR.

### 3.1.1 ADPOs Roles and Responsibilities

ADPO has 4 main areas of responsibility: 1) to support the system owners as needed, 2) generate and disseminate data mapping related metrics, 3) generate ADPO mapping work products, and 4) support system retirement activities.

- Communicate and coordinate with EPMO, the D&I, and Army Components
- Receive from EPMO and locally maintain a snapshot of the DMR
- Create and extract meta data from the DMR
- Develop metrics based on the DMR content
- Create and deliver work products to ADPO, Components, and System Owners
- Track data issues discovered by ADPO and System Owners and Discuss these issues with EPMO and NGIT
- Develop criteria to support system retirement

### 3.1.2 System Owners

The system owners primarily role is to support data mapping by reviewing the information provided by ADPO, EPOM and the D&I in a timely manner.

- Communicate and coordinate with ADPO, the D&I, and EPMO
- Validate the D&I's data mapping
- Assign data element disposition dodes
- Review IDP and HLD documentation
- Receive and analyze ADPO work products
- Participate in various teleconferences, meetings, and workshops to exchange information with ADPO, EPMO and NGIT.

### 3.1.3 EPMO

EPMO has 2 main responsibilities, to maintain and share the DMR, and to oversee that the D&I is providing complete and accurate information in a timely manner.

- Communicate and coordinate with ADPO, the D&I, and Army Components
- Require the D&I to meet the Army's expectations
- Publish a schedule of data mapping activities and milestones
- Provide a weekly copy of the DMR

- Maintain the DMR
- Provide and Maintain the User Interface for the DMR
- Review ADPO's products that are created from the DMR
- Share information pertaining to the DMR structure and its anticipated effect on ADPO's products

### 3.1.4 The D&I

The D&I have the most critical role in the data mapping process. The D&I has the responsibility for creating all of the source to target mappings.

- Update and maintain the System Owners' data dispositions
- Perform source to target data mapping
- Perform target to source data mapping
- Maintain this mapping information in the DMR
- Deliver a baseline list of source to target maps
- Deliver the results to ADPO, System Owners, and EPMO
- Identify the minimum data set to initialize the record for a member in the target system
- Identify all transformation logic and rules
- Identify target key/required attributes
- Identify target default values and logic
- Identify all pay related data elements in the target system

The D&I is responsible for completing all data mapping. At a series of data mapping and validation workshops held in August of 2006, the D&I presented a plan to validate the mappings prior to ARR and to collect the data element dispositions codes from the system owners. ADPO expects that the D&I will maintain the DMR with updated data mappings and data disposition codes. ADPO expects that the D&I will make available from the DMR reports that detail the source to target mappings, the target to source mappings, and code value crosswalks that contain the appropriate level of detail and metadata.

## 3.2 General Process

The Data Mapping Stage should be the first stage of the data migration process; it is the most critical stage in the data migration process. The requirements for data migration are defined in the data-mapping baseline. The data mapping activity involves the participation of legacy system owners, Army human resource process and data subject matters experts (SMEs), and the target system database experts. The first step in the data mapping stage is to determine the target database tables and attributes. Once the target is defined, corresponding data elements must be mapped from the legacy source(s) to the target source. Due to the number of legacy systems and known data redundancies, many of the data elements required by the DIMHRS target database will be found in more than one legacy system. Where more than one source exists for a data element, a decision must be made as to which legacy system will be used as the authoritative source. This

can be accomplished by reviewing the quality of data in the specific sources, the business rules that allow its population, and the use of that data by that system. The identification of authoritative source data for each data element mapped to the target database should be included in the mapping baseline and approved by ADPO and the system owner.

Conducting an internal data call, from the system owners to ADPO, would the most effective way of collecting the information needed to support data mapping.

The following systems are deemed the authoritative sources (in order and by Component):

| Data Mapping Sources | |
|---|---|
| Active Army | ITAPDB<br>OERS-E<br>TAPDB-AE<br>TAPDB-AO<br>eMILPO<br>NCOERS<br>Oracle-AO |
| Army Reserve | ITAPDB<br>AGRMIS<br>AORS<br>TAPDB-R |
| Army National Guard | SIDPERS-ARNG<br>RPAM |

**Figure 4 Army Source Data Systems**

Data mapping is executed from identified legacy systems (authoritative sources) by the D&I. The metadata on the legacy system databases is crucial to ensure proper mappings from source to target. The legacy systems that will provide data were identified based on the prioritization of source databases. The data tables in the target system (DIMHRS) to which the source systems' data is being mapped will be provided by the D&I. The data mapping information (to include metadata) is being stored in the Data Mapping Repository (DMR). The DMR is a SQL Server database with a graphical interface developed and maintained by EPMO and populated by the D&I's analysts.

The DMR is a tool used for storing and reporting data mapping information. It documents the mapping of source systems data elements to the DIMHRS data elements, crosswalks code values between source system code tables and the DIMHRS code tables, and the mapping of outbound and inbound data interfaces to DIMHRS. The mapped data can be codified by data disposition, impact category, and functional disposition. This allows NGIT to devise reports on a rough order of magnitude concerning the status of unmapped data. The DMR can offer views of the data through various perspectives, including by service, table, life cycle function, business process, and system. Only NGIT and EPMO have the ability to make changes to the DMR. EPMO is providing a copy of

the DMR to ADPO to access and use with the Components in validating all mapping information.

The data in the DMR, after validation with functional representatives, is used for the DIMHRS design and is detailed in HLDs and IDPs. The system owners will perform Quality Assurance (QA) during the Army Requirements Review (ARR) to ensure that all mapped data (data related to information requirements) approved by the functional representatives is included in IDPs. Prior to ARR, the ADPO, with assistance from system owners will validate the data mapping information within the DMR, to include disposition codes and crosswalks of domain values.

The mapped data will be migrating to the target system and therefore it will be essential to profile the data to understand if the data is complete and valid. To understand any business value of unmapped data, the unmapped data will be further analyzed and codified using disposition code as follows:

| | |
|---|---|
| M | Mapped |
| Y | Not needed (data has no business value/data is no longer being collected/system data) |
| O | Mapped from other sources |
| I | Implied or Indirect Mapping |
| D | Derived data (will be derived by PeopleSoft) |
| T | TBD (default) systems, no data source exist (information will be provided by NGIT) |
| N | Gap data (data source is needed as per functional representative input, but is not included in current mapping) |
| A | Left over data supporting orphan functionality (not in DIMHRS) |

**Figure 5 Disposition Codes and Meanings**

This approach will allow the Army to account for all data elements of mapped source systems and to ensure data accountability before decommissioning systems.

### 3.3 Key Activities

This section is divided into three sub-sections. The first sub-section describes an overview of the steps that should be included in the mapping validation process for Army DIMHRS. The second sub-section describes the mapping validation process as outlined at the ADPO Data Mapping Workshop. The final sub-section describes an improved process that has been streamlined and will enable the Components system SMEs to accomplish their goals more easily.

### 3.3.1 The Data Mapping Repository (DMR) and its Outputs

The Developer and Integrator (D&I) will maintain a database of metadata related to Army systems and the DIMHRS tables, data elements, and their metadata currently in use. As already discussed, it is called the Data Mapping Repository (DMR). The DMR is used to generate reports from the metadata database. The D&I can then upload these reports to the eRoom (https:/eroom.dimhrs.mil/eroom), which is a collaborative workspace, maintained by the EPMO.

The main work products of the DMR delivered to the eRoom are the five section reports from the Interface Design Packages (IDPs). A sample of each of these reports is available as an Appendix.

| IDP Section | Content |
|---|---|
| 5.5 | Legacy System File Layout and Metadata |
| 5.8 | Target to Source Mapping information |
| 5.9 | Target to Source Domain Value Crosswalks |
| 5.10 | Source Domain Values |
| Appendix B | Target File Layout and Metadata |

**Figure 6 IDP Section Reports**

The IDPs are a contract specified deliverable for the D&I and are arranged and formatted to meet their needs. The IDPs are arranged by DIMHRS functional area; the DIMHRS functional area may need to get data from more than one Army system. For example, an IDP related to the DIMHRS area “PERSON” may contain maps to ITAPDB, TAPDB-R and SIDPERS-ARNG.

These five report sections are created from the User Interface of the DMR by the D&I’s analysts and placed directly in the eRoom for review by system owners. The D&I’s analysts use a report writing software package that then exports the report to a Microsoft Word format. Each piece of data on a page is contained in a separate text block. For this reason, these Word documents are difficult to manipulate and analyze in a technical manner. Pasting the tables from these documents into Microsoft Excel removes tabular formatting from the data being pasted.

The Section 5.5 IDP Report is available as a Word document. This document contains metadata about Source systems; the fields displayed in this report are: Field Name, Data Type, Data Length (Size), Key, Required (not nullable), and a brief Field Description. Users may need to download multiple 5.5 Reports (from different IDPs) to locate all the metadata for a single source system.

The Section 5.8 IDP report is available as a Word document and contains metadata about Army source to target mappings. The fields contained in this report are "DIMHRS Field Name, Target Type, Target Size, Target Key, Target Required, Source System Table.Field (Concatenated together), and Transform Comments/Instructions related to this map. The header information in the report will contain the target table name and source system name. These spreadsheets are arranged by DIMHRS area, and users may

need to download 5.8 reports to locate all mappings for a single source system. This report is generated from the DMR into Crystal Reports format. Due to some inconsistencies in this process (internal to the report writing application), the formatting of the 5.8 report is non-intuitive and will inhibit any manipulation by the users.

The Section 5.9 report is a Word document that contains the domain value crosswalks. The fields contained in this report are: the name of the set of source domain values, the name of the set of target domain values, the system's domain value/code, the description of that source domain value, the target domain value, the description of that target domain value, and a comment column to show transformation rules. This report does show the source system name in the header but not the source table name or source data element name. The target data element name is also difficult to locate when it is present. These spreadsheets are arranged by DIMHRS area and IDP. T

The Section 5.10 report is a Word document that contains the source domain values (code values). This report is unformatted and contains two columns – one of the domain values and one the description of the domain value. Depending on the DIMHRS area, this report may contain multiple tables of domain values.

The Appendix B Report is Word document that serves as the only source of target data elements contained in the Army design. Unfortunately, the formatting of the delivery of these reports makes it impossible to generate a full list of data elements in the target and to associate that list with their source maps. This report contains the DIMHRS area in the header of the report, and comuns for Data Element Name, Common Name, Field Type, Size, and Constraints (such as key, required, and default information).

In addition to the previously noted reports produced by the D&I and placed in the eRoom. ADPO generates several spreadsheets, tables, and charts from the local copy of the DMR that they maintain. The following table represents the products that ADPO produces regularly from the DMR.

| Product Name | Type | Recipent(s) |
|---|---|---|
| DMR Summary.xls | SQL Generated Excel | Buzz Fay |
| Profiling_Inputs.xls | SQL Generated Excel | Data Profiling Team |
| Mapping_Update.xls (Component Level) | SQL Generated Excel | Mark Wolven |
| Unmapped_Update.xls (System Level) | SQL Generated Excel | Mark Wolven |
| MappingUpdate_ DDMMMYY.ppt | PowerPoint | MAJ Balderson, Shawn Faunce, Peter Calvanese |
| DIMHRS_MAPPED_UNMAPPED_ DDMMMYY_Army.xls | SQL Generated Excel | System Owners (via eRoom) |
| DIMHRS_MAPPED_UNMAPPED_ DDMMMYY_Defense.xls | SQL Generated Excel | System Owners (via eRoom) |
| XWalks_DMR_Summary.xls | SQL Generated Excel | Mark Wolven |

**Figure 7 DMR Mapping Work Products**

These reports and summary tables were designed by ADPO and are created directly from ADPO's local version of the DMR. Two ADPO analysts use Microsoft SQL Enterprise Manager and Query Analyzer software to extract the information from the DMRThis information is transferred into Microsoft Excel spreadsheets for display and further manipulation. Ultimately, most of the summaries end up in a deck of PowerPoint slides that are produced with each new release of the DMR. Images of these files are included in an appendix.

The DMR_Summary.xls is an Excel spreadsheet that provides a system level summary for Mr. Buzz Fay of the Data Profiling Team. Mr. Fay uses this file as the basis for his Data Profiling Statistics. This table is unique in that it shows the number of mapped data elements by system and by DMR delivery date. There are also 2 columns that note the number of data element maps by system added and deleted in the most recent DMR.

This summary has evolved since we began displaying it. The initial version had all of the disposition codes in displayed individually in their own columns. In time, the columns were consolidated and like dispositions were grouped together. Mapped data elements are still displayed separately and a Green background was added. In a lighter, hatched green with yellow, the disposition codes for: Y: Not Needed; I: Implied; D: Derived; O: Other are grouped as "Accounted For" – these are disposition codes that represent an appropriate final disposition code. In amber the disposition codes for: T: TBD; N: Need to Be Mapped are grouped as "Working" – these are disposition codes that have not received an appropriate final disposition or have not been reviewed at all by their system owner. The final column shown in red, is for the disposition code A: Orphan DE – this would represent the end of the feedback loop where NGIT is unable to locate an appropriate target for a data element that the system owner requests inclusion in DIMHRS.

Finally, a column was added to differentiate between two categories of mappings: those delivered as IDPs and those that are not. The mappings that are delivered as IDPs are part of the official DIMHRs design. Those mappings not delivered as IDPs are not currently part of the design. One can make no inference about future content of the design; these currently undelivered IDPs may or may not be eventually be part of the design. The D&I followed no naming convention when creating IDPs; there is no way to determine if an IDP has been delivered by looking at the name of the IDP associated with the mapping. An ADPO analyst examined the content of the delivered IDPs in the eRoom and created a list of valid IDPs to be used programmatically to examine and filter the IDP names.

The Profiling_Inputs.xls is an Excel spreadsheet that lists each inbound to DIMHRS mapping. The metadata provided in this spreadsheet serves as the basis for the Data Profiling process.

Mapping_Update.xls is a SQL created file that summarizes the Disposition codes at a component level and is the source of part of the weekly MappingUpdate_ DDMMMYY.ppt set of slides. This component level summary table captures the disposition codes at a high level and aggregates them in a way that makes the information easy to digest.

Unmapped.xls is a SQL created file that summarizes the Disposition codes at a system level and is the source of part of the weekly MappingUpdate_ DDMMMYY.ppt set of slides. The system level summary provides additional detail to support the Mapping_Update.xls.

PowerPoint/MappingUpdate_ DDMMMYY.ppt is a set of slides that summarizes the most recent delivered DMR; parts of the presentation are used for the Data Synchronization Meeting (DSM), the Council of Colonels (COC), and the General Officer Steering Committee (GOSC). This is the same data contained in the Mapping_Update.xls and Unmapped.xls but formatted for presentation.

DIMHRS_MAPPED_UNMAPPED_ DDMMMYY_Army.xls and DIMHRS_MAPPED_UNMAPPED_ DDMMMYY_Defense.xls are SQL based files that contain detailed source and target metadata for all source data elements in the DMR. The first file contains all systems from the all Army components, and includes unmapped data. The second file contains all systems from the all Defense entities, and includes unmapped data. These files contain the unmapped source data elements and display more metadata at a detail level than any other product. Disposition codes and text and default instructions are 2 examples of this metadata. These files are posted to the eRoom and are downloaded by several system owners.

XWalks_DMR_Summary.xls is a SQL based file that contains a source domain to target domain level of detail and includes a summary of these crosswalks that are in the DMR by system. The current version of this summary contains the number of domain value crosswalks by system dating back to 06SEP06.

### 3.3.2 Source Legacy Data Element (LDE) Mapping Validation

The purpose of this effort is to validate that the information previously provided by the System owners has been received by the D&I and is accurately represented in their work product. These work products will form the basis for their design of DIMHRS. The basic steps are:

- Validate File Layout.
- Validate Disposition Codes.
- Evaluate System Changes.
- Validate Previously Mapped Elements.
- Validate Lists of Domain Values.
- Validate Domain Value Crosswalks.

This document will describe these steps in greater detail in the following sub-sections.

#### 3.3.2.1 Validate File Layout and Disposition Codes

Army Systems owners must confirm that the file layouts associated with their system are accurate and complete as contained in the DMR and made available to them. System owners must confirm that the DMR contains every table and data element for the systems that they are responsible for. Each data element must also have the appropriate and accurate metadata; Field Name, Data Type, Data Length (Size), Key, Required (not nullable), and a brief Field Description. This data is available in the Section 5.5 IDP Report.

Army Systems owners must also download the DIMHRS_Mapped_Unmapped_Report from the eRoom. Users that are savvy enough with Microsoft Excel can Autofilter the data to make it easier to identify and highlight their systems of interest. They can also use the Autofilter capability to view only mapped data or sort out a specific disposition code.

The disposition codes that are currently acceptable in the DMR are:

| Disposition Code: | Description: |
|---|---|
| M: | Mapped – this element has a complete Source to Target mapping. It does not need to be a one-to-one mapping. |
| I: | Indirectly Mapped – this disposition code is used to track mainly to track the source's foreign keys when the primary key is already mapped. For example, SSN is used to uniquely identify the soldier in ITAPDB in more than 70 tables. However, the soldier's data can not be loaded into any ITAPDB table unless that soldier's SSN appears in |

| | |
|---|---|
| | SOLDIER_T/PERSON_T. The other instances of SSN in ITAPDB should be assigned the code of "I" when any data besides SSN is mapped from that table. If no data is mapped from that table, that SSN should be dispositioned as either Y or N. |
| N: | Needs to be Mapped by D&I – the System Owner has determined that this source element is need to support ongoing and future functionality. |
| D: | Derived – this element can be derived (or calculated) from other data elements. |
| O: | Other – the data contained by this element can be obtained from a better source (the system owner must identify the other system, table, and data element). |
| Y: | Not Needed for DIMHRS – this element is not needed to support future Army functionality. |
| T: | To Be Determined – this is the default state of an element before its system owner has analyzed it. |
| A: | Orphan DE – this would represent the end of the feedback loop where NGIT is unable to locate an appropriate target for a data element that the system owner requests inclusion in DIMHRS. |

**Figure 8 DMR Acceptable Disposition Codes**

System owners must evaluate their data with these disposition codes in mind and assign the appropriate disposition code for each data element. This process is especially important, as this is the only way for new data elements to be mapped. When the system owners complete the dispositioning process, they will upload the DIMHRS_Mapped_Unmapped_Report to the eRoom.

#### 3.3.2.2 Evaluate System Changes

Army system owners must determine whether or not there have been any changes in design of their systems that would affect the previously generated Source-Target mappings. An example of the type of changes that are of concern to the Developer & Integrator (D&I) would be the addition or deletion of tables and data elements.

If the system has changed its domain values or other rules regarding allowable date ranges these changes must be evaluated with the Domain Value Crosswalk Validation.

#### 3.3.2.3 Validate Previously Mapped Elements

To validate previously mapped source elements, system owners must download the Section 5.8 IDP reports from the eRoom. Depending on the number of maps, System owners may have to download multiple files. For example, ITAPDB has maps in eight different Section 5.8 reports – inbound only.

The system owners need to evaluate that any maps that they have previously submitted are currently in the reports. System owners also need to evaluate that any maps added by the D&I or as a result of any other work streams are accurate within the context of how the source system uses the data.

The Section 5.8 Report includes Transform Comments/Instructions. System owners must carefully read through these comments. The comments contain business rules and indicate to system owners when a domain value crosswalk has been generated. The Transform Comments/Instructions also contain instruction on how to derive a value or what default value to assign when appropriate.

Since the Section 5.8 Reports are generated by Crystal Reports, their formatting inhibits aggregation of multiple spreadsheets and any subsequent manipulation.

#### 3.3.2.4 Validate Domain Value Crosswalks

The purpose of performing a Domain Value Crosswalk is to assure that the valid domain values that constrain Source data will be available to perform the same function in the target.

System owners will need to download the Section 5.10 Report and assure that their complete list of code values is depicted in this report. This report lists the domain value and the description of the domain value as provided by the Source system owner.

System owners will need to download the Section 5.9 Report from the eRoom. System owners need to assure that all of their domain values (from the 5.10 Report), for each data element are represented in a crosswalk. System owners need to evaluate the logic contained in the comment columns and in the layout/header of the document. The Section 5.9 Report is not completely intuitive; the column header includes the name of the group of domain values. The 5.9 Report does not list the map or maps for which Domain Value Crosswalk is appropriate. System owners may need to compare the documents (5.8, 5.9, and 5.10) side-by-side to accomplish the domain value crosswalks.

#### 3.3.2.5 Getting Changes into DIMHRS

Periodically, the D&I will download the files from the eRoom and aggregate the changed disposition codes and comments from all the reports and evaluate them for their inclusion into DIMHRS. If the D&I approves of the changes, those changes will be presented to the Clearing House and the Program Evaluation Review Committee (PERC). If the Clearing House and PERC accept the changes, then the D&I will work to locate the appropriate target to meet the requirements.

### 3.3.3 ADPO Role in Validation

Because of the decentralized nature of the process as it is currently designed, ADPO has only limited visibility in the process. ADPO's role is to collect the submitted IDP reports from the eRoom, collect and aggregate the changes and comments. ADPO can than track the progress of the changes and comments, compare them to those collected by the D&I, and generate metrics related to Mapping Validation.

The current process is decentralized. It relies on the D&I to generate the reports and upload them to the eRoom on a regular and timely basis. System owners need to download all the appropriate reports from the eRoom. The reports were not designed to capture feedback; thus, there is a risk that not all changes and comments will be noted by the D&I or by the ADPO. In the current process, the information exchange occurs between the D&I and the system owners. ADPO is not in the directly involved. There is a risk that the system owners will submit conflicting or inconsistent comments and recommendations.

A process that recaptures some control of the validation process follows. In this suggestion, ADPO generates a set of system specific, pre-populated reports and uploads them to the eRoom. With improved, consistent formatting, and all system specific data available in the same spreadsheet, system owners will be more efficient. The System owners then download the reports from the eRoom and perform the validation steps. Weekly, they will upload their spreadsheets back to the eRoom. With the spreadsheets formatted consistently, with comments and changes in an easily identifiable and consistent location, it should be easier for ADPO and the D&I to identify comments and changes. The D&I column headers will be maintained enabling the D&I to easily incorporate any comments into the DMR.

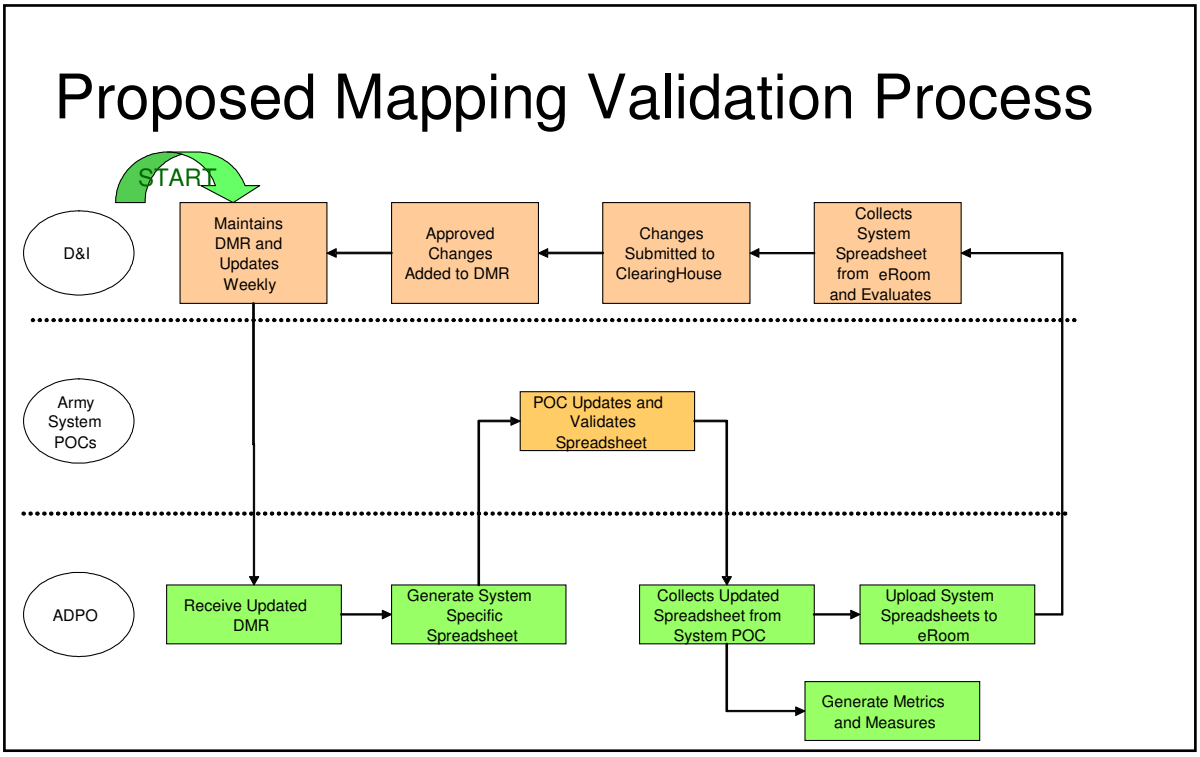



**Figure 9 Proposed Data Mapping Validation Process**

# 4 Data Quality Assessments

## 4.1 Roles and Responsibilities

While ADPO is the chief participant in the data quality assessments, the assessments require substantial participation from the D&I and Army Components. ADPOs primary expectations from the D&I are: 1) Share mapping information via the DMR and 2) Resolve data issues raised by ADPO. ADPO has three critical expectations of the Army Components: 1) Staff profile filters, 2) Supply data for quality assessments, and 3) Perform data clean-up activities.

### 4.1.1 ADPOs Role and Responsibilities

ADPO expects to conduct data quality assessments of source system data using the component data, profiling filters written using the IBM tool, Ascential, and distributing quality assessment reports back to the components. Specifically:

- Review DMR work products to identify data elements for profiling
- Research available source system documentation for data standards
- Write profiling filters for identified data elements data standards
- Distribute filters to Army Components for review and validation
- Conduct recurring data quality assessments
- Analyze the results
- Provide feedback and reports back to the components
- Develop and track metrics for quality assessments

### 4.1.2 The D&Is Roles and Responsibilities

ADPO expects the D&I to provide input to the data quality assessments by identify source data element maps in the DMR. ADPO also expects the D&I to resolve data issues that are raised by ADPO and the Army Components. Specifically:

- Update the DMR with mapping information.
- Resolve data issues raised by ADPO and the Army Components
- Identify source system data elements that require data quality assessments
- Identify target system pre-transformation data rules and requirements of source system data

### 4.1.3 Army Component Roles and Responsibilities

ADPO expects the Army Components to validate filters written by ADPO, supply data on a recurring basis for quality assessments, and resolve data errors. Specifically:

- Validate (Staff) profile filters written by ADPO
- Supply ADPO with data dictionaries of source systems
- Provide data on a recurring basis
- Resolve data errors

## 4.2 General Process

The data profiling stage involves the activities required to identify data quality issues in the legacy sources that were selected for migration during the mapping stage. The mapping baseline contained in the data mapping repository (DMR) provides the input to the data profiling stage. The data profiling stage activities include:

- Reviewing changing DMR mapping versions
- Coordinating with system owners
- Staging legacy data
- Profiling data
- Resolving data quality issues

The DMR identifies the source systems and the specific data elements that will be extracted and used by the DIMHRS D&I as it populates the initial DIMHRS database. Data profiling uses the DMR as its baseline list of source systems and their mapped Legacy Data Elements (LDE) to be profiled. As the DMR changes because of continued coordination and validation between the D&I, there will be both Legacy source system DMR source mappings added and mappings deleted. ADPO has processes to ensure that data profiling focus will shift away from deleted DMR maps and move to new mappings. This constant alignment to the DMR ensures that data profiling activities are concentrated on the most critical (those to be used during the DIMHRS load) as early as possible, since the cleansing process that follows profiling can easily be multi-months of effort.

Using the DMR mappings, ADPO will coordinate with the Component source system owners that will provide data to the DIMHRS D&I. This coordination is focused on obtaining the ingredients key to data quality assessment (generically called data profiling); these include: Data Source File/Table Layouts; Data Element Dictionary (DED); Legacy Data Element (LDE) Business Rules for quality assessment scripts (called 'filters').

ADPO, in conjunction with PERSINSD ETL server owners, coordinate data staging activities for major DIMHRS data milestones (e.g. Mock Data Loads I & II, System Integration Test (SIT), System Acceptance Test (SAT) etc.). Interim data sets are provided to the ETL server on a monthly basis to facilitate and support monthly data profiling processes. Since the ETL server serves as the single source for data provided to both the DIMHRS D&I and the ADPO data profilers, the Army is assured of executing data quality assessment against the very data that the target system (DIMHRS) is using for major data milestones, including initial load.

Data profilers then draw the DMR mappings, the source system metadata collected from Component source systems, and the data provided to the ETL server into an Army technical infrastructure that includes an Oracle Database, **WebSphere® Auditstage,** and some of the **MS Suite®** applications. Initial scripts (filters) are created to assess data quality for each of the DMR mapped data elements, using the Component metadata

inputs provided. These ADPO initial filters are staffed with the Component system owners to gain technical confirmation that the initial filter rules are accurate (proper code lookup table, proper future/past-date-only rules, proper rule concerning data element nullity), and to collect any more robust business rules (e.g. between-data–element conditional checks that ensure value dependencies are included in the quality assessment). When the Component-staffed filters are returned, recommended changes are made, and the filter is placed into the ADPO monthly production run stream. Initial reports that only include DMR-mapped data elements are created at the Component's requested level of detail and distributed monthly (to match the monthly updates of data). Processes permit the Component source system owners to offer recommended changes to the production filters at any time since this is a continuous charge to ensure that only accurate data is provided to the DIMHRS D&I for each data milestone, and especially DIMHRS initial load.

Data quality issues are currently resolved at the Component system data source. The Components' Legacy system data owners remain adamant that ADPO not modify the data provided to the DIMHRS D&I. Data errors for each source system are specifically identified by ADPO in the monthly data profiling reports so that Component data cleansing personnel and the source data owners can easily find and correct them. Method of correction is up to the Components' discretion, but historically has included a multitude of approaches, including:
global system updates, individual transaction updates, process or interface fixes etc.. This review may even identify internal source system lookup tables that have not been properly maintained, or that the staffed filter was incorrect. Component data owners then ensure that these changes are made to resolve data issues.

### 4.2.1 Establish Technical Environment

**Army Data Staging for DIMHRS:** The data profiling technical environment is tailored to meet the Army's need to collect and profile source legacy data destined for the DIMHRS Initial Database Load (IDBL). Major components include: a central location (currently the Army ETL Server) for staging Army data for the DIMHRS developer; a profiling server with accompanying Oracle database instance; and an enterprise level **WebSphere®** Information Integration software suite that enables data profiling and centralized data completeness and validity measurement for all staged Army system data. As Figure 8 depicts, the Army personnel data that will be used for IDBL of the DIMHRS database will be staged on the Army ETL Server. This staged data will be the source for the data conversion executed by the D&I. It is also the source for data profiling executed by the ADPO, ensuring that data profiling, complemented by its successor activity, data cleansing, are initiated from the same staging-data-set as the D&I will use. As more data is identified for the IDBL, it will be added to the Army ETL Server. The data profiling report will be generated from the data-profiling server and distributed to Data Cleansing Teams electronically using e-mail.

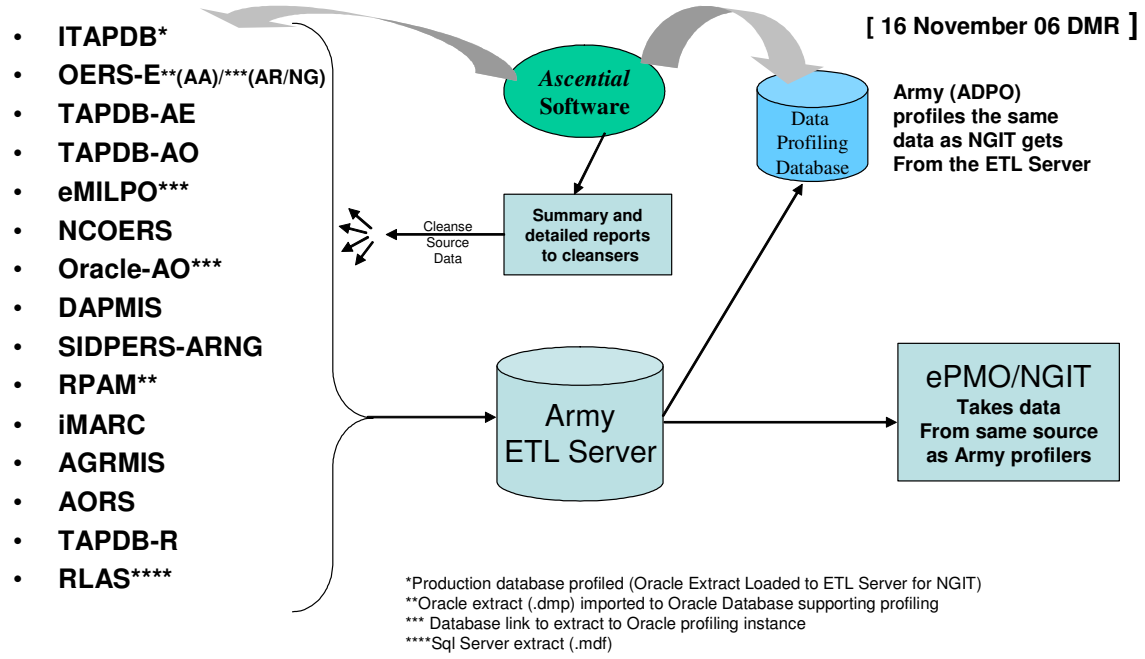



**Figure 10 Army Data Profiling and ETL Server Environment**

Army Components are responsible for working with the Technical Integration Branch to ensure that a communication method between their data sources and Army ETL Server will be established and that the Army ETL Server has adequate space for storing their data. Components should plan for the following activities:

- Work with the Technical Integration Branch to establish and test the communication method between the system from which the source data will be extracted and moved onto the Army ETL server (such as define protocol, security requirements/procedures, source and destination addresses, transfer file size). They must also contact the Army Enterprise Service Branch ESB Team (POC LTC Kevin Wood (703 325-8891) to use the ESB. This will include validating ESB connections, verifying if the ESB is an appropriate mechanism for moving the files/tables, and assuring that files can be moved securely.

- Execute testing of data loads

- Incorporate DFAS synchronization (DFAS cutoff dates) into processes for creating monthly data for the ETL Server.

The Components are responsible for delivering cleansed data to the Army ETL server on a monthly basis and for notifying the Data Migration Branch Chief if the monthly update failed.

**Data Profiling of Army Staged Data:** ADPO data profilers depend on the monthly coordinated data collection processes executed between the Components and the Army ETL server owner. ADPO uses this monthly refresh of data from the latest DMR-identified systems to execute its monthly quality assessment of data. The ADPO profiling team refreshes its Oracle database instance with un-manipulated data from these conversion-in systems (see Figure 8). The original data from these systems in Oracle is available to the scripts created within **WebSphere®** AuditStage. Data profiling scripts (filters) are created to evaluate the quality of this latest month's data. Reports detailing the data errors are produced and returned to the Component data cleansers. The data cleansers correct the data within the source system. Improved data quality should be reflected in the next monthly data set provided to the ETL server. This cyclic execution and re-execution will improve data validity to the Operational Requirements Document (ORD) B requirement of 99.9%.

### 4.2.2 Gather Documentation and Data

Key artifacts (documents developed as a result of other data migration or legacy systems management activities) are necessary to implement a rigorous profiling process. Data profilers establish working relationships with owners of the source systems in order to acquire information necessary to build data profiling filters and reports. These key artifacts include:

- **Data Mapping Extract Files from the DMR** – The Army source system data is 'mapped' to the DIMHRS database at a system, table, data element, and domain value level. The data profiling process uses data mappings as an effective means of focusing on only the systems and data elements that are to be migrated to DIMHRS. The Data Profilers will receive data mapping extracts weekly from the D&I. These extracts contain the DIMHRS target data element mapped to the legacy system source data element. Each week new data elements will be identified and data profiling filters written to access their validity. A few data elements may be deleted from the DMR and these are dropped from production profile reporting.

- **Data Source File/Table Layouts** – These file layouts are critical to understanding the precise location of each incoming piece of data in the source data set. Reconciliation of actual data and file layouts is critical to ensuring that the source data is properly loaded to the Oracle database used for profiling production. Discrepancies must be resolved immediately between the source system owners, data mappers and data profilers; otherwise, some profiling filters and reports may produce inaccurate results.

- **Data Element Dictionary (DED)** – This is the source systems' current data dictionary and will include data element definitions and other metadata (length, type, key, nulls allowable etc). Before each data profiling production run data dictionaries must be refreshed with current data element definitions and values. It is critical that methods for ensuring the latest source DED values are used during data profiling.

- **Legacy Data Element (LDE) Business Rules for Filters** – These are needed to extend profiling beyond look-up value checks. These may include rules about nulls, length, data type, ranges, only future-date or past-date, or logical relationships between dataelements that provide a basis for similar logic in the data filter.

### 4.2.3 Design/Code/Test Data Profiling Reports

Based on the delivered data mapping documentation, the Data Profiling Team leverages the power of the enterprise-profiling tool to execute data profiling. The data mapping documentation is dynamic and ever changing and the Data Profile Team conducts a weekly review to identify newly added data elements. Baselines can only be applied at the individual data element level of detail. The source system data and the lookup table values representing the source systems data standards are copied from the ETL server and loaded into the Oracle database supporting data profiling. Once this is done, the detailed labor of constructing filters for each mapped data element begins. The following priorities are cleansing priorities and, as a minimum, must be identified as part of the profiling reports:

- Identification of duplicate records.
- Source systems data used in DIMHRS as key data elements.
- Source systems data used in DIMHRS as required data elements.
- Source system data requiring domain values.

The Data Profilers create and test each filter independently. The Data Profiling Team coordinates the filter logic/syntax with the component system SME to ensure that all valid business rules were used in the profiling effort and to obtain advice on logical relationships to other data elements that can be used to create reports with better accuracy. This coordination ensures the errors reported are accurate and represent all possible issues with the component data to be migrated to DIMHRS. When initial filter construction and staffing with component SME is complete the filter is added to the monthly report production run stream. Data validity issues (errors), identified by profiling reports, are communicated to the appropriate component system SME for correction. With each monthly production cycle and the distribution of profiling reports to component SME, profilers include the filter logic/syntax for each data element profiled. This process ensures proponent SME have the continuous opportunity to review the filter logic, find inaccuracies, and report back to ADPO. In this way the profilers and SMEs work together in collaboration to improve the filters and yield better results with each monthly profiling cycle .

### 4.2.4 Produce and Deliver Data Profiling Reports

The data profiling reports will be generated monthly. The data profilers enhance existing reports as needed to identify/add new items that focus attention on data requirements linking legacy data to DIMHRS design requirements. This supports the needs of the data cleansers and ensures Army data migrated to DIMHRS will populate the DIMHRS database with minimum failure to initialize. The formats of the reports are included in Appendix I. The following types of reports, by descending level of detail, are provided with each run generation:

- Executive level report. Summarizes error counts from each legacy system.Shows number of errors, total database table counts, and percentage of validity. The current month and three preceding month's numbers are shown for trend line tracking.

- Grand total reports. Error counts, by system, for each data element at the table and data element level of detail. For each system, the table, data element, DIMHRS key, DIMHRS required, blanks/nulls valid [or not], number of null errors, number of domain errors, table count, and validity percentage are displayed.

- Summary reports. For each data element the result value of the domain error is shown along with a count of how many of this specific error occurs on the legacy database.

- Trend reports. Error counts, by system for each data element at the table and data element level of detail. The current month and preceding three months metrics are shown. For each system, the table, data element, DIMHRS key, DIMHRS required, blanks/nulls valid [or not], are displayed with errors counted in aggregate. The change in number of errors compared to the previous month and the change in the total number of records in the table are also shown.

- Social Security Number reports. Produced only for Army National Guard records. The SSN of each soldier's record that contains an error along with the error value.

Reports will be provided to ADPO, then distributed to the component Data Cleansing Teams guiding them in the execution of data cleansing. These reports inform system owners and data cleansers on progress towards achieving the goal of 99.9 percent data validity and provide focus at the individual data element level of detail on which data elements need attention. Data Profiling Reports will be distributed to the Chief of Interfaces and Data Mapping Branch and the Chief of Data Migration Branch, to also advise on data cleansing progress and point up areas where strategy assistance to system owners may be useful. Any further distribution of reports will be approved by Chief, Data Migration Branch to assist in resolving issues that may range from recommended policy actions at the component level to correcting recurring deficiencies, to coordination

with the D&I because missing legacy source data will not satisfy the target database requirements and may negatively impact the DIMHRS design.

### 4.3 Data Profiling Metrics

There are several different forms of metrics that are currently being produced for data profiling. Each exists in order to serve various users and/or levels of leadership reporting. Various examples, from highest level visibility to lowest level visibility are listed in the table below. Additional detail on profiling metrics can be found in an appendix.

| Metric | Description |
|---|---|
| Data Element Profile Progress | Shows the current data element progress as new DMR data elements are added for profiling. |
| Written Profiles versus Profiles Identified | Shows the number of profiles written and staff versus the total number of profiles needed (identified). |
| Data Quality Assessment Results | A by-system, by-component assessment of quality based on source system data rules. |

**Figure 11 Data Profling Metrics**

# 5 Multi-Component Data Clean-Up

This section details the Roles and Responsibilities, Processes, Key Activities, Metrics, and Reports used by the Multi-Component Data Reconciliation Team to perform data clean-up activities prior to the conversion of data. Data clean-up activities at conversion are covered in a separate section on Error Handling and Resolution.

## 5.1 Roles and Responsibilities

Data Clean-up involves ADPO, the Army Components and DFAS. ADPOs primary role is to resolve data problems that involve more than one Component. The Army Component's primary role is to resolve source system data errors. DFASs primary role is to provide subject matter experts familiar with the pay related data elements in legacy and target systems. ADPO does not expect EPMO or NGIT involvement related to data clean-up prior to the conversions. ADPO does expect their involvement at conversion as part of the Error Handling and Resolution process (described later in this document).

### 5.1.1 ADPOs Roles and Responsibilities

ADPO expects to do the following:

- Resolve data problems that involve more than one Component
- Identify systemic or process problems that lead to multi-Component data errors
- Monitor and track the progress of data clean-up activities
- Identifying data to the Army Components that require clean-up
- Coordinate data clean-up activities across multiple Components

While the Army Components have processes in place to effectively identify data problems between components (Duplication SSN, X-File, and Pay/Per mismatch reports), the Army has limited capability and processes in-place to resolve these discrepancies. ADPO is ideally positioned to resolve these problems and identify problem causes across the different components.

ADPO identifies data that require clean-up as the output of the monthly data quality assessments from the data profiling.

### 5.1.2 Army Component Roles and Responsibilities

ADPO expects the Army Components to do the following:

- Resolve data errors on source system data
- Report on the progress of data clean-up activities
- Responding to input from ADPO from the multi-component cleansing team
- Establish plans and processes to clean-up data prior to the conversion
- Establish plans and processes to immediately respond to data errors at conversion (covered in more detail in the Error Handling and Resolution process)

ADPO expects the Army Components to resolve the majority of data errors. ADPO supports this effort by performing data quality assessments and resolving data errors that require actions or information from more than one component.

### 5.1.3 DFAS Roles and Responsibilities

ADPO expects DFAS to do the following:

- Provide subject matter expertise on target and legacy pay data elements

While ADPOs expectations for DFAS are isolated to pay data elements, this expertise is vital to correctly identifying which pay and personnel data elements must be synchronized prior to conversion.

## 5.2 General Process

For the purpose of this document, data clean-up that occurs prior to conversion is covered in this section and data clean-up that occurs at conversion (either in test or IOC) is covered in a separate section on Error Handling and Resolution. The purpose of data clean-up is to validate the data in all the legacy systems throughout all three Army components and minimize the number of source system data errors at time of conversion. This is accomplished by designing repeatable processes that will support the requirements to improve the soldier data quality.

A multi Component Data Reconciliation Team at ADPO and Component Data Cleansing teams will be established to execute data cleansing and quality assurance activities. The teams will consist of experienced Functional and Technical individuals that will develop interfaces and resolution processes to ensure that there are ongoing resolution actions during all phases of the migration plan.

Data Cleansing is the responsibility of all owners of legacy systems scheduled to be subsumed by DIMHRS. The quality of the data is critical and that it meets the migration requirements.

### 5.2.1 Component Data Cleansing Teams

Each component will conduct data cleansing activities to resolve data discrepancies and improve the soldier data quality. These teams will report the progress to the ADPO office and monitor status of the data quality. Each team is responsible for ensuring that prior to loading data for extraction to the DIMHRS database all data defects/errors have been corrected. Upon receipt of the Data Profiling Reports the Data Cleansing Team will perform the following activities:

- Analyze, verify and accept profiling reports.
- Validate how close data profiling results are to the data validity requirements.
- Review detailed component error reports.

- Direct corrective actions.
- Determine how corrective actions will be done.
- Track progress and trends.
- Produce all reports as required.
- Suggest process improvements.
- Provide systems training to support error resolution as needed.

### 5.2.2 ADPO Multi Component Data Reconciliation Team

The ADPO Multi-Component Data Reconciliation Team will coordinate all activities that encompass the processes that involve the resolution of data discrepancies between components. The team will coordinate the resolution actions and monitor the progress with all the components. The team will also validate processes to ensure all activities are coordinated and actions processed in a timely manner.

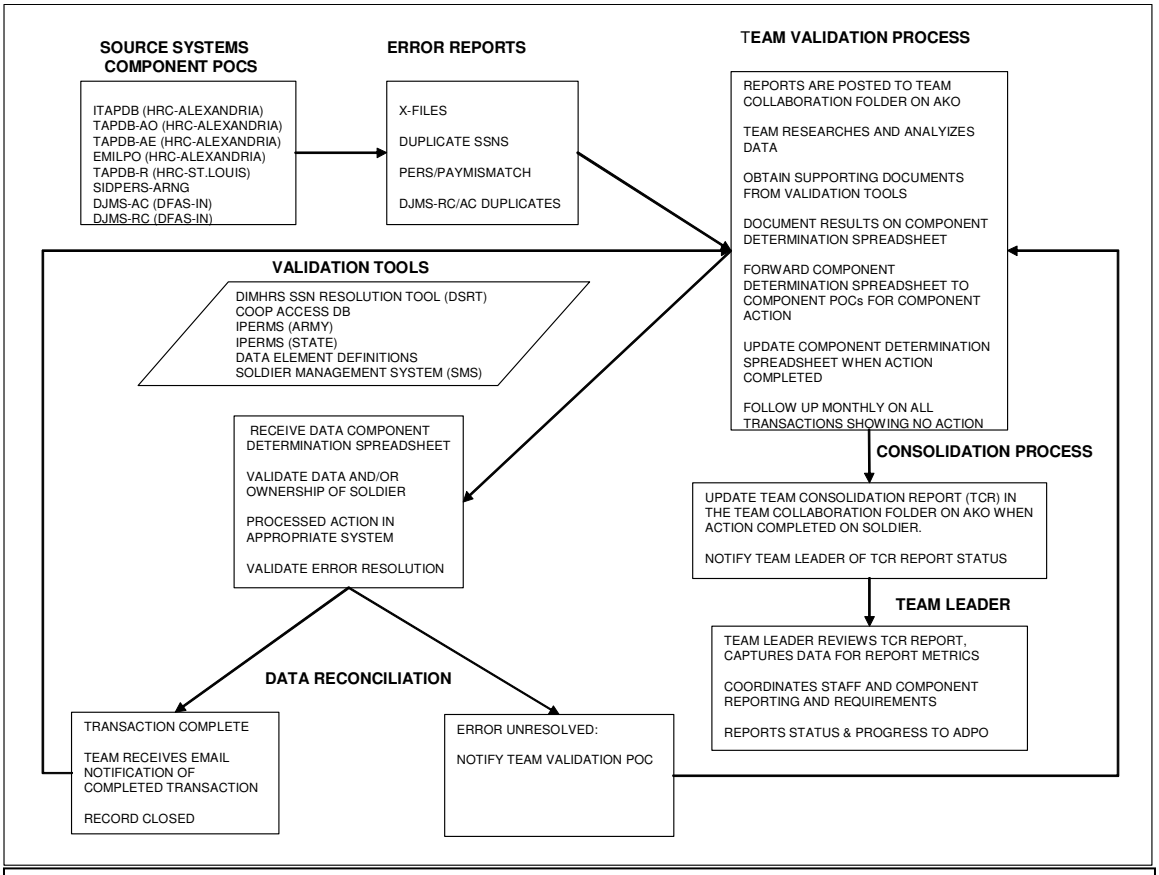



**Figure 12 Multi-Component Data Reconciliation Process**

## 5.3 Key Activities

The ADPO Multi-Component Data Validation Team validates information from various sources. Each source has established relationships, processes, and products. The source data must be reviewed and processes developed to address and resolve all discrepancies. There must be relationships identified so coordination and processes are completed across all components. Reporting requirements will allow the components to verify the processes and resolve the actions identified by the team. Consistency of operations is critical for the successful completion of all requirements. This section describes the validation activities, details the error reports, and describes the validation tools.

### 5.3.1 Data Validation Activities

The process to address all component discrepancies is a complex operation. Interfaces, reports, requirements, and processes must be documented and consistent so that all team members have a defined set of guidelines and procedures. The flow of information and actions on the following chart depicts the cross level of processes and how they each interact to complete actions.

### 5.3.2 Multi-Component Error Reports

The Multi-Component Data Reconciliation Team members will download the multi-component error reports from the AKO Team Folder on a monthly basis. The team will analyze reports against previous month's results, document changes, and identify trends. The team conducts analysis for component determination through research using tools and processes as shown in the Component Data Validation Activities Flow Chart.
The process includes the following activities

- Duplicate SSN's. This report identifies soldiers assigned in more than one component. The team researches, validates current component, and coordinates with components for resolution. The team provides current system information and documentation. Each member performs follow-up on all unresolved records and monitors resolution action.

- Per/Pay Mismatch. This report identifies mismatch where soldier's personnel information does not match the pay system information. The team researches component personnel record against DJMS-AC or DJMS-RC and coordinates resolution with components. Each member performs follow-up on all unresolved records and monitors resolution action.

- X- Files. The report identifies soldiers who appear in duplicate components and whose component affiliation can not be determined. The team researches, validates current component affiliation and coordinates with components for resolution action. Each member performs follow-up on all unresolved records and monitors resolution action.

- Duplicate DJMS-RC/AC. This report identifies the duplicate DJMS records that exist in the RC and AC accounts. The team researches using available resources and provides findings to US Army representative for forwarding to DFAS.

### 5.3.3 Validation Tools

Team members have access to a variety of research tools to assist in the validation process. Tools indicated below are available via the internet:

- DIMHRS SSN Resolution Tool (DSRT). This tool queries specific fields for Soldier information from TAPDB-AE/AO, TAPDB-G, SIDPERS-ARNG (COOP), TAPDB-RM, DJMS-RC and DJMS-AC in one format on each SSN query.

- IPERMS (Active Army). This tool allows team members to view, save and print supporting documents on an individual Soldier assigned to the US Army.

- IPERMS (STATE). This tool allows team members to view, save and print supporting documents on an individual Soldier assigned to the Army National Guard.

- HRC Integrated Web Services (IWS) (USAR). This tool allows team members to view, save and print supporting documents on an individual Soldier assigned to the US Army Reserve.

- Data Elements Definitions. This tool is a spreadsheet with all Data Elements identified in the DSRT tool with links to the Data Element Definition.

## 5.4 Metrics

The Multi Component Data Reconciliation team collects, verifies, and reports results from component data cleansing activities as well as team validation and resolution activities. Monthly reports provide the discrepancies and are used to coordinate actions with the components. The team uses these reports to track progress and also identify shortfalls that contribute to the error. Metrics include:

- Number of records researched
- Number of records forwarded to components
- Number of records resolved by components
- Monthly resolution progress

### 5.4.1 Component Resolution Activities

Team research and determination of soldier status is forwarded to each component. It is the component's responsibility to verify the recommended action and provide disposition information to the team. This includes transaction processing dates for resolved actions or mitigation action. Resolution action is provided to each component for tracking purposes.

The ADPO Multi Component Data Reconciliation Activities.

The team prepares metrics that reports the progress from the components. They are provided weekly and monthly. New monthly reports are reconciled and coordinated with the components.

## 5.5 Reporting

The ADPO Multi Component Data Reconciliation uses the following reports during team activities. These reports are in conjunction with Component data cleansing activities and ADPO requirements.

### 5.5.1 Component Determination Report

This report is initiated by team members to capture and validate X-File and Duplicate SSN soldier information. The report is annotated and forwarded to Component POCs. Upon resolution action and transaction processing by Component POCs, the report information is forwarded to AKO Folder for consolidation. Email is the preferred option for delivery to POC but in the event the attached files will not transmit using email then the report will be placed on AKO in a folder for POC and email sent to notify POC folder has new information.

### 5.5.2 Team Consolidation Report

The team updates this report weekly with the latest X-File and Duplicate SSN information and final component determination. The information on this report is also consolidated on the Component Status report indicated below. The report is placed in folder on AKO.

### 5.5.3 Pay Mismatch Determination Report (TBD)

The team will receive a mismatch report that reflects the discrepancies between the Personnel systems and the pay systems. The team captures mismatch information and forwards to the component POC for resolution action. Reports and procedures will be implemented upon completion of the component reconciliation and mapping.

### 5.5.4 Multi Component Team Status Report

Monthly report that provides statistics on activities.

### 5.5.5 Query Capabilities.

Canned Reports and Local Queries to obtain information may be available using the DIMHRS SSN Resolution Tool. Coordination with HRC-St Louis is required to determine the type of reports needed.

### 5.5.6 Component Status Report.

This report will consolidate all team activities that were coordinated with the components. The report is provided to the Army DIMHRS Program Office to monitor and report progress of the components. It is critical that the team monitor corrections using all available resources. These resources include completion notice by the component, the DSRT program, or the monthly reports of duplicate SSN's, Pers/Pay Mismatch reports, and the X-file reports.

### 5.5.7 Reporting Results and Activities.

The chart below depicts the frequency of reports and activities for the team as well as report format and distribution. Team report requirements will change as new activities or processes are added. Additional procedures added will require new reports or the frequency may change.

| REPORT/ACTIVITY | DESCRIPTION | FREQUENCY | FORMAT | DISTRIBUTION |
|---|---|---|---|---|
| Component Determination Report | Error Resolution Processing and Tracking | Daily | Excel | Service Component<br>Team Leader<br>Team Members |
| Team Consolidation Report | Consolidated Results tracking | Weekly | Excel | Service Component<br>Team Leader<br>Team Members |
| ADPO Multi-Component Status Report | Reflects status and disposition of actions. Consolidated | Weekly | Excel | Program Manager<br>Team Leader<br>ADPO<br>Team Members |
| Weekly Synchronization Meeting Report | Weekly Team Progress | Weekly | PowerPoint | ADPO<br>Program Manager<br>Team Leader<br>Team Members |
| Team Consolidation Report | Individual Components TAB | Monthly | Excel | Components<br>Program Manager<br>ADPO |
| Baseline Reports | Duplicate SSN<br>X-Files<br>Pers/Pay Mismatch<br>Duplicate DJMS-RC/AC | Monthly | Excel | Team Leader<br>Team members |
| QTRLY TEAM Meeting | All Team members participate | QTRLY | | Multi Component Data Validation Team |

**Figure 13 Multi-Component Reporting Activity**

# 6 Data Call Staging

During this activity, cleansed data is extracted from the Army Component's source databases into a single physical location referred to as the staging database. There is no transformation or consolidation of data; the data is simply staged in one physical location. The D&I will then pull the data from this location and initiate the ETL process.

## 6.1 Roles and Responsibilities

The following section identifies the roles and responsibilities for the Data Call Staging Activity. The primary participants are the Army Components, ADPO and PERSINSD. The Army components provide the data, ADPO coordinates and manages the data submissions, and PERSINSD provides the infrastructure. EPMOs role is to initiate the Data Call Staging activity by submitting a written data call request.

### 6.1.1 Army Components Roles and Responsibilities

Army Components' primary responsibility is to provide data. The Army Components are responsible for working directly with the system owners to provide data in accordance with the written EPMO specifications. Specifically, Army Components are responsible for:

- Collaborating with D&I on defining all logic for data loads. Any reconciliation activities executed between HR systems and payroll systems needs to be included in the data loads
- Distributing the Data Call Packages to the listed system owners
- Reviewing the Data Call Packages and communicating any discrepancies to the ADPO Data Migration Branch no later than five working days after receiving the Data Call Packages
- Ensuring that system owners generate the source data extract on the specified date, and place the source data on the designated Army staging server on, or prior to the due date
- Completing the DIMHRS Data Response Form and forward electronically to the distribution list on or before the due date. Both are specified on the form

### 6.1.2 ADPO Role and Responsibilities:

ADPO expects to manage the Data Staging Activity. ADPO expects to do the follow:

- Review Data Call Packages received from EPMO
- Publish WARNORD listing participating systems, critical dates, and POCs for coordination
- Coordinate with components, and system owners
- Consolidate the DIMHRS Data Response Forms on CD to be delivered to EPMO
- Coordinate with PERSINSD-MSD on data delivered, and any data delivery issues that may arise

- Retrieve removable hard drive from PERSINSD-ISD and encryption password for deliver to EPMO
- Forward any file layout discrepancies received from the D&I to Component\system owner, Data Profiling and Data Cleansing Teams.
- Consolidate Data Call discrepancies responses from the Components, and system owners and submit written comments to EPMO. The Data Migration Branch will work with EPMO to organize teleconferences with the Components, system owners and the D&I to resolve all issues.
- Report on submission status by system

### 6.1.3 PERSINSD Role and Responsibilities

PERSINSD (both the MSD and ISD offices) provide the technical infrastructure necessary to support the data calls.

The PERSINSD-MSD Office will:

- Coordinate directly with all participating system technical POCs, and support the secure file transfer of data to the Army's Electronic Data Transformation Services (EDTS) server and Extraction Transformation Load (ETL) server
- Provide status updates to the ADPO Data Migration Branch, and advise in the event of any data delivery problems
- Coordinate with PERSINSD-ISD

The PERSINSD-ISD Office will:

- Coordinate with PERSINSD-MSD, and migrate the data from the Army ETL server to the removable hard drive
- Ensure the partition on the removable had drive is encrypted, and provide decryption password to ADPO

## 6.2 Data Call Staging--Process

This process supports the various data calls issued by EPMO to execute Mock Data Loads, System Integration Test, System Acceptance Test, Operational Test, and system cut-over (roll out). The Data Migration Branch will receive and convey the request(s) to the appropriate Components and system owners. The Components will validate the received data call documentation, complete the DIMHRS Data Response Form (Appendix G), and verify that all requested data sources are placed on the designated staging server to be available for extraction by the D&I as requested. If errors are detected during the staging process, they will be rapidly communicated to the ADPO for resolution. The ADPO will monitor and oversee the resolution to ensure the data is loaded to the staging server.

The data calls are issued by EPMO 45 days before the data should be provided. Data calls will support Mock conversions (1 and 2), SIT, SAT, Operational Testing, and the final IDBL and system cut-over. The Army is obligated to provide a centralized location

from which the Army data will be extracted by the D&I for the ETL process in order to populate the DIMHRS database. The ADPO Technical Integration Branch is responsible for working with the Components to provide a communication link and the Army ETL server for loading and storing the data. The technical infrastructure to support data loads is provided below in the following figure.

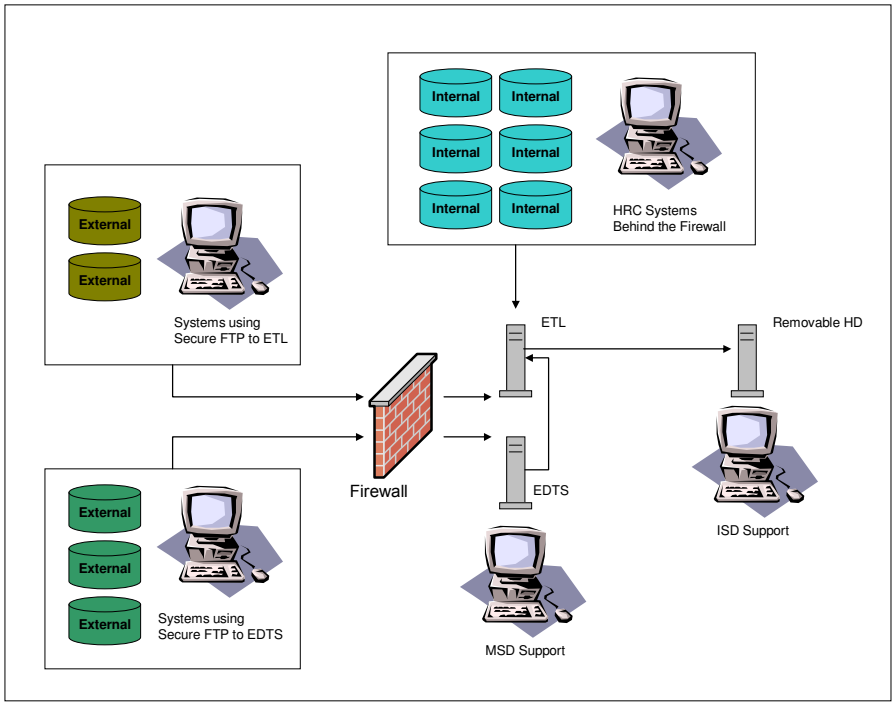



**Figure 9 Data Flow During Army Staging**

Each Component is responsible for delivering their identified source system files and documentation at the designated date. The Information Request Date is included in the WARNORD and is on the Data Response Form. The majority of source systems are loaded on the Army ETL server monthly for the execution of data profiling. The same repeatable processes will be used for data calls except that the execution of the data calls cut-off date has to be synchronized with the established payroll cut-off date. For those systems that are outside of the HRC PERSINSD Network there are two methods for sending the data secure. First, for those that have secure FTP capabilities in place they can load their data directly to the Army ETL server. For those systems that require a secure FTP solution can load there data to the Army EDTS server. Both of these solutions for external systems will require prior coordination, and approval from PERSINSD-MSD. Additionally, each Component is responsible for identifying source system POCs and developing their repeatable processes.

## 6.3 Data Call Staging--Execution

The Army Components provide data to ADPO on a monthly recurring basis for data quality assessment activities. The difference between staging the data on the Army ETL server for data profiling and the EPMO data calls is that data is staged monthly for profiling and data calls are staged at specific cut-off dates. For data quality assessments, the data does not need to be synchronized between systems. However for conversion the data must be synchronized to specific cut-off dates. These dates will be specified by EPOM in the EPMO Data Call Packages. APDO will receive this written information from EPMO and distribute them to Component POCs and system owners.

### 6.3.1 Data Call Package

The Data Call Package includes the following documentation:

- DIMHRS EPMO Data Request - instruction for data delivery
- DIMHRS Data Response Form – information required on delivered data
- DIMHRS Data Format Delivery Standards – standards for data to be delivered
- System Interface Profile – D&I design documentation
- Section 5.5 of the IDP/Interface Data Map – legacy system file layouts to be transmitted

### 6.3.2 Data Call Procedure

The figure below provides a step-by-step illustration of each action required for data Loads, and the responsible organization in each step of the process. The steps are sequential, not iterative. Throughout the process ADPO monitors the progress and reports on the status of the submissions.

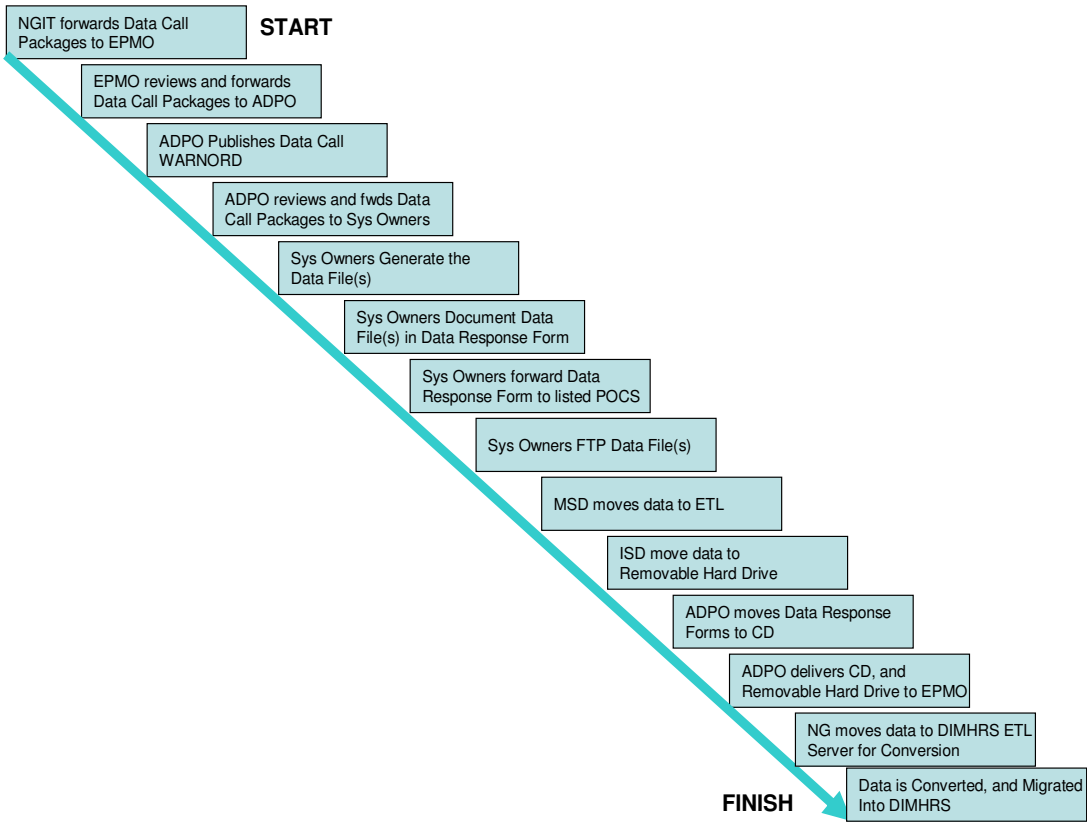



**Figure 14 Steps During Data Loads**

**Figure 9 Steps During Data Loads**

# 7 Error Handling and Resolution

The Error Handling and Resolution activity covers those actions taken at time of conversion to deal with data that errors due to source system data problems. This section describes the roles and responsibilities, the process, and reporting.

## 7.1 Roles and Responsibilities

This section describes the roles and responsibilities of the Error Handling and Resolution process.

Error handling and resolution refers to actions taken to correct data that fails to load at time of conversion, both in test and at IOC. Errors during IOC will need resolution after IOC. Error resolution involves ADPO, Army Components, EPMO, and the D&I. Throughout the schedule the different organization have different roles and responsibilities. Prior to the conversion of data there two key activities: 1) coordination and planning and 2) data quality assessments and data clean-up. The first activity (coordination and planning) identifies the specifics of who, what, when, where, how, and why. ADPO, EPMO, the D&I, and the Army Components must work closely from the beginning of development to properly coordinate and plan activities. The second activity (assessments and clean-up) proactively attempts to reduce (or eliminate) data that would error (not load) during the conversion process. The second activity involves the D&I providing the necessary information to ADPO to perform the quality assessments, ADPO performing and distributing the quality assessments, and the Army Components providing source data and performing data clean-up.

During the development and testing phase, the expectation by the Army is that conversion will be fully executed in a test environment many times. The expectation includes a request for Army Component data, staging of the data, conversion, error file production, correction of data errors by the Army Components, and the re-submission and re-conversion of data errors. ADPO expects EPMO will schedule multiple tests of the conversion that include the error handling and resolution process. ADPO expects to receive a written data call request from the D&I as to what data is expected when. ADPO also expects the D&I to provide updates to the data quality requirements throughout the project's development and testing phases. ADPO expects the Army Components to clean-up source system data, provide data as requested, correct data errors, and re-submit data for conversion. Due to the potentially high volume of errors that might occur in testing, it is conceivable that all parties would agree to fixing just a portion of the errors during the test and re-submitting only a portion of corrected data for any given testing interation.

ADPO expects exactly the same actions and processes that occurred during testing will occur at IOC. ADPO expects the D&I to submit any final changes to the conversion logic NLT 60 priors to IOC. ADPO expects the Army Components to clear as many, if not all, known errors 30 days prior to IOC. ADPO expects the D&I to immediately

return files containing errors and the Army Components to immediately respond to those files. The objective at IOC is to reload data that did not load as quickly as possible.

### 7.1.1 ADPO

ADPO has three main areas or responsibility: 1) Assess the quality of data, 2) Manage the staging of Army Component data in one physical location, and 3) Manage the flow of data between the D&I and the Army Components. ADPO expects to do the following:

- Communicate and coordinate with EPMO, the D&I, and Army Components
- Profile data
- Publish profiling results
- Publish data calls
- Maintain a technical infrastructure to receive data
- Maintain a technical infrastructure to store data in one physical location
- Maintain a technical infrastructure to transmit staged data
- Manage the data call submissions
- Manage the error files
- Manage the re-submission of data

ADPO does not expect to be inserted in the process to receive the files containing data errors, nor does ADPO expect to be inserted in the process to re-submit the corrected data. ADPO does expect to be informed by the D&I of the number and types of errors and the status of the re-submission from the Army Components.

### 7.1.2 Army Components

ADPO expects the Army Components to participate in three major activities related to error handling and resolution: 1) Clean the data prior to submission, 2) Immediately correct data returned in error files, and 3) Re-submit data that did not load. ADPOs expectations from the Army Components

- Communicate and coordinate with ADPO, the D&I, and EPMO
- Perform data clean-up
- Respond to the data calls
- Provide data as specified in the data call
- Immediately respond and resolve errors
- Resubmit resolved data

### 7.1.3 EPMO

The Army's expectations from EPMO

- Communicate and coordinate with ADPO, the D&I, and Army Components
- Require the D&I to meet the Army's expectations
- Publish a schedule of data conversions

ADPO expects EPMO to schedule many complete data conversions and for the error handling and resolution process to be part of this testing.

### 7.1.4 D&I

The Army's expectations from the D&I

- Publish a list of required data at the data element level.
- Publish a list of acceptable formats for data submission.
- Publish a list of the data elements required to create a soldier record.
- Identify data elements that cannot be null.
- Publish permitted values for each data element.
- Provide updates to previous specifications NLT 60 days prior to each data call.
- Publish a plan for the Error Handling and Resolution process.
- Provide error files in a format relative to the Army Component system.
- Provide sufficient information in the error file to identify the record in the Army Component system.
- Provide sufficient information in the error file to identify the cause of the error using source system information and codes.
- Provide sufficient information in the error file to identify what the corrective action is.
- Remove any errors that are not related to source system data from the error files.
- Communicate any data that did not load due to a non-source system data error.
- The structure of the error files must support electronic processing of the files.

The D&I must provide written documentation that identifies four specifications: 1) What is being converted (data element level detail), 2) Any condition that would cause a data error (data element level detail), 3) How errors will be transmitted back to the Army Components (file and data element level detail), and 4) The process for re-submission (file and data element level detail). The specifications must include detail on the file layouts, physical storage details, and transmission details.

## 7.2 The Error Handling and Resolution Process

ADPO expects the D&I to develop and publish the Error Handling and Resolution Process as it is the D&I who will generate the error files, distribute the error files, and re-process the cleaned data. Any specifics on the error file content, layout, and transmission must come from the D&I as they will be generating those files. ADPO also expects that the conversion process including Error Handling and Resolution occurs at each program milestone (MOCK Data Loads I & II, SIT, SAT, LUT, and OT) if not more frequently. By executing this process, ADPO expects to identify and resolve gaps and problems in the quality of data and improve the pre-conversion data clean-up activities; identify and resolve Error Handling and Resolution implementation details; and quantify the number of data errors expected at IOC and a realistic timeframe and resource allocation to address them.
The diagram on the following page is ADPOs conception of the Error Handling and Resolution Process.

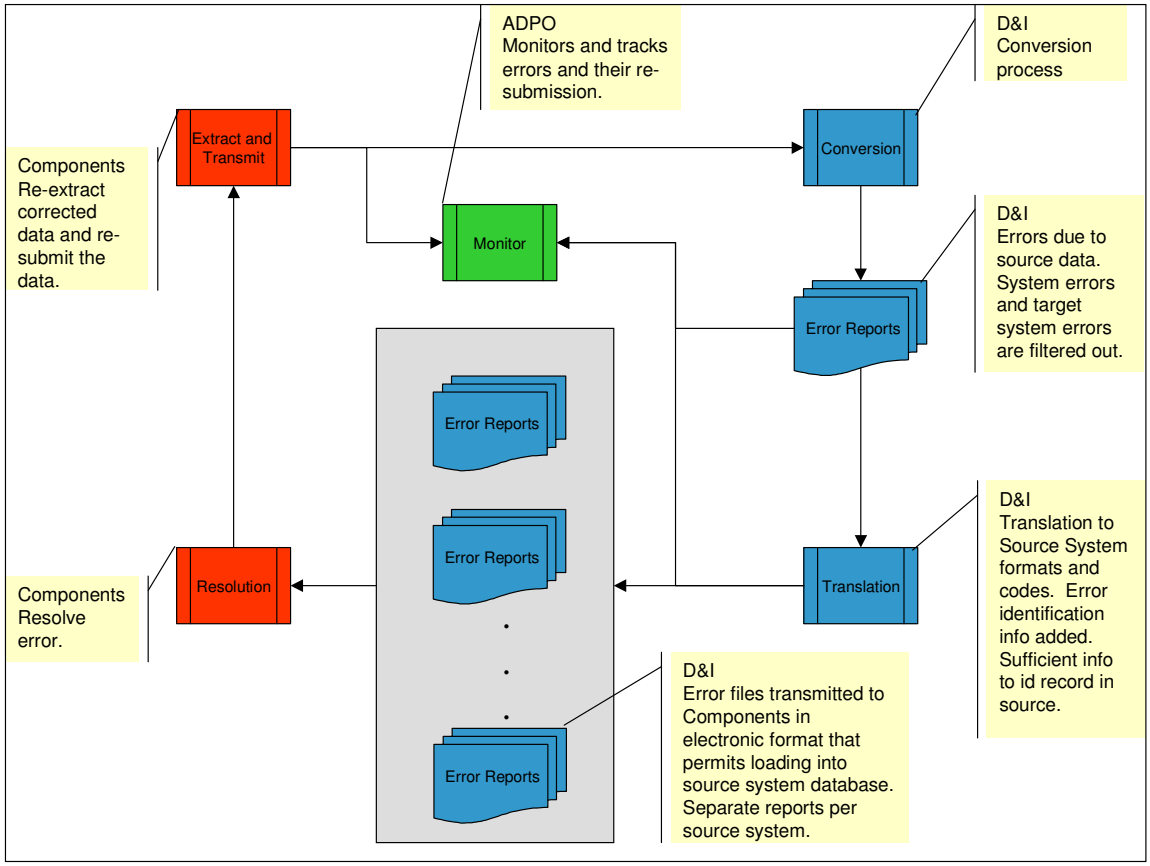



**Figure 15 Error Handling and Resolution Process Detail**

The figure shows the processes, data, and information flow between the D&I, the Army Components, and ADPO. D&I processes and data are shown in blue. Army Component processes and data are shown in red. ADPO process is shown in green. The Error Handling and Resolution process begins with the D&I process "Conversion" in the upper right of the diagram. The "Conversion" process will detect and capture errors. There are many types of errors that might occur during "Conversion", however the Error Handling and Resolution process with the Army Components and ADPO is only concerned with those errors related to source system data. The "Conversion" process must produce reports on all errors related to source system data. ADPO expects that meta-data (summary statistics) about the errors are reported to ADPO and the Army Components. At a minimum this information must contain:

- Source system
- Army Component
- Number of soldiers affected
- Number of soldiers that failed to load
- Number of errors

The next process, "Translation" takes the "Error Reports" generated by the "Conversion" process and translates the data into a file per source system per component. The file must:

- Be transmitted electronically
- Be formatted to allow electronic processing of the file
- Formatted IAW previously specified file format
- Transmitted IAW previously determined specifications
- Contain sufficient detail for the source system to identify the soldier member
- Contain sufficient detail about the error to permit resolution by the source system

The "Translation" process must also send meta-data information to ADPO. At a minimum this information must contain for each file:

- File Name
- Number of records
- Number of soldiers
- Number of errors by error type
- Source system
- Army Component
- Creation timestamp

The Army Components then "Resolve" errors. The expectation is that errors are immediately resolved. The Army Components then re-extract and re-submit the data. The D&I is responsible for specifying how re-submissions occur. The Army Components must provide ADPO status information about what records/soldiers have been resolved and which records/soldiers have not been resolved.

The Army will work with EPMO and the D&I to develop one error resolution reporting process. Errors can be identified during data mapping validation, during data profiling, or during the ETL process. In either case, the ADPO Data Migration Branch has the responsibility for monitoring and coordinating the resolution of any errors with EPMO and/or the Components, to include dissemination of any error reports to the appropriate Component and system SME.

### 7.3 Reports

ADPO will provide end-to-end reporting and tracking of Error Handling and Resolution of Army data.

High-level tracking accounts for the number of soldiers coming from the source system and reports on those that did not load. The "Not Loaded" is divided into two basic buckets: 1) all errors unrelated to source system data and 2) errors that are related to a source system data issue. As errors are resolved, these numbers will be updated until all soldiers are loaded. The D&I must provide sufficient information from IDBL process to identify by source system and component, how many soldiers were received, how many failed to load, and how many failed to load because of source system data issues. Minimum information to be captured:

- Source System
- Source Component
- Number of Soldiers Submitted
- Number of Soldiers Not Loaded (all causes)
- Number of Soldiers Not Loaded (source system data issue)

A slightly lower level (additional detail) report looks specifically at the current progress of resolving and re-processing source system errors. As data errors are returned, resolved, re-submitted, and re-processed ADPO expects to track the status of the submissions. The D&I must provide information by source system and component as to the number of soldiers returned and the number of soldiers re-processed. The Army Components must provide status by source system as to number of soldiers that have been resolved and the number of soldiers re-processed.

- Source System
- Source Component
- Number of Soldiers returned
- Number of Soldiers resolved
- Number of Soldiers re-submitted
- Number of Soldiers re-processed

# 8 Bulk Data Validation

The Bulk Data Validation task compares source system data to converted data. While a one-for-one data-element-by-data-element comparison is not possible due to differences in design and processes, some comparisons on un-transformed data elements are possible. Additionally, it is possible to compare certain aggregate information between the two systems. For example, the number of soldiers by component. Allowances, however, must be made for differences between the target and the source. At this time, the Bulk Data Validation task is not funded and not being performed. The activity is included because of the value it can provide to the migration of Army data. However, because this task is not currently being worked, there is little information contained in this section.

## 8.1 Roles and Responsibilities

This section describes the roles and responsibilities of the Bulk Data Validation process. The primary organizations participating in this activity are ADPO and the D&I. Because this task would require extensive technical infrastructure to support multiple complex concurrent queries, should this task occur, it is anticipated that other Army organizations would play a role in providing hardware, software, and LAN and WAN network support.

### 8.1.1 ADPO

ADPO would have the responsibility of comparing the data between the source and the target systems. ADPO expects to do the following:

- Determine technical infrastructure requirements
- Determine metrics and reports
- Develop scripts/code to extract metrics and reports
- Analyze mapping information
- Analyze transformation (ETL) logic
- Analyze target design
- Produce reports and metrics
- Work with the D&I to resolve discrepancies

### 8.1.2 D&I

ADPO expects the D&I would supply both converted data and the conversion (ETL) logic. ADPO expects the following should the task be conducted:

- Supply target system/converted data
- Participate in several iterations of testing
- Provide mapping information
- Provide ETL code and logic
- Work with ADPO to resolve discrepancies

## 8.2 General Process

In the bulk data validation, data from the source would be compared to the target. Because there is not a one-for-one mapping, the first step would be to identify those pieces of data that could be compared along with information about the data (that is, meta-data or "data about the data"). The more complete the analysis, the better the comparison and validations will be.

## 8.3 Key Activities

The key activities are:

- Determine the technical architecture
- Analyze source design, target design, and transformation logic
- Develop metrics and reports
- Develop scripts and code
- Develop a process to resolve discrepancies

### 8.3.1 Determine the Technical Architecture

Due to the volume of data that will exist in both the target and the source, a thorough analysis of the necessary technical architecture must occur. Considerations include:

- Storage requirements for source and target
- Hardware and software architecture for source(s) and target
- Method of transfer/load into the Bulk Validation arena
- Software tools to perform the analysis.

### 8.3.2 Analyze Source, Target, and Transformation

The purpose of the analysis is to determine:

- Data that can be measured directly
- Data that can be translated between the systems
- Data that can be calculated or determined based on other data
- Pertinent meta-data information

### 8.3.3 Develop Metrics and Reports

The purpose of the Bulk Data Validation activity is to compare, report discrepancies, and resolve the discrepancies, hence reporting is critical to the activity. The metrics must be meaningful and answer the question, "Did everything convert as expected and if not, can we quantify the data errors and understand the impact"? To that end, there must be both "big picture" metrics and "little picture" detail.

### 8.3.4 Develop Scripts and Code

The Bulk Data Validation activity must be repeatable and come to consistent results. To achieve a repeatable, consistent process, the software that produces the results must be configuration managed and thoroughly tested.

### 8.3.5 Develop Resolution Process

The "So What" of the Bulk Data Validation activity at time of conversion is to eliminate surprises by identifying problems immediately. A known problem can be mitigated or eliminated, however to get to this final step in the process, there must be a process in place to correct or mitigate the problem. There must be, as part of this activity, a dedicated resolution process between ADPO, the D&I, and the Army Components to confirm problems, propose solutions, agree on a resolution strategy, and implement the resolution.

## 8.4 Metrics and Reports

One of the five key activities of this task is to develop meaningful metrics and reports. Once these metrics and reports have been developed, they should be included here in the plan.

## Appendix A References

Documentation Provided by NGIT

The following plans and technical documents were previously provided by NGIT. However, they are currently being updated.

- Defense Integrated Military Human Resources System (Personnel and Pay) (DIMHRS Pers/Pay)) Data Conversion Plan, 5 December 2003

- Program Executive Office for Information Technology (PEO-IT), Defense Integrated Military Human Resources System (Personnel and Pay) (DIMHRS Pers/Pay)) Migration Strategy for Transition of Legacy Systems, Release 2.0.0, 30 January 2004

- UNCLASSIFIED, DIMHRS (Pers/Pay) Development & Integration Contract, Build 4, Major Design Decision: Data Conversion Approach, 03 November 2004, Contract No. N00039-02-C-3238

- Program Executive Office for Information Technology (PEO-IT), Defense Integrated Military Human Resources System (Personnel and Pay) (DIMHRS Pers/Pay)), Definition of "*Data Load Issue Submission and Resolution*" Process, Release 1.0.0, 22 December 2004

- Joint Program Management Office (EPMO), Defense Integrated Military Human Resources System (Personnel and Pay) (DIMHRS (Pers/Pay)), DIMHRS Data Format Delivery Standards, Release 1.0.1, 09 February 2005

**FORMS:**

- DIMHRS (Pers/Pay) Data Response Form
- System Interface Profile
- DIMHRS (Pers/Pay) EPMO Data Request

**Appendix B DIMHRS Data Response Form**

# DIMHRS (Pers/Pay) Data Response Form

## System Information

| | |
|---|---|
| **Legacy System(s)** | |
| **Transport Media** | |
| **Information Request Date** | |
| **Due Date** | |

## Points of Contact

### Technical POC

| | |
|---|---|
| **POC Name** | |
| **POC Phone** | |
| **POC Email** | |

### Data POC

| | |
|---|---|
| **POC Name** | |
| **POC Phone** | |
| **POC Email** | |

## Data Delivery Format

| Legacy Data Format | DIMHRS Data Format |
|---|---|
| | |

**Transport Media**

If compressing the data files, please notate the compression algorithm:

| | |
|---|---|
| **Compression Algorithm** | |

Please specify the Operating System used for compression:

| | |
|---|---|
| **Operating System** | |
| **Version** | |

## Data Masking

Please specify any fields that have been masked, the mask applied, the justification for the mask, and the person who required the mask be applied to the data. Note: Masking of data must be coordinated with the DIMHRS (Pers/Pay) EPMO prior to data delivery.

| Record/Table | Field | Mask Applied | Justification | Responsible Party |
|---|---|---|---|---|
| | | | | |

## Legacy System Data Environment

Please specify the current data storage means for the data on the legacy system.

| | |
|---|---|
| **Data Repository (SQL Server, Flat Files, etc.)** | |
| **Repository Manufacturer (Oracle, Ingres, etc.)** | |
| **Version** | |
| **Patch (Latest patch applied)** | |
| **Other Notations** | |

## Data Sizing

Please estimate the data size, uncompressed.

| | |
|---|---|
| **Data Size on File System:** | |

## Data Structural Changes

Please indicate (if applicable) any structural changes to the data provided to the program in the past. Use the following table or note the changes on the attached IDM.

| Record/Table | Field | Modification | Description of Change |
|---|---|---|---|
| | | | |

**Comments/Special Instructions**

| |
|---|
| |

| | |
|---|---|
| **Descriptive Contents** | |
| **Total Files (Excluding Directories)** | |

## Manifest Details

By Directory, please include a listing of the files being transported.

## Directory

| |
|---|
| |

## File Manifest

| File Name | Description |
|---|---|
| | |
| | |
| | |
| | |
| | |

## Directory

| |
|---|
| |

## File Manifest

| File Name | Description |
|---|---|
| | |
| | |
| | |
| | |
| | |

## Compressed Files

Please identify any files that are compressed on the transport medium.

## Directory

| |
|---|
| |

## File Manifest

| File Name | Description |
|---|---|
| | |
| | |
| | |
| | |
| | |

## Directory

| |
|---|
| |

## File Manifest

| File Name | Description |
|---|---|
| | |
| | |
| | |

## Appendix C Profiling Metrics and Charts

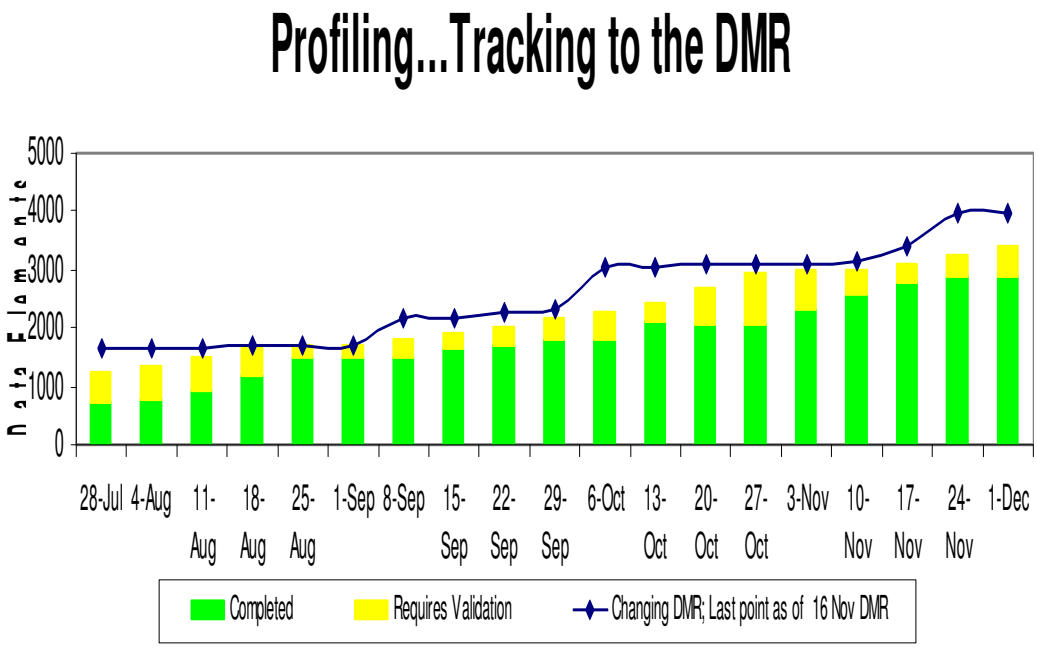
There are several different forms of metrics that are currently being produced for data profiling. Each exists in order to serve various users and/or levels of leadership reporting. Various examples, from highest level visibility to lowest level visibility are discussed below:

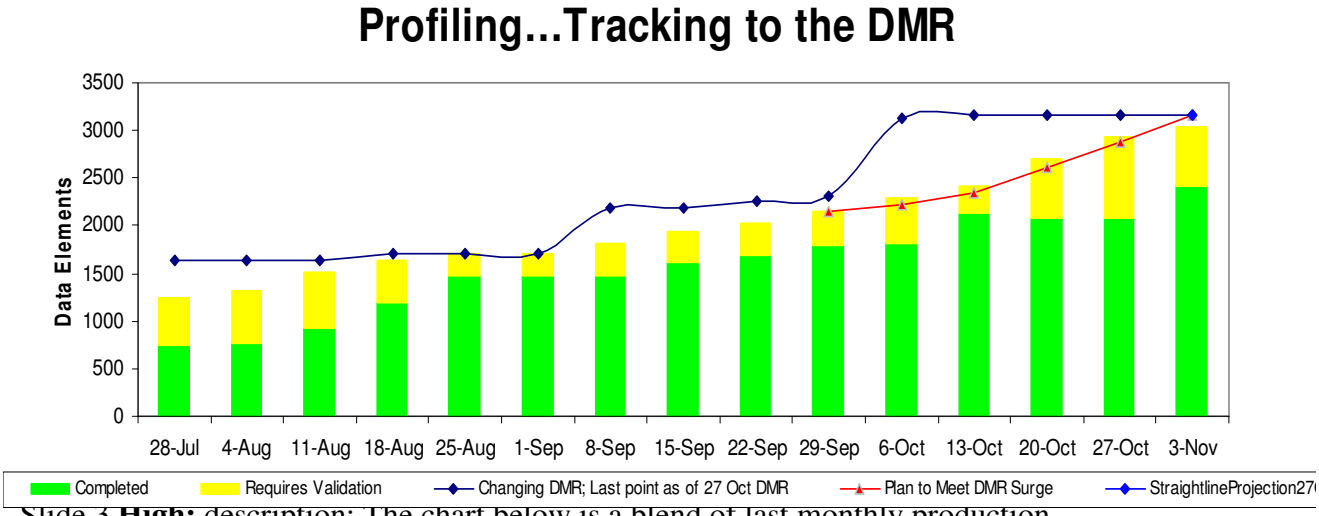
**High:** 3 PowerPoint Slides Supporting the Weekly Status Briefing each Monday at 10 AM (for LTCs); the every-two-week Staff Call (for Colonel/GS15); for Council-of-Colonels (for Colonels); for General Officer Steering Committee (GOSC) [for General Officers/SES]:

Slide 1 **High:** description: The chart below shows the current data element progress as new DMR data elements are added for profiling. It is at Component (Active, Reserves, National Guard) and Source Data System (e.g. ITAPDB for Active; ITAPDB for Reserve; SIDPERS-ARNG for the National Guard). The columns in this report reflect the process steps associated with moving new DMR data elements mapped (Filters Needed) through initial filter creation (Filters Written) through filter staffing with the Component source data owners (Filters Written/Staffing) into monthly production (Mapped Data Elements Profiled [Note: This chart is the source of attributes (numbers for the next 2 slides discussed].

| DMR 16 November 2006 | | | | |
|---|---|---|---|---|
| | Mapped Data Elements Profiled | Mapped Data Elements: (Filters Written) | Mapped Data Elements: (Filters Written/Staffing) | Mapped Data Elements: (Filters Needed) |
| **Active:** | | | | |
| ITAPDB | 370 | | | |
| OERSE-Active | 55 | | | 25 |
| TAPDB-AE | 207 | | | |
| TAPDB-AO | 105 | | | |
| eMILPO | 64 | | 34 | |
| NCOERS | 32 | 6 | | |
| Oracle-AO | 101 | | | |
| DAPMIS | | | | 3 |
| **Total:** | **934** | **6** | **34** | **28** |
| **Reserves:** | | | | |
| ITAPDB | 318 | | | |
| AGRMIS | 162 | | | |
| AORS | 722 | | 349 | 542 |
| TAPDB-R | 231 | | | |
| OERSE-Reserve | 55 | | | |
| RLAS | | | 88 | |
| **Total:** | **1488** | **0** | **437** | **542** |
| **National Guard:** | | | | |
| SIDPERS-ARNG | 393 | | | |
| RPAM | 36 | | | |
| OERSE-Guard | 55 | | | |
| RCMS-Imarc | | | 14 | |
| **Total:** | **484** | **0** | **14** | **0** |
| **Army Grand Total:** | **2,906** | **6** | **485** | **570** |
| 4-Dec-06 | | | | |
| ***Mapped Data Elements Profiled:*** *Filters written, staffed and in November production* | | | | |
| ***Mapped Data Elements: (Filters Written):*** *Data Element filters written and part of a group. All the filters in the group are not done.* | | | | |
| ***Mapped Data Elements: (Filters Written/Staffing):*** *Data Element filters in a group sent out to functional proponents for review.* | | | | |
| ***Mapped Data Elements: (Filters Needed):*** *Data elements in the DMR for which no filters have been written yet.* | | | | |
| *H:\Shared\PERSI\NSD\HRC-PSD\DIMHRS\TechTeam\Data Profile Team\Data Sync Meeting Media\Data Sync Filter Progress Reports* | | | | |

Slide 2a and 2b **High:** descriptions: The first chart below shows the current data element progress (in progress and in production) in a stacked bar form against a changing adjusted DMR requirements line. Any gap between the stacked bar and the line represent the total additional data elements required to be written and placed into staffing in order to meet the latest DMR mappings [Note: a variation, yet sometimes additional slide, is provided when there is a significant spike in DMR requirements. The additional red 'plan' line is added to forecast the expected rate of catching up to the most recent DMR increase].




Slide 3 **High:** description: The chart below is a blend of last monthly production information [to the left of the heavy vertical black separating line and the accumulating weekly DMR changes and filter development progress to include in the next production run. The left side of the heavy line shows the number of profiled data elements executed

and the percentage validity, with subtotals by Component and legacy source system. The right side shows new filters that must now be written, as well those that are in progress (written, or written and in staffing). The number expected to be included in the next production run is also shown.

| Source System | In Production November 2006 production profiling | | | In Progress | New Filters Needed Based Upon New Mappings |
|---|---|---|---|---|---|
| **Active:** | **Data Elements** | **% Valid** | | | |
| ITAPDB | 370 | 95.6% | | | 0 |
| OERS-E Active | 55 | 91.3% | | | 25 |
| TAPDB-AE | 207 | 86.9% | | | 0 |
| TAPDB-AO | 105 | 87.1% | | | 0 |
| Oracle-AO | 101 | 99.8% | | | 0 |
| NCOERS | 32 | 98.4% | | 6 | 0 |
| eMILPO | 64 | 99.7% | | 34 | 0 |
| DAPMIS | 0 | | | | 3 |
| **Total:** | **934** | **91.9%** | | **40** | **28** |
| | | | | | |
| **Reserves:** | | | | | |
| ITAPDB | 318 | 96.1% | | | 0 |
| AGRMIS | 0 | | | 162 | 0 |
| AORS* | 19 | 100.0% | | 1071 | 591 |
| TAPDB-R | 231 | 99.0% | | | 0 |
| RLAS | 0 | | | 88 | 0 |
| OERS-E Reserve | 55 | 98.3% | | | 0 |
| **Total:** | **623** | **99.0%** | | **1321** | **591** |
| | | | | | |
| **National Guard:** | | | | | |
| SIDPERS-ARNG | 392 | 99.9% | | 1 | 0 |
| RPAM | 36 | 99.9% | | | 0 |
| OERS-E Guard | 55 | 89.7% | | | 0 |
| RCMS-iMARC | 0 | | | 14 | 0 |
| **Total:** | **483** | | | **15** | **0** |
| | | | | | |
| **Army Grand Total:** | **2,040** | | | **1,376** | **619** |

866 awaiting next production run

Additional filters for new mappings have a yet-to-be-determined affect on % validity

Based upon 16 November Data Mapping Repository (DMR).

**Medium:** This Excel Spreadsheet report is produced as part of the monthly production run and is distributed after all system data profiling production reports have been distributed (normally after ARNG systems have been completed, mid-month). This report is used by Component and ADPO LTCs.

Slide 1 **Medium:** description: Provides percentage validity for the last four production months for each profiled source system. This report is by component, by system, by production month and includes component subtotals. It reflects the number of possibilities of error and the actual number of errors and shows the Army calculated totals. The Operational Requirements Document (ORD) B identifies 99.9% as the minimum source system validity % standard for load to DIMHRS.

To see an example, refer to Appendix I.1 Executive Level Report.

The group of **Low:** visibility metrics reports are those that contain valuable numeric indicators (summary numbers, trends etc.) that are used most often by Component source data and

cleansing personnel below LTC. This family of working reports is composed of selected production reports designed to aid tracking summary and trend information at the data filter level.

Report 1 **Low:** description**:** Grand total reports. Error counts, by system, for each data element at the table and data element level of detail. For each system, the table, data element, DIMHRS key, DIMHRS required, blanks/nulls valid [or not], number of null errors, number of domain errors, table count, and validity percentage are displayed.

To see an example, refer to Appendix I.2 Grand Total Report.

Report 2 **Low:** description**:** Summary reports. For each data element the result value of the domain error is shown along with a count of how many of this specific error occurs on the legacy database.

To see an example, refer to Appendix I.3 Summary Report.

Report 3 **Low:** description**:** Trend reports. Error counts, by system for each data element at the table and data element level of detail. The current month and preceding three months metrics are shown. For each system, the table, data element, DIMHRS key, DIMHRS required, blanks/nulls valid [or not], are displayed with errors counted in aggregate. The change in number of errors compared to the previous month and the change in the total number of records in the table are also shown.

To see an example, refer to Appendix I.4 Trend Report.

Appendix D DMR Review Products

Microsoft Excel - DMR Summary_09NOV06.xls

## PROFILING SUMMARY

| System | Owner | Interface Type/Dir | 29 Sept 06 | 6 Oct 06 | 13 Oct 06 | 23 Oct 06 | 27 Oct 06 | 2 Nov 06 | CurrentDMR 09-NOV-06 | New LDEs | Deleted LDEs |
|---|---|---|---|---|---|---|---|---|---|---|---|
| AAFES-JSCS | M | PI | 26 | 26 | 26 | 26 | 26 | 26 | 26 | 0 | 0 |
| AERS | M | PI | 11 | 11 | 11 | 11 | 11 | 11 | 11 | 0 | 0 |
| AOAMARS | M | PI | 87 | 87 | 87 | 87 | 87 | 87 | 87 | 0 | 0 |
| ARISS | M | PI | 267 | 267 | 187 | 187 | 187 | 187 | 203 | 23 | 8 |
| ASORTS | M | PI | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 0 | 0 |
| ATRRS | M | CI-PI | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 0 | 0 |
| CCIMS | M | PI | 51 | 51 | 46 | 46 | 46 | 46 | 51 | 5 | 0 |
| CID_AMS | M | PI | 32 | 32 | 32 | 32 | 32 | 32 | 32 | 0 | 0 |
| DAPMIS | M | CI | 2 | 2 | 2 | 2 | 2 | 3 | 3 | 0 | 0 |
| DTAS | M | PI | 1 | 2 | 2 | 2 | 2 | 2 | 2 | 0 | 0 |
| eMILPO | M | CI | 74 | 82 | 91 | 91 | 91 | 92 | 98 | 6 | 0 |
| IGS | M | PI | 40 | 40 | 40 | 40 | 40 | 40 | 44 | 4 | 0 |
| ITAPDB | M | CI | 455 | 455 | 455 | 455 | 455 | 455 | 455 | 0 | 0 |
| MEDPROS | M | PI | 15 | 15 | 15 | 15 | 15 | 15 | 23 | 8 | 0 |
| MSI-MAC | M | PI | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 0 | 0 |
| OERS-E Active | M | CI | 55 | 55 | 55 | 77 | 77 | 80 | 80 | 0 | 0 |
| POSCEDIT | M | CI | 27 | 27 | 27 | 27 | 27 | 27 | 27 | 0 | 0 |
| TAADS | M | PI | 25 | 25 | 30 | 30 | 30 | 30 | 30 | 0 | 0 |
| TAPDB-AE | M | CI | 220 | 220 | 220 | 220 | 220 | 220 | 220 | 0 | 0 |
| TAPDB-AO | M | CI | 117 | 117 | 117 | 118 | 118 | 118 | 118 | 0 | 0 |
| TESS | M | CI | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 0 | 0 |
| TREDS-R | M | CI | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 0 | 0 |
| NCOERS | A | CI | 32 | 32 | 32 | 32 | 32 | 32 | 38 | 6 | 0 |
| OERS-E | A | CI | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Oracle-AO | A | CI | 101 | 101 | 101 | 101 | 101 | 101 | 101 | 0 | 0 |
| OERS-E Guard | G | CI | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 0 | 0 |
| RCMS-iMARC | G | CI | 7 | 7 | 7 | 7 | 7 | 7 | 14 | 7 | 0 |
| RPAM | G | CI | 36 | 36 | 36 | 36 | 36 | 36 | 36 | 0 | 0 |
| SIDPERS-ARNG | G | CI-PI | 392 | 392 | 392 | 392 | 392 | 393 | 393 | 0 | 0 |
| AGRMIS | R | CI | 131 | 131 | 131 | 131 | 131 | 131 | 162 | 31 | 0 |

**Figure 16 - DMR Summary.xls**

Microsoft Excel - Profiling_Inputs.xls

| INTERFACE TYPE CD | DIRECTION CD | SYSTEM_CD | XSTRUCT_NM | XSTRUCT_FIELD_NM | DIMHRS_TARGET | DIMHRS KEY | DIMHR |
|---|---|---|---|---|---|---|---|
| P | I | AAFES-JSCS | AAFES D19 | MESSAGE_AREA | TBD.NEW_CUSTOM_FIELD | N | N |
| P | I | AAFES-JSCS | AAFES DS01 | AMOUNT_FORGIVEN | GP_PYE_OVRD.GP_UNIT | N | N |
| P | I | AAFES-JSCS | AAFES DS01 | EFFECTIVE_DATE | GP_PYE_OVRD.BGN_DT | N | Y |
| P | I | AAFES-JSCS | AAFES DS01 | MONTHLY_DEDUCTION_AMOUNT | GP_PYE_OVRD.GP_AMT | N | N |
| P | I | AAFES-JSCS | AAFES DS01 | SOCIAL_SECURITY_NUMBER | GP_PYE_OVRD.EMPLID | Y | Y |
| P | I | AAFES-JSCS | AAFES DS03 | AMOUNT_OF_DEBT | GP_PYE_OVRD.GP_AMT | N | N |
| P | I | AAFES-JSCS | AAFES DS03 | EFFECTIVE_DATE | GP_PYE_OVRD.BGN_DT | N | Y |
| P | I | AAFES-JSCS | AAFES DS03 | SOCIAL_SECURITY_NUMBER | GP_PYE_OVRD.EMPLID | Y | Y |
| P | I | AAFES-JSCS | AAFES DS03 | STOP_DATE | GP_PYE_OVRD.END_DT | N | N |
| P | I | AAFES-JSCS | AAFES DS04 | EFFECTIVE_DATE | GP_PYE_OVRD.BGN_DT | N | Y |
| P | I | AAFES-JSCS | AAFES DS04 | NEW_MONTHLY_DEDUCTION_AMO | GP_PYE_OVRD.GP_AMT | N | N |
| P | I | AAFES-JSCS | AAFES DS04 | SOCIAL_SECURITY_NUMBER | GP_PYE_OVRD.EMPLID | Y | Y |
| P | I | AAFES-JSCS | AAFES DS06 | AMOUNT_FORGIVEN | GP_PYE_OVRD.GP_UNIT | N | N |
| P | I | AAFES-JSCS | AAFES DS06 | AMOUNT_OF_DEBT | GP_PYE_OVRD.GP_AMT | N | N |
| P | I | AAFES-JSCS | AAFES DS06 | EFFECTIVE_DATE | GP_PYE_OVRD.BGN_DT | N | Y |
| P | I | AAFES-JSCS | AAFES DS06 | SOCIAL_SECURITY_NUMBER | GP_PYE_OVRD.EMPLID | Y | Y |
| P | I | AAFES-JSCS | AAFES DS07 | AMOUNT_OF_DEBT | GP_PYE_OVRD.GP_AMT | N | N |
| P | I | AAFES-JSCS | AAFES DS07 | DEDUCTION_AMOUNT | GP_PYE_OVRD.GP_AMT | N | N |
| P | I | AAFES-JSCS | AAFES DS07 | EFFECTIVE_DATE | GP_PYE_OVRD.BGN_DT | N | Y |
| P | I | AAFES-JSCS | AAFES DS07 | NEW_DEBT_AMOUNT | GP_PYE_OVRD.GP_AMT | N | N |
| P | I | AAFES-JSCS | AAFES DS07 | SOCIAL_SECURITY_NUMBER | GP_PYE_OVRD.EMPLID | Y | Y |
| P | I | AAFES-JSCS | AAFES DS07 | STOP_DATE | GP_PYE_OVRD.END_DT | N | N |
| P | I | AAFES-JSCS | AAFES DS09 | AMOUNT_OF_DEBT | GP_PYE_OVRD.GP_AMT | N | N |
| P | I | AAFES-JSCS | AAFES DS09 | EFFECTIVE_DATE | GP_PYE_OVRD.BGN_DT | N | Y |
| P | I | AAFES-JSCS | AAFES DS09 | SOCIAL_SECURITY_NUMBER | GP_PYE_OVRD.EMPLID | Y | Y |
| P | I | AAFES-JSCS | AAFES DS09 | STOP_DATE | GP_PYE_OVRD.END_DT | N | N |
| P | I | AERS | AC-F01 | ALOTMT_AMT_PAY | GP_NET_DIST_DTL.DISTRIB_AMT | N | N |
| P | I | AERS | AC-F01 | COMPANY_CODE | GP_NET_DIST_DTL.RECIPIENT_ID | N | N |
| P | I | AERS | AC-F01 | MEMBER-SSAN | GP_NET_DIST_DTL.EMPLID | Y | Y |
| P | I | AERS | AC-F01 | YR_MO_ALOT_EFF | GP_NET_DIST_DTL.EFFDT | Y | Y |

**Figure 17 - Profiling_Inputs.xls**

# Mapping Update – 16 NOV 2006



| Component Totals: 16 NOV 06 | Mapped DE (M) | Mapped DE (not in HLD) | Accounted For (Y,I,D,O) | Working (T,N) | Unresolved (A) | TOTAL |
|---|---|---|---|---|---|---|
| Multi Component Entities Total | 802 | 314 | 2416 | 2763 | 14 | 6309 |
| Active Component Total | 104 | 509 | 1613 | 1889 | 15 | 4130 |
| NGB Component Total | 257 | 642 | 303 | 704 | 0 | 1906 |
| Reserves Component Total | 1914 | 224 | 295 | 2960 | 157 | 5550 |
| **Army Totals** | **3077** | **1689** | **4627** | **8316** | **186** | **17895** |
| **Defense Totals** | **1155** | **475** | **3159** | **12756** | **12** | **17557** |

| Component % | Mapped DE (M) | Mapped DE (not in HLD) | Accounted For (Y,I,D,O) | Working (T,N) | Unresolved (A) | TOTAL |
|---|---|---|---|---|---|---|
| Multi Component Entities Total | 12.71% | 4.98% | 38.29% | 43.79% | 0.22% | 35.26% |
| Active Component Total | 2.52% | 12.32% | 39.06% | 45.74% | 0.36% | 23.08% |
| NGB Component Total | 13.48% | 33.68% | 15.90% | 36.94% | 0.00% | 10.65% |
| Reserves Component Total | 34.49% | 4.04% | 5.32% | 53.33% | 2.83% | 31.67% |
| **Army Totals** | **17.19%** | **9.44%** | **25.86%** | **46.47%** | **1.04%** | **100.00%** |
| **Defense Totals** | **6.58%** | **2.71%** | **17.99%** | **72.65%** | **0.07%** | **100.00%** |

***Previous Reported Statistics***

| Component Totals: 09 NOV 06 | Mapped DE (M) | Mapped DE (not in HLD) | Accounted For (Y,I,D,O) | Working (T,N) | Unresolved (A) | TOTAL |
|---|---|---|---|---|---|---|
| Multi Component Entities Total | 982 | 647 | 3855 | 4260 | 32 | 9776 |
| Active Component Total | 7 | 132 | 189 | 329 | 2 | 659 |
| NGB Component Total | 257 | 642 | 303 | 704 | 0 | 1906 |
| Reserves Component Total | 1372 | 272 | 302 | 3212 | 15 | 5173 |
| **Prev. Army Totals** | **2618** | **1693** | **4649** | **8505** | **49** | **17514** |
| **Previous Army %** | **1.06%** | **20.03%** | **28.68%** | **49.92%** | **0.30%** | **100.00%** |
| **Defense Totals** | **984** | **471** | **3149** | **12847** | **12** | **17463** |
| **Previous Def. %** | **5.63%** | **2.70%** | **18.03%** | **73.57%** | **0.07%** | **100.00%** |
| **Army Pct. Change** | **17.53%** | **-0.24%** | **-0.47%** | **-2.22%** | **279.59%** | **2.18%** |

***Important Note: the counts here represent the count of unique DEs***

***Other Notes:***

- The Data Elements measured here come from 2 categories:

1. Elements mapped, where the map is defined as "inbound" (may be conversion or persistent).
2. All unmapped systems regardless of interface type or direction.

- The Mapped/Unmapped flag is not available in the DMR and has been derived from the DIMHRS_RECNM and DIMHRS_RECFIELD_NM data elements from the DMR.
- ***Accounted For: Y: Not Needed; I: Implied; D: Derived; O:Other***
- ***Working: T: TBD; N:Need to Be Mapped***
- ***Unresolved: A: Orphan DE***

# Unmapped as a Pct. of Total DEs in the DMR as of 16 NOV 2006 (By Component, System or DB)

| System | Owner | Mapped DE (M) | Mapped DE (not in HLD) | Accounted For (Y,I,D,O) | Working (T,N) | Unresolved (A) | System Total | % Mapped (to HLD) | % Mapped, Not Needed, Derived and Other |
|---|---|---|---|---|---|---|---|---|---|
| AAFES-JSCS | M | 26 | 0 | 87 | 22 | 0 | 135 | 19.26% | 83.70% |
| AERS | M | 11 | 0 | 37 | 5 | 0 | 53 | 20.75% | 90.57% |
| AIMS-PC | M | 0 | 0 | 0 | 1 | 0 | 1 | 0.00% | 0.00% |
| AKO | M | 0 | 0 | 0 | 130 | 0 | 130 | 0.00% | 0.00% |
| ARISS | M | 107 | 103 | 63 | 130 | 0 | 403 | 26.55% | 42.18% |
| ASIPS | M | 0 | 0 | 0 | 112 | 0 | 112 | 0.00% | 0.00% |
| ASORTS | M | 7 | 0 | 0 | 15 | 2 | 24 | 29.17% | 29.17% |
| ATRRS | M | 69 | 0 | 317 | 49 | 0 | 435 | 15.86% | 88.74% |
| CID_AMS | M | 21 | 11 | 2 | 56 | 0 | 90 | 23.33% | 25.56% |
| CIF | M | 0 | 0 | 0 | 4 | 0 | 4 | 0.00% | 0.00% |
| DAPMIS | M | 3 | 0 | 5 | 1 | 0 | 9 | 33.33% | 88.89% |
| eMILPO | M | 61 | 38 | 1151 | 526 | 0 | 1776 | 3.43% | 68.24% |
| GCSS-A | M | 0 | 0 | 0 | 8 | 0 | 8 | 0.00% | 0.00% |
| IGS | M | 44 | 0 | 16 | 21 | 6 | 87 | 50.57% | 68.97% |
| ILIDB | M | 0 | 0 | 0 | 1440 | 0 | 1440 | 0.00% | 0.00% |
| iPERMS | M | 0 | 0 | 1 | 3 | 0 | 4 | 0.00% | 25.00% |
| IRM | M | 0 | 0 | 0 | 0 | 5 | 5 | 0.00% | 0.00% |
| ITAPDB | M | 361 | 95 | 523 | 82 | 1 | 1062 | 33.99% | 83.24% |
| MEDPROS | M | 23 | 0 | 21 | 4 | 0 | 48 | 47.92% | 91.67% |
| MOANS | M | 0 | 48 | 1 | 20 | 0 | 69 | 0.00% | 1.45% |
| MODS | M | 0 | 0 | 0 | 67 | 0 | 67 | 0.00% | 0.00% |
| MOSLS | M | 0 | 0 | 0 | 7 | 0 | 7 | 0.00% | 0.00% |
| MSI-MAC | M | 20 | 0 | 97 | 9 | 0 | 126 | 15.87% | 92.86% |
| PAYS | M | 0 | 0 | 0 | 7 | 0 | 7 | 0.00% | 0.00% |
| PER-DSS-MOBMAN | M | 0 | 0 | 6 | 29 | 0 | 35 | 0.00% | 17.14% |
| PER-DSS-PAMXXI | M | 0 | 0 | 79 | 0 | 0 | 79 | 0.00% | 100.00% |
| POSCEDIT | M | 23 | 4 | 0 | 3 | 0 | 30 | 76.67% | 76.67% |
| TAADS | M | 15 | 15 | 10 | 3 | 0 | 43 | 34.88% | 58.14% |
| TESS | M | 5 | 0 | 0 | 9 | 0 | 14 | 35.71% | 35.71% |
| TREDS-R | M | 6 | 0 | 0 | 0 | 0 | 6 | 100.00% | 100.00% |
| **Multi Component Entities Total** | | **802** | **314** | **2416** | **2763** | **14** | **6309** | **12.71%** | **51.01%** |

Microsoft Excel - DIMHRS_Mapped_Unmapped_16NOV06_Army.xls

| | A | B | C | D | E | F | G | H |
|---|---|---|---|---|---|---|---|---|
| 1 | INTERFACE_TYPE_C | DIRECTION_C | ENTITY_N | SYSTEM_C | XSTRUCT_N | XSTRUCT_FIELD_NM | XSTRUCT_FIELD_SE | XSTRUCT_FIELD_I |
| 2172 | C | I | ARMY RESE | AORS | HOY4C20 | MPAORG | 116 | 103547 |
| 2173 | C | I | ARMY RESE | AORS | HOY4C20 | AUTHORITY | 117 | 55785 |
| 2174 | C | I | ARMY RESE | AORS | HOY4C20 | MIL-PERS-CLASS-RES | 118 | 55801 |
| 2175 | C | I | ARMY RESE | AORS | HOY4C20 | CURR-MAIL-ADDR-CAT | 119 | 55788 |
| 2176 | C | I | ARMY RESE | AORS | HOY4C20 | ORIG-CD | 120 | 103548 |
| 2177 | C | I | ARMY RESE | AORS | HOY4C20 | PMF-REC-MISSING-INDIC | 121 | 103549 |
| 2178 | C | I | ARMY RESE | AORS | HOY4C20 | AMEND-NBR-LAST | 122 | 55821 |
| 2179 | C | I | ARMY RESE | AORS | HOY4C20 | AMEND-REVOK-LOCK-INDIC | 123 | 55778 |
| 2180 | C | I | ARMY RESE | AORS | HOY4C20 | AMEND-REVOK-POSN-ID | 124 | 55878 |
| 2181 | C | I | ARMY RESE | AORS | HOY4C20 | REC-STAT | 125 | 103550 |
| 2182 | C | I | ARMY RESE | AORS | HOY4C20 | ORIG-ID | 126 | 103551 |
| 2183 | C | I | ARMY RESE | AORS | HOY4C20 | MODIFICATION-DATE | 127 | 103552 |
| 2184 | C | I | ARMY RESE | AORS | HOY4C20 | ACTION-CD | 128 | 103553 |
| 2185 | C | I | ARMY RESE | AORS | HOY4C20 | IMA-LOSS-INDIC | 129 | 55793 |
| 2186 | C | I | ARMY RESE | AORS | HOY4C20 | AUTH-DOC-PARA-NBR-LOSS | 130 | 55863 |
| 2187 | C | I | ARMY RESE | AORS | HOY4C20 | AUTH-DOC-LINE-NBR-LOSS | 131 | 55857 |
| 2188 | C | I | ARMY RESE | AORS | HOY4C20 | POSN-NBR-LOSS | 132 | 55865 |
| 2189 | C | I | ARMY RESE | AORS | HOY4C20 | UIC-ASGN-LOSS | 133 | 55877 |
| 2190 | C | I | ARMY RESE | AORS | HOY4C20 | AUTH-PPNT-COMD-LOSS | 134 | 103556 |
| 2191 | C | I | ARMY RESE | AORS | HOY4C20 | AGCY-AUTH-IMA-POSN-LS | 135 | 103558 |
| 2192 | C | I | ARMY RESE | AORS | HOY4C20 | REENLIST-EXRROD-8 | 136 | 103562 |
| 2193 | C | I | ARMY RESE | AORS | HOY4C20 | DY-POSN-QUAL | 137 | 55791 |
| 2194 | C | I | ARMY RESE | AORS | HOY4C20 | DMOSD-ENLD | 138 | 103565 |
| 2195 | C | I | ARMY RESE | AORS | HOY4C20 | USARMG | 139 | 103566 |
| 2196 | C | I | ARMY RESE | AORS | HOY4C20 | DISCH-LTR-APPREC | 140 | 103567 |
| 2197 | C | I | ARMY RESE | AORS | HOY4C20 | CPPNO | 141 | 103568 |
| 2198 | NULL | NULL | ARMY RESE | AORS | HOY4C20 | FILLER4 | 142 | 103570 |
| 2199 | C | I | ARMY RESE | AORS | HOY5C20 | ORDER-NUMBER | 1 | 56145 |
| 2200 | C | I | ARMY RESE | AORS | HOY5C20 | ORDER-NUMBER | 1 | 56145 |
| 2201 | C | I | ARMY RESE | AORS | HOY5C20 | ORDER-DATE-8 | 2 | 56096 |
| 2202 | C | I | ARMY RESE | AORS | HOY5C20 | ORDER-DATE-8 | 2 | 56096 |

**Figure 18 - DIMHRS_MAPPED_UNMAPPED_ DDMMMYY_Army.xls**

Microsoft Excel - XWalks_DMR_Summary.xls

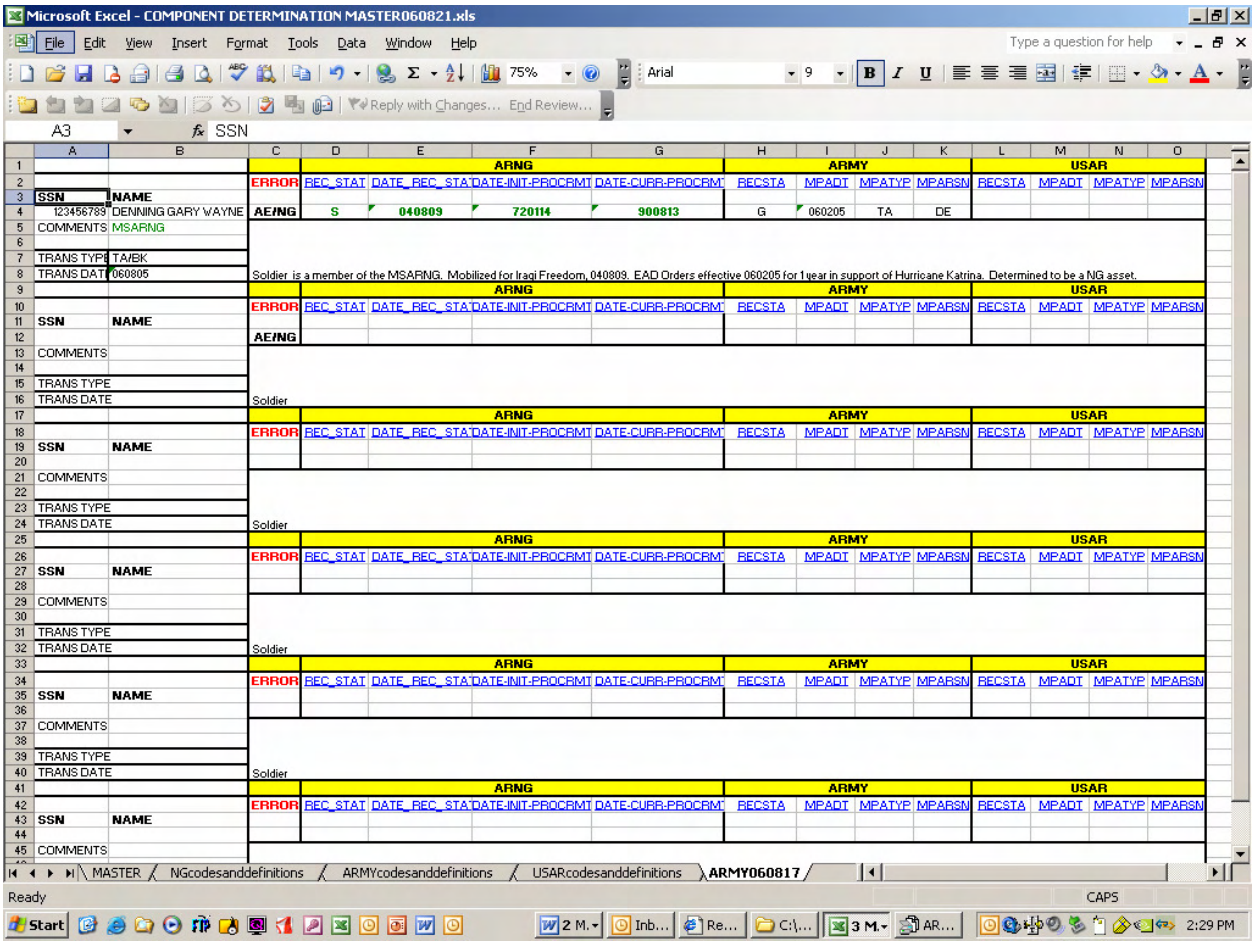
| | A | E | F | G | H | I | J | K |
|---|---|---|---|---|---|---|---|---|
| 1 | Count of Domain Value Crosswalks from DMR | DMR Version | DMR Version | DMR Version | DMR Version | DMR Version | DMR Version | DMR Version |
| 2 | **Number of Systems** | **24** | **32** | **34** | **34** | **36** | **39** | **41** |
| 3 | **Total Xwalks** | **192** | **301** | **318** | **318** | **320** | **343** | **348** |
| 4 | ***Pct Change vs. Prior Week*** | ***23.1%*** | ***56.8%*** | ***5.6%*** | ***0.0%*** | ***0.6%*** | ***7.2%*** | ***1.5%*** |
| 5 | **System** | **29SEP06** | **13OCT06** | **23OCT06** | **27OCT06** | **2-Nov-06** | **9-Nov-06** | **16-Nov-06** |
| 6 | AARTS | 3 | 3 | 3 | 3 | 3 | 3 | 2 |
| 7 | AERS | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 8 | AFCOS | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| 9 | AFCPDS | | | 19 | 19 | 20 | 20 | 17 |
| 10 | AIMS-PC | | | | | | | 4 |
| 11 | AKO | 1 | 4 | 4 | 4 | 4 | 4 | 4 |
| 12 | AOAMARS | 7 | 7 | 7 | 7 | 7 | 7 | 7 |
| 13 | ARISS | 19 | 23 | 23 | 23 | 23 | 30 | 33 |
| 14 | ATRRS | 4 | 8 | 8 | 8 | 8 | 8 | 8 |
| 15 | CCIMS | | | | | | 1 | 1 |
| 16 | CID_AMS | | | | | | | 2 |
| 17 | CMDSM | | 18 | 18 | 18 | 18 | 18 | 18 |
| 18 | DEERS-PDR | | | | | 1 | 1 | 1 |
| 19 | Developer System | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 20 | DLI | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 21 | DMDC DD-214 | | | | | 1 | 1 | 1 |
| 22 | DOJ | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 23 | DTAS | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 24 | DTMS | | 24 | 24 | 24 | 24 | 24 | 24 |
| 25 | eMILPO | | 1 | 1 | 1 | 1 | 2 | 2 |
| 26 | FRMS | 5 | 4 | 4 | 4 | 4 | 4 | 4 |
| 27 | GoArmyEd | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 28 | IGS | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 29 | ITAPDB | 66 | 68 | 64 | 64 | 55 | 55 | 55 |
| 30 | MAC | 8 | 8 | 8 | 8 | 8 | 8 | 8 |
| 31 | MEDPROS | | | | | | 7 | 7 |

29SEP06 / 13OCT06 / 23OCT06 / 27OCT06 / 02NOV06 / 09NOV06 / 16NOV06 / Summary

Ready NUM

**Figure 19 - XWalks_DMR_Summary.xls**

## Appendix E Component Determination Report



Microsoft Excel - COMPONENT DETERMINATION MASTER060821.xls

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | ARNG | | | | ARMY | | | | USAR | | | |
| | | ERROR | REC_STAT | DATE_REC_STA | DATE-INIT-PROCRMT | DATE-CURR-PROCRMT | RECSTA | MPADT | MPATYP | MPARSN | RECSTA | MPADT | MPATYP | MPARSN |
| SSN | NAME | | | | | | | | | | | | | | |
| 123456789 | DENNING GARY WAYNE | AE/NG | S | 040809 | 720114 | 900813 | G | 060205 | TA | DE | | | | | |
| COMMENTS | MSARNG | | | | | | | | | | | | | | |
| TRANS TYPE | TA/BK | | | | | | | | | | | | | | |
| TRANS DATE | 060805 | | | | | | | | | | | | | | |

Soldier is a member of the MSARNG. Mobilized for Iraqi Freedom, 040809. EAD Orders effective 060205 for 1 year in support of Hurricane Katrina. Determined to be a NG asset.

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | ARNG | | | | ARMY | | | | USAR | | | |
| | | ERROR | REC_STAT | DATE_REC_STA | DATE-INIT-PROCRMT | DATE-CURR-PROCRMT | RECSTA | MPADT | MPATYP | MPARSN | RECSTA | MPADT | MPATYP | MPARSN |
| SSN | NAME | | | | | | | | | | | | | | |
| | | AE/NG | | | | | | | | | | | | | |
| COMMENTS | | | | | | | | | | | | | | | |
| TRANS TYPE | | | | | | | | | | | | | | | |
| TRANS DATE | | | | | | | | | | | | | | | |

Soldier

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | ARNG | | | | ARMY | | | | USAR | | | |
| | | ERROR | REC_STAT | DATE_REC_STA | DATE-INIT-PROCRMT | DATE-CURR-PROCRMT | RECSTA | MPADT | MPATYP | MPARSN | RECSTA | MPADT | MPATYP | MPARSN |
| SSN | NAME | | | | | | | | | | | | | | |
| COMMENTS | | | | | | | | | | | | | | | |
| TRANS TYPE | | | | | | | | | | | | | | | |
| TRANS DATE | | | | | | | | | | | | | | | |

Soldier

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | ARNG | | | | ARMY | | | | USAR | | | |
| | | ERROR | REC_STAT | DATE_REC_STA | DATE-INIT-PROCRMT | DATE-CURR-PROCRMT | RECSTA | MPADT | MPATYP | MPARSN | RECSTA | MPADT | MPATYP | MPARSN |
| SSN | NAME | | | | | | | | | | | | | | |
| COMMENTS | | | | | | | | | | | | | | | |
| TRANS TYPE | | | | | | | | | | | | | | | |
| TRANS DATE | | | | | | | | | | | | | | | |

Soldier

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | ARNG | | | | ARMY | | | | USAR | | | |
| | | ERROR | REC_STAT | DATE_REC_STA | DATE-INIT-PROCRMT | DATE-CURR-PROCRMT | RECSTA | MPADT | MPATYP | MPARSN | RECSTA | MPADT | MPATYP | MPARSN |
| SSN | NAME | | | | | | | | | | | | | | |
| COMMENTS | | | | | | | | | | | | | | | |
| TRANS TYPE | | | | | | | | | | | | | | | |
| TRANS DATE | | | | | | | | | | | | | | | |

Soldier

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | ARNG | | | | ARMY | | | | USAR | | | |
| | | ERROR | REC_STAT | DATE_REC_STA | DATE-INIT-PROCRMT | DATE-CURR-PROCRMT | RECSTA | MPADT | MPATYP | MPARSN | RECSTA | MPADT | MPATYP | MPARSN |
| SSN | NAME | | | | | | | | | | | | | | |
| COMMENTS | | | | | | | | | | | | | | | |

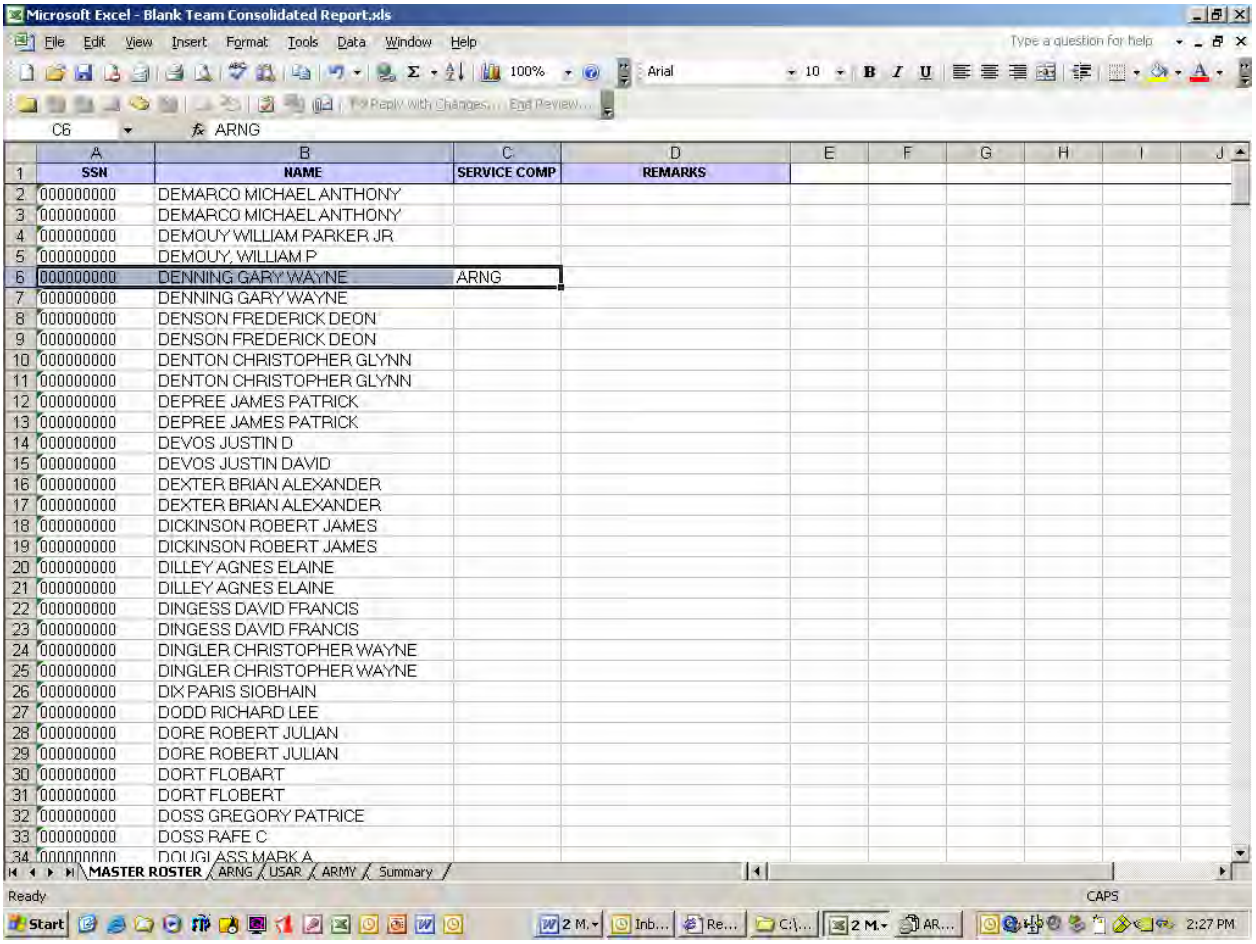
Sample shows a soldier status in AE (ARMY) and NG (National Guard). Research and supporting documents show soldier belongs to NG, mobilized for active duty and paid by DJMS-AC.

Spreadsheet reflects soldier determined to belong to NG (GREEN) and sent to Component POC for transaction processing.

Component POC processes a Separation Transaction from in EMILPO from AE and returned to NG status.

The TRANS DATE and TRANS TYPE are annotated on the spreadsheet and returned to the Team member showing transaction completed. This information is captured for consolidation on the Team Consolidation Report. (See Appendix B)

## Appendix F Team Consolidated Report

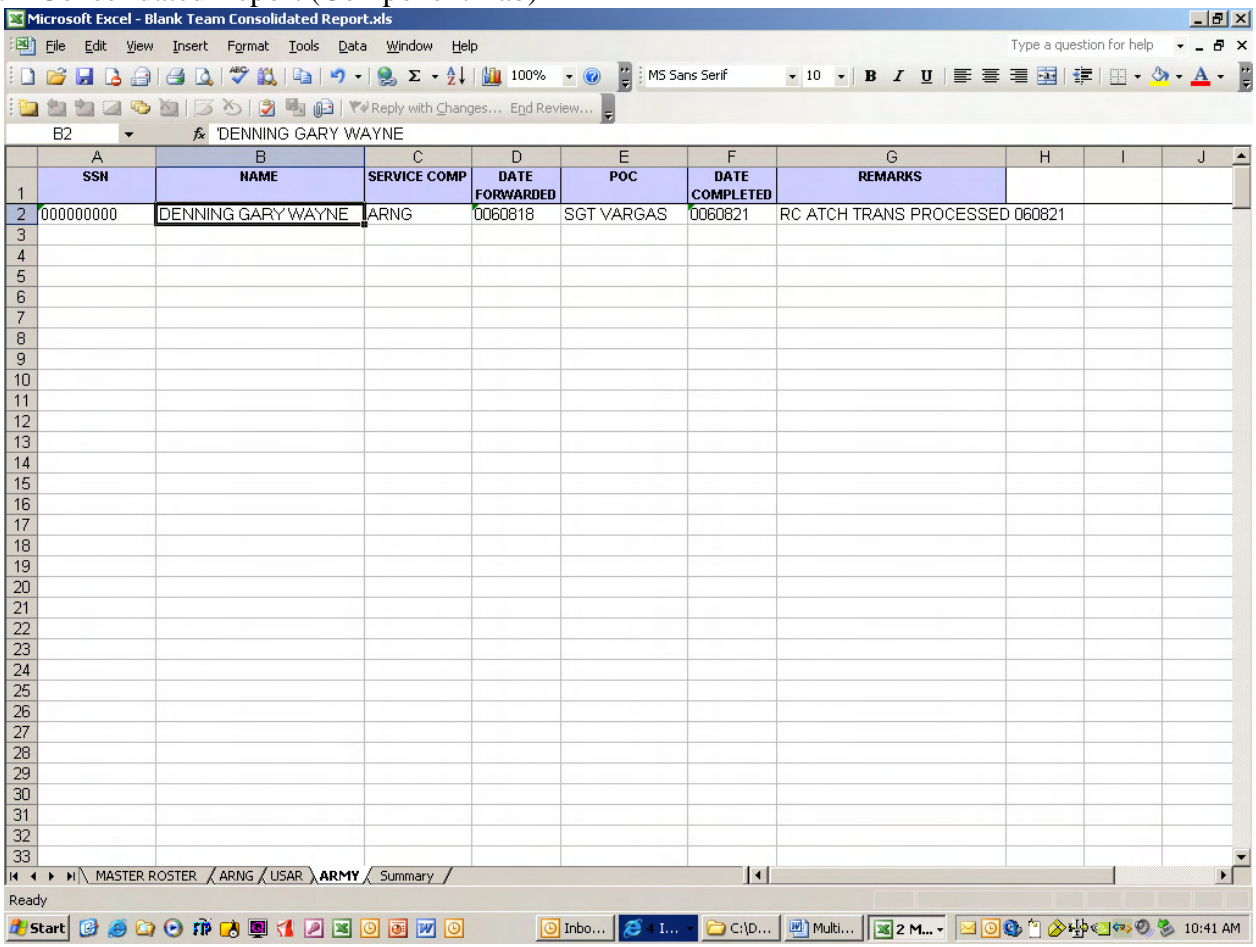


| SSN | NAME | SERVICE COMP | REMARKS |
|---|---|---|---|
| 000000000 | DEMARCO MICHAEL ANTHONY | | |
| 000000000 | DEMARCO MICHAEL ANTHONY | | |
| 000000000 | DEMOUY WILLIAM PARKER JR | | |
| 000000000 | DEMOUY, WILLIAM P | | |
| 000000000 | DENNING GARY WAYNE | ARNG | |
| 000000000 | DENNING GARY WAYNE | | |
| 000000000 | DENSON FREDERICK DEON | | |
| 000000000 | DENSON FREDERICK DEON | | |
| 000000000 | DENTON CHRISTOPHER GLYNN | | |
| 000000000 | DENTON CHRISTOPHER GLYNN | | |
| 000000000 | DEPREE JAMES PATRICK | | |
| 000000000 | DEPREE JAMES PATRICK | | |
| 000000000 | DEVOS JUSTIN D | | |
| 000000000 | DEVOS JUSTIN DAVID | | |
| 000000000 | DEXTER BRIAN ALEXANDER | | |
| 000000000 | DEXTER BRIAN ALEXANDER | | |
| 000000000 | DICKINSON ROBERT JAMES | | |
| 000000000 | DICKINSON ROBERT JAMES | | |
| 000000000 | DILLEY AGNES ELAINE | | |
| 000000000 | DILLEY AGNES ELAINE | | |
| 000000000 | DINGESS DAVID FRANCIS | | |
| 000000000 | DINGESS DAVID FRANCIS | | |
| 000000000 | DINGLER CHRISTOPHER WAYNE | | |
| 000000000 | DINGLER CHRISTOPHER WAYNE | | |
| 000000000 | DIX PARIS SIOBHAIN | | |
| 000000000 | DODD RICHARD LEE | | |
| 000000000 | DORE ROBERT JULIAN | | |
| 000000000 | DORE ROBERT JULIAN | | |
| 000000000 | DORT FLOBART | | |
| 000000000 | DORT FLOBERT | | |
| 000000000 | DOSS GREGORY PATRICE | | |
| 000000000 | DOSS RAFE C | | |
| 000000000 | DOUGLASS MARK A | | |

Cut and Paste soldiers identified on the X-File list (NAME and SSN only) to the "Master Roster" tab

When research is completed using DSRT, IPERMS, SMS tools, and a component determination is made, enter the component (USA, USAR, ARNG) in the "Service Comp" column.

Team Consolidated Report (Component Tab)



| SSN | NAME | SERVICE COMP | DATE FORWARDED | POC | DATE COMPLETED | REMARKS | |
|---|---|---|---|---|---|---|---|
| 000000000 | DENNING GARY WAYNE | ARNG | 0060818 | SGT VARGAS | 0060821 | RC ATCH TRANS PROCESSED | 060821 |

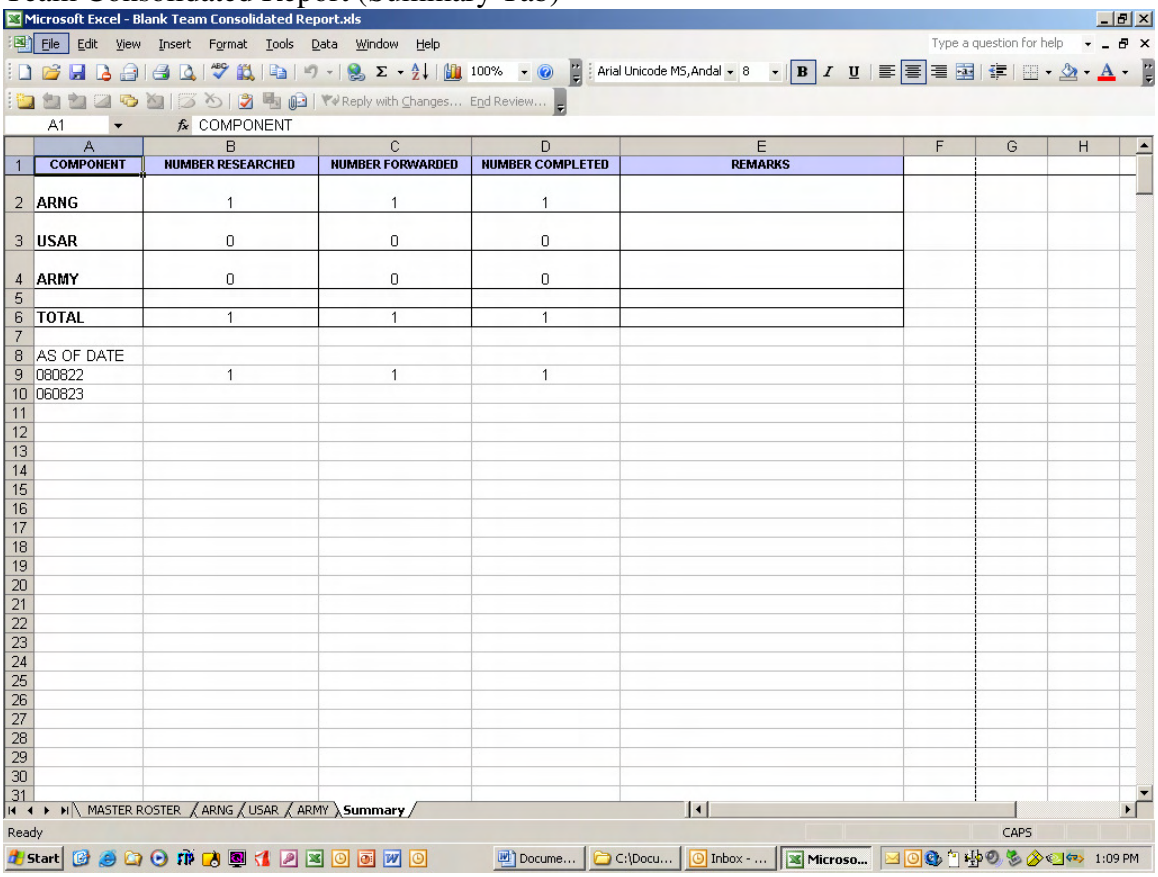
This identifies the component that must do the transaction on the soldier.

Cut and Paste the first three (3) columns (SSN, NAME, & SERVICE COMP) to the appropriate tab (ARNG, USAR, or ARMY). The SERVICE COMP column will be used to count the "Number Researched" within the component tab.

The "Date Forwarded" column is to be entered manually in a YYMMDD (060823) format as the key to count this column is the leading "0". Use the date you forward the spreadsheet to the Component POC for their action.

The "POC" column is also a manual entry. Put the name of the Component POC you sent the report.

Team Consolidated Report (Summary Tab)



| COMPONENT | NUMBER RESEARCHED | NUMBER FORWARDED | NUMBER COMPLETED | REMARKS |
|---|---|---|---|---|
| ARNG | 1 | 1 | 1 | |
| USAR | 0 | 0 | 0 | |
| ARMY | 0 | 0 | 0 | |
| | | | | |
| TOTAL | 1 | 1 | 1 | |
| | | | | |
| AS OF DATE | | | | |
| 080822 | 1 | 1 | 1 | |
| 060823 | | | | |

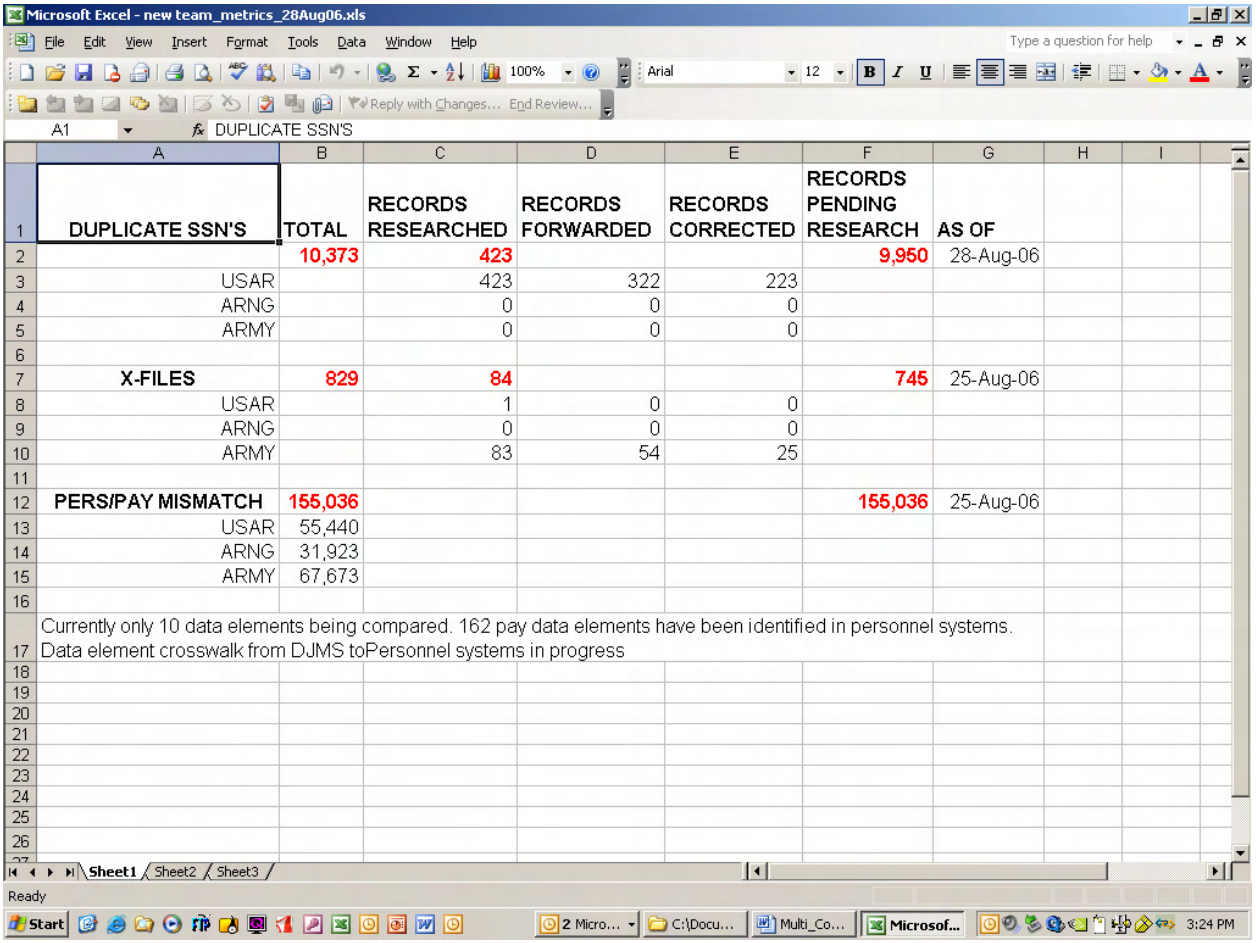
The "Date Completed" column works exactly like the "Date Forwarded" column. The date used is the date that you receive confirmation the transaction is complete (when your Component Determination spreadsheet is returned or you receive an email from Component POC) with data populating the "Trans Type" and "Trans Date" fields.

**NOTE:**

When forwarding the Component Determination Report to a Component POC, send ONLY the page/tab that pertains to that particular POC.

Once the spreadsheet is completed and returned from Component POC, “rename" or "save as" Team Consolidated Report by team member name and date received. Example = TCRBatza060824

## Appendix G Multi Component Status Report Spreadsheet



| DUPLICATE SSN'S | TOTAL | RECORDS RESEARCHED | RECORDS FORWARDED | RECORDS CORRECTED | RECORDS PENDING RESEARCH | AS OF |
|---|---|---|---|---|---|---|
| | 10,373 | 423 | | | 9,950 | 28-Aug-06 |
| USAR | | 423 | 322 | 223 | | |
| ARNG | | 0 | 0 | 0 | | |
| ARMY | | 0 | 0 | 0 | | |
| | | | | | | |
| X-FILES | 829 | 84 | | | 745 | 25-Aug-06 |
| USAR | | 1 | 0 | 0 | | |
| ARNG | | 0 | 0 | 0 | | |
| ARMY | | 83 | 54 | 25 | | |
| | | | | | | |
| PERS/PAY MISMATCH | 155,036 | | | | 155,036 | 25-Aug-06 |
| USAR | 55,440 | | | | | |
| ARNG | 31,923 | | | | | |
| ARMY | 67,673 | | | | | |

Currently only 10 data elements being compared. 162 pay data elements have been identified in personnel systems.
Data element crosswalk from DJMS toPersonnel systems in progress

Team members forward Summary Tab of the Team Consolidated Report weekly to the DCT Collaboration Folder on AKO for consolidation of components resolution actions completed.

Report provided to ADPO on a monthly basis.

## Appendix H Common Data Elements between Components

The Data Element Definitions Spreadsheet has links to the definition of each data element by component to assist team with research of data element codes shown on the DSRT.

| OLD DATA TITLE | NEW DATA TITLE | DATA SOURCE |
|---|---|---|
| | **ARNG** | |
| rec_stat | NG_rec_stat | ARNG COOP |
| date_rec_stat | NG_date_rec_stat | ARNG COOP |
| mil_pers_class | NG_mil_pers_class | ARNG COOP |
| area_state | NG_area_state | ARNG COOP |
| ssn_sm | NG_ssn_sm | ARNG COOP |
| name_ind | NG_name_ind | ARNG COOP |
| sex | NG_sex | ARNG COOP |
| last_ty_trans | NG_last_ty_trans | ARNG COOP |
| date_last_ty_trans | NG_date_last_ty_trans | ARNG COOP |
| pay_gr | NG_pay_gr | ARNG COOP |
| eff_date_gr | NG_eff_date_gr | ARNG COOP |
| dor_res | NG_dor_res | ARNG COOP |
| curr_upc | NG_curr_upc | ARNG COOP |
| date_curr_procrmt | NG_date_curr_procrmt | ARNG COOP |
| date_init_procrmt | NG_date_init_procrmt | ARNG COOP |
| expir_rdy_res_oblg_date | NG_expir_rdy_res_oblg_date | ARNG COOP |
| pebd | NG_pebd | ARNG COOP |
| tng_pay_ret_cat | NG_tng_pay_ret_cat | ARNG COOP |
| ets_date | NG_ets_date | ARNG COOP |
| act_stat_prog | NG_act_stat_prog | ARNG COOP |
| | **USAR** | |
| RECSTA | AR_RECSTA | TAPDB-R |
| DTREST | AR_DTREST | TAPDB-R |
| MPCRES | AR_MPCRES | TAPDB-R |
| SSN | AR_SSN | TAPDB-R |
| NAME | AR_NAME | TAPDB-R |
| SEX | AR_SEX | TAPDB-R |
| GRDRES | AR_GRDRES | TAPDB-R |
| EFDTCG | AR_EFDTCG | TAPDB-R |
| DORRES | AR_DORRES | TAPDB-R |
| CURUIC | AR_CURUIC | TAPDB-R |
| MPADT | AR_MPADT | TAPDB-R |
| SRCSID | AR_SRCSID | TAPDB-R |
| DIEMS | AR_DIEMS | TAPDB-R |
| EXRROD | AR_EXRROD | TAPDB-R |
| PEBD | AR_PEBD | TAPDB-R |
| RCTRD | AR_RCTRD | TAPDB-R |
| EXCODT | AR_EXCODT | TAPDB-R |
| EXSRSD | AR_EXSRSD | TAPDB-R |
| DTLRAD | AR_DTLRAD | TAPDB-R |
| RPSA | AR_RPSA | TAPDB-R |

| | | |
|---|---|---|
| | **ACTIVE** | |
| RECSTA | AC_RECSTA | TAPDB |
| MPCAD | AC_MPCAD | TAPDB |
| STLOCU | AC_STLOCU | TAPDB |
| SSN | AC_SSN | TAPDB |
| NAME | AC_NAME | TAPDB |
| SEX | AC_SEX | TAPDB |
| LASTTR | AC_LASTTR | TAPDB |
| DTLTR | AC_DTLTR | TAPDB |
| PGRAD | AC_PGRAD | TAPDB |
| EFDTCG | AC_EFDTCG | TAPDB |
| PDOR | AC_PDOR | TAPDB |
| CURUIC | AC_CURUIC | TAPDB |
| DTEADC | AC_DTEADC | TAPDB |
| DIEMS | AC_DIEMS | TAPDB |
| EXRROD | AC_EXRROD | TAPDB |
| PEBD | AC_PEBD | TAPDB |
| MPATYP | AC_MPATYP | TAPDB |
| MPARSN | AC_MPARSN | TAPDB |
| DTETS | AC_DTETS | TAPDB |
| | **DJMS-AC** | |
| NAME | DFAC_NAME | DJMS-AC |
| MPC | DFAC_MPC | DJMS-AC |
| SSN | DFAC_SSN | DJMS-AC |
| SEX | DFAC_SEX | DJMS-AC |
| COMPT | DFAC_COMPT | DJMS-AC |
| ETS | DFAC_ETS | DJMS-AC |
| GRADE | DFAC_GRADE | DJMS-AC |
| BPED | DFAC_BPED | DJMS-AC |
| DOR | DFAC_DOR | DJMS-AC |
| EADC | DFAC_EADC | DJMS-AC |
| BASD | DFAC_BASD | DJMS-AC |
| STATUS | DFAC_STATUS | DJMS-AC |
| SEPDT | DFAC_SEPDT | DJMS-AC |
| | **DJMS-RC** | |
| SSN | DFRC_SSN | DJMS-RC |
| NAME | DFRC_NAME | DJMS-RC |
| GRADE | DFRC_GRADE | DJMS-RC |
| PAYDATE | DFRC_PAYDATE | DJMS-RC |
| ASSIGN DATE | DFRC_ASSIGN DATE | DJMS-RC |
| DATE OF GAIN | DFRC_DATE OF GAIN | DJMS-RC |
| DATE OF SEP | DFRC_DATE OF SEP | DJMS-RC |
| SCOMPT | DFRC_SCOMPT | DJMS-RC |
| ETS | DFRC_ETS | DJMS-RC |
| PAY STATUS | DFRC_PAY STATUS | DJMS-RC |
| PAY STATUS START | DFRC_PAY STATUS START | DJMS-RC |
| PAY STATUS STOP | DFRC_PAY STATUS STOP | DJMS-RC |
| LOSS INDICATOR | DFRC_LOSS INDICATOR | DJMS-RC |

## Appendix I SAMPLE DSRT

# DIMHRS SSN RESOLUTION TOOL (DSRT)

*** DIMHRS AEAO DATA ***

| AEAO_ASOFDATE | SSN | NAME | TAPDB COMPONENT | SCOMP | RECSTA | MLDYST | UICCA | DTARR | DT DEPART THEATRE |
|---|---|---|---|---|---|---|---|---|---|
| 2006-08-21 | [redacted] | DENSON FREDERICK DEON | TAPDB-AE | V | G | PDY | WVCBC0 | 20060205 | |

*** DIMHRS NG COOP DATA ***

| DIMHRS NG COOP ASOFDATE | SSN SM | NAME IND | REC STAT | DATE REC STAT | MIL PERS CLASS | AREA STATE | SEX | LAST TY TRANS |
|---|---|---|---|---|---|---|---|---|
| 2006-08-16 | [redacted] | DENSON FREDERICK DEON | S | 041027 | E | MS | M | TRF |

| DATE LAST TY TRANS | PAY GR | EFF DATE GR | DOR RES | CURR UPC | PREV ORG IDENT CURR PROC | PROCURE PROG CURR PROC |
|---|---|---|---|---|---|---|
| 060601 | E4 | 020617 | 020617 | PBUAA | | |

| DATE CURR PROCRMT | PREV ORG IDENT INIT PROC | DATE INIT PROCRMT | EXPIR RDY RES OBLG DATE | EXPIR STAT MIL OBLG DATE | PEBD | TNG PAY RET CAT | ETS DATE | ACT STAT PROG |
|---|---|---|---|---|---|---|---|---|
| | B | 001017 | 061016 | 081017 | 001017 | Y | 311224 | Z |

*** DIMHRS TAPDB-G DATA **

| TAPDB-G ASOFDATE | SSN | NAME | TAPDB COMPONENT | SCOMPT | RECSTA | MLDYST | UICCA | DTARR | DT DEPART THEATRE |
|---|---|---|---|---|---|---|---|---|---|
| 2006-08-21 | [redacted] | DENSON FREDERICK DEON | TAPDB-NG | G | S | | | | |

| MPC | SEX | MPADT | MPATYP | MPARSN | PGRAD | DOR | CURUIC | PEBD | DTETS |
|---|---|---|---|---|---|---|---|---|---|
| E | M | 20001201 | AB | AA | W6 | 20020617 | WX41A0 | 20001017 | |

*** DIMHRS TAPDB-R DATA ***

| TAPDB-R ASOFDATE | SSN | NAME | SEX | MPCRES | RECSTA | DTREST | GRDRES | GRD | Pay Grade Conversion | EFDTCG |
|---|---|---|---|---|---|---|---|---|---|---|
| 2006-08-21 | [redacted] | DENSON FREDERICK DEON | M | E | E | 20060205 | W6 | SPC | 34 | 20001017 |

*** DIMHRS TAPDB-R DATA ***

| DORRES | DIEMS | PEBD | RCTRD | EXCODT | EXSRSD | DTLRAD | RPSA | MPADT | SRCSID | CURUIC |
|---|---|---|---|---|---|---|---|---|---|---|
| 20020617 | 20001017 | 20001017 | | | | | | 20060205 | AO | WVCBC0 |

*** DIMHRS DJMS RC DATA ***

| DJMS RC ASOFDATE | SSN | NAME | GRADE | PAYDT | ASGNDT | GAINDT | SEPDT | SCOMPT | ETS | PAYSTAT | STARTDT | STOPDT | LOSSIND |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 2006-08-16 | [redacted] | DENSON FREDERICK DEON | 34 | 001017 | 060716 | 060330 | | G | 311224 | A | | | |

*** DIMHRS DJMS AC DATA **

| DJMS AC ASOFDATE | SSN | NAME | MPC | SEX | COMPT | ETS | GRADE | BPED | DOR | EADC | BASD | STATUS | SEPDT |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 2006-08-15 | [redacted] | DENSON FREDERICK D | E | M | V | 070204 | 4 | 001017 | 060205 | 060205 | 060205 | A | |

## Appendix J DFAS RC and NG File Layout

August 4, 2004

GUARD/RESERVE FILE LAYOUT

| ELEMENT | FIELD TITLE | POSITION | LENGTH | DEFINITION |
|---|---|---|---|---|
| SSN | SOCIAL SECURITY NUMBER | 1 - 9 | 9 | |
| NAME | | 10 - 36 | 27 | LAST, 1ST, MI |
| GRADE | PAYGRADE | 37 - 38 | 2 | |
| PAYDATE | PAY DATE | 39 - 44 | 6 | YYMMDD |
| ASSIGN DATE | ASSIGNMENT DATE | 45 - 50 | 6 | YYMMDD |
| PAS | PERSONAL ACCT CD | 51 - 58 | 8 | |
| DATE OF GAIN | DATE OF GAIN | 59 - 64 | 6 | YYMMDD |
| DATE OF SEP | DATE OF SEPARTION | 65 - 70 | 6 | YYMMDD |
| SCOMPT | SERVICE COMPONENT | 71 | 1 | G - GUARD<br>V - RESERVE |
| COUNTRY CODE | COUNTRY CODE | 72 - 73 | 2 | |
| ETS | EXPIRATION OF TERM OF SERVICE DATE | 74 - 79 | 6 | YYMMDD |
| PAY STATUS | PAY STATUS | 80 | 1 | A - Normal. Pay Status Code for a regular service member on regular duty. Service members can be paid while in this status.<br>N - Death. When 'N' is processed, All transactions reject to central site for manual processing.<br>O - Temporary Tour of Active Duty. Presidential Selected Reserve 'call-up' (mobilization, paid by DJMS-RC, ADT Tour for HPIP participants, or Training for ROTC participants.<br>Q - Inactive National Guard (Army National Guard use only). This pay status processes one UTA during a fiscal year and causes SGLI/SSLI collections to stop.<br>W - Member performing IADT, paid by DJMS-RC.<br>X - Stipend Tour of HPIP participants or subsistence for ROTC participants.<br>Z - AT, ADT, ADSW tours over 29 days. This Pay Status Code is used to pay members for all other AT, ADT and ADSW tours over 29 days. |
| PAY STATUS START | PAY STATUS START | 81 - 86 | 6 | YYMMDD |
| PAY STATUS STOP | PAY STATUS STOP | 87 - 92 | 6 | YYMMDD |
| OFF SVC DATE | OFFICER SERVICE DATE | 93 - 98 | 6 | YYMMDD |
| AVN SVC DATE | AVIATION SERVICE DATE | 99 - 104 | 6 | YYMMDD |
| MED SVC DATE | MEDICAL SERVICE DATE | 105 - 110 | 6 | YYMMDD |
| SGLI | SGLI | 111 | 1 | |
| GENDER CODE | GENDER CODE | 112 | 1 | |
| LOSS INDICATIOR | LOSS INDICATOR | 113 - 114 | 2 | |
| STUDENT INDICATOR | STUDENT INDICATOR | 115 | 1 | |

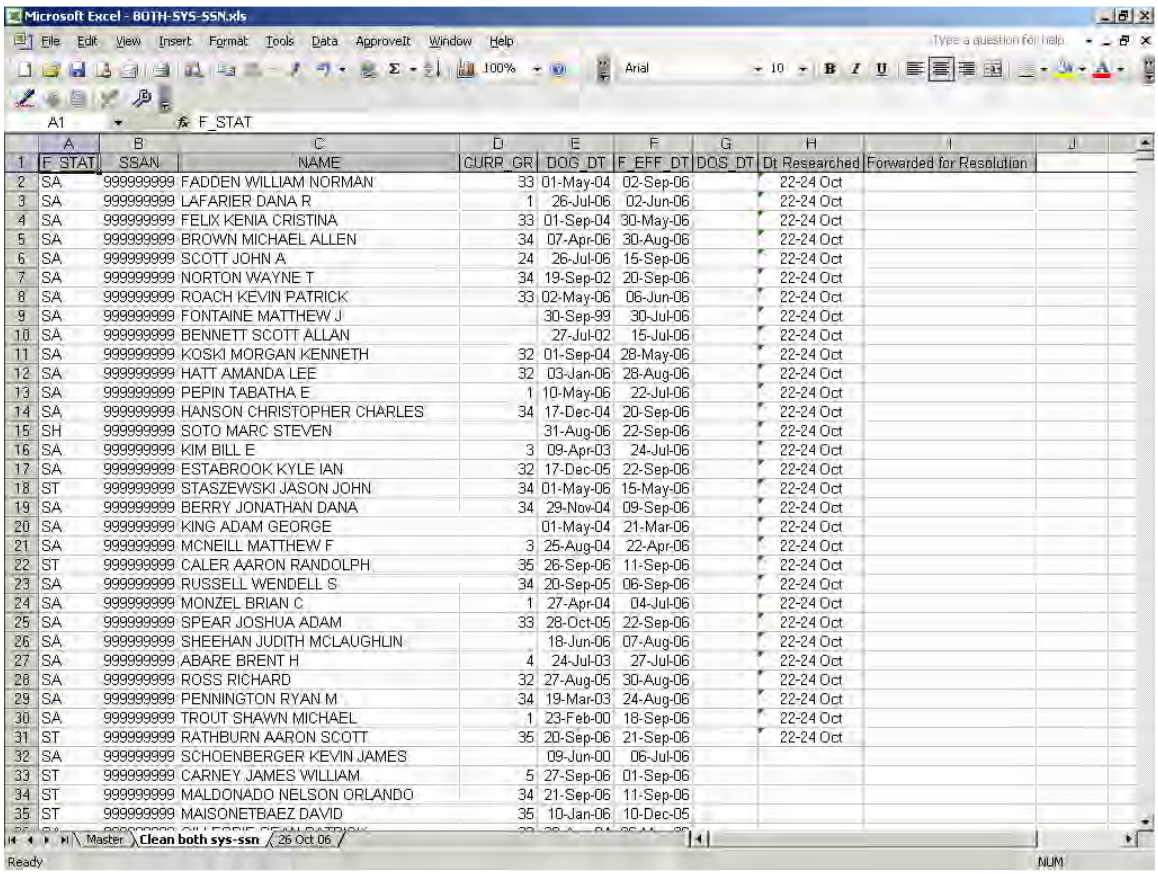
DFAS RC and NG File Layout Continued

| | | | | |
|---|---|---|---|---|
| GRAD DATE | GRADUATION DATE | 116 - 123 | 8 | CCYYMMDD |
| APC1 | | 124 - 129 | 6 | |
| APC2 | | 130 - 135 | 6 | |
| IPTYPE | | 136 | 1 | A = FLIGHT PAY<br>B = FLIGHT PAY (NON-CREW MEMBER)<br>C = PARACHUTE PAY<br>D = DEMO PAY<br>N = NONE |
| IPSTR | START IPTYPE | 137 - 142 | 6 | |
| HAZDUTY | HAZARDOUS DUTY | 143 - 144 | 2 | |
| HOSFIRE | HOSTILE FILE PAY | 145 - 146 | 2 | |
| DEPLOYCNT | DEPLOYMENT COUNTRY CODE | 147 - 151 | 5 | |
| FILLER | FILLER | 152 - 156 | 5 | |

## Appendix K *DJMS-RC/AC Duplicates*

**DJMS Duplicate Report.** This report identifies Soldiers that have active records in both Active Component DJMS and Reserve Component DJMS. The team researches personnel records against DJMS-AC, DJMS-RC and other personnel information data sources and coordinates resolution with Data Quality Management Branch, HRC, Alexandria. Each member performs follow-up on all unresolved records and monitors resolution action.

The DJMS Duplicate Report is received from Shari Curtis, Data Quality Management Branch, HRC - Alexandria. Initial validation was done using the first (baseline) report. Updated reports can be requested as needed.



| F_STAT | SSAN | NAME | CURR_GR | DOG_DT | F_EFF_DT | DOS_DT | Dt Researched | Forwarded for Resolution |
|---|---|---|---|---|---|---|---|---|
| SA | 999999999 | FADDEN WILLIAM NORMAN | 33 | 01-May-04 | 02-Sep-06 | | 22-24 Oct | |
| SA | 999999999 | LAFARIER DANA R | 1 | 26-Jul-06 | 02-Jun-06 | | 22-24 Oct | |
| SA | 999999999 | FELIX KENIA CRISTINA | 33 | 01-Sep-04 | 30-May-06 | | 22-24 Oct | |
| SA | 999999999 | BROWN MICHAEL ALLEN | 34 | 07-Apr-06 | 30-Aug-06 | | 22-24 Oct | |
| SA | 999999999 | SCOTT JOHN A | 24 | 26-Jul-06 | 15-Sep-06 | | 22-24 Oct | |
| SA | 999999999 | NORTON WAYNE T | 34 | 19-Sep-02 | 20-Sep-06 | | 22-24 Oct | |
| SA | 999999999 | ROACH KEVIN PATRICK | 33 | 02-May-06 | 06-Jun-06 | | 22-24 Oct | |
| SA | 999999999 | FONTAINE MATTHEW J | | 30-Sep-99 | 30-Jul-06 | | 22-24 Oct | |
| SA | 999999999 | BENNETT SCOTT ALLAN | | 27-Jul-02 | 15-Jul-06 | | 22-24 Oct | |
| SA | 999999999 | KOSKI MORGAN KENNETH | 32 | 01-Sep-04 | 28-May-06 | | 22-24 Oct | |
| SA | 999999999 | HATT AMANDA LEE | 32 | 03-Jan-06 | 28-Aug-06 | | 22-24 Oct | |
| SA | 999999999 | PEPIN TABATHA E | 1 | 10-May-06 | 22-Jul-06 | | 22-24 Oct | |
| SA | 999999999 | HANSON CHRISTOPHER CHARLES | 34 | 17-Dec-04 | 20-Sep-06 | | 22-24 Oct | |
| SH | 999999999 | SOTO MARC STEVEN | | 31-Aug-06 | 22-Sep-06 | | 22-24 Oct | |
| SA | 999999999 | KIM BILL E | 3 | 09-Apr-03 | 24-Jul-06 | | 22-24 Oct | |
| SA | 999999999 | ESTABROOK KYLE IAN | 32 | 17-Dec-05 | 22-Sep-06 | | 22-24 Oct | |
| ST | 999999999 | STASZEWSKI JASON JOHN | 34 | 01-May-06 | 15-May-06 | | 22-24 Oct | |
| SA | 999999999 | BERRY JONATHAN DANA | 34 | 29-Nov-04 | 09-Sep-06 | | 22-24 Oct | |
| SA | 999999999 | KING ADAM GEORGE | | 01-May-04 | 21-Mar-06 | | 22-24 Oct | |
| SA | 999999999 | MCNEILL MATTHEW F | 3 | 25-Aug-04 | 22-Apr-06 | | 22-24 Oct | |
| ST | 999999999 | CALER AARON RANDOLPH | 35 | 26-Sep-06 | 11-Sep-06 | | 22-24 Oct | |
| SA | 999999999 | RUSSELL WENDELL S | 34 | 20-Sep-05 | 06-Sep-06 | | 22-24 Oct | |
| SA | 999999999 | MONZEL BRIAN C | 1 | 27-Apr-04 | 04-Jul-06 | | 22-24 Oct | |
| SA | 999999999 | SPEAR JOSHUA ADAM | 33 | 28-Oct-05 | 22-Sep-06 | | 22-24 Oct | |
| SA | 999999999 | SHEEHAN JUDITH MCLAUGHLIN | | 18-Jun-06 | 07-Aug-06 | | 22-24 Oct | |
| SA | 999999999 | ABARE BRENT H | 4 | 24-Jul-03 | 27-Jul-06 | | 22-24 Oct | |
| SA | 999999999 | ROSS RICHARD | 32 | 27-Aug-05 | 30-Aug-06 | | 22-24 Oct | |
| SA | 999999999 | PENNINGTON RYAN M | 34 | 19-Mar-03 | 24-Aug-06 | | 22-24 Oct | |
| SA | 999999999 | TROUT SHAWN MICHAEL | 1 | 23-Feb-00 | 18-Sep-06 | | 22-24 Oct | |
| ST | 999999999 | RATHBURN AARON SCOTT | 35 | 20-Sep-06 | 21-Sep-06 | | 22-24 Oct | |
| SA | 999999999 | SCHOENBERGER KEVIN JAMES | | 09-Jun-00 | 06-Jul-06 | | | |
| ST | 999999999 | CARNEY JAMES WILLIAM | 5 | 27-Sep-06 | 01-Sep-06 | | | |
| ST | 999999999 | MALDONADO NELSON ORLANDO | 34 | 21-Sep-06 | 11-Sep-06 | | | |
| ST | 999999999 | MAISONETBAEZ DAVID | 35 | 10-Jan-06 | 10-Dec-05 | | | |

Records are evaluated using the DSRT tool. DSRT tool will guide team member(s) to other resources utilized to determine which DJMS (AC/RC) is responsible for the Soldier. Once the correct organization (Army, Guard, or Reserve) is determined, the Component and Effective Date of Assignment is posted to the Master Spreadsheet.

Microsoft Excel - James Consolidated Report.xls

| SSN | NAME | SERVICE COMP | REMARKS | DATE RANGE |
|---|---|---|---|---|
| 000000000 | FADDEN WILLIAM NORMAN | ARMY | Enl Eff 060621 | |
| 000000000 | LAFARIER DANA R | ARMY | Enl Eff 060531 | |
| 000000000 | FELIX KENIA CRISTINA | ARMY | Enl Eff 060518 | |
| 000000000 | BROWN MICHAEL ALLEN | ARMY | Enl Eff 060830 | |
| 000000000 | SCOTT JOHN A | RETIRED | Ret Eff 060801 | |
| 000000000 | NORTON WAYNE T | ARMY | Enl Eff 060920 | |
| 000000000 | ROACH KEVIN PATRICK | ARMY | Enl Eff 060606 | |
| 000000000 | FONTAINE MATTHEW J | ARMY | Enl Eff 041001 | |
| 000000000 | BENNETT SCOTT ALLAN | ARMY | Enl Eff 060907 | |
| 000000000 | KOSKI MORGAN KENNETH | ARMY | Enl Eff 060117 | |
| 000000000 | HATT AMANDA LEE | ARMY | Enl Eff 060821 | |
| 000000000 | PEPIN TABATHA E | ARMY | Res Off on AD (060510) | |
| 000000000 | HANSON CHRISTOPHER CHARLES | ARMY | Enl Eff 060920 | |
| 000000000 | SOTO MARC STEVEN | ARNG | No ARNG Perms Record | |
| 000000000 | KIM BILL E | ARMY | Enl Eff 060724 | |
| 000000000 | ESTABROOK KYLE IAN | ARMY | Enl Eff 060922 | |
| 000000000 | STASZEWSKI JASON JOHN | ARNG | Enl Eff 060430 | |
| 000000000 | BERRY JONATHAN DANA | ARMY | Enl Eff 060823 | |
| 000000000 | KING ADAM GEORGE | ARMY | Enl Eff 050914 | |
| 000000000 | MCNEILL MATTHEW F | ARMY | Enl Eff 050608 | |
| 000000000 | CALER AARON RANDOLPH | ARNG | Enl Eff 060925 | |
| 000000000 | RUSSELL WENDELL S | ARMY | Pay Status in Error (060906) | |
| 000000000 | MONZEL BRIAN C | ARMY | Res Off on AD (060705) | |
| 000000000 | SPEAR JOSHUA ADAM | ARMY | Enl Eff 060922 | |
| 000000000 | SHEEHAN JUDITH MCLAUGHLIN | ARMY | ARNG Off on AD (060807) | |
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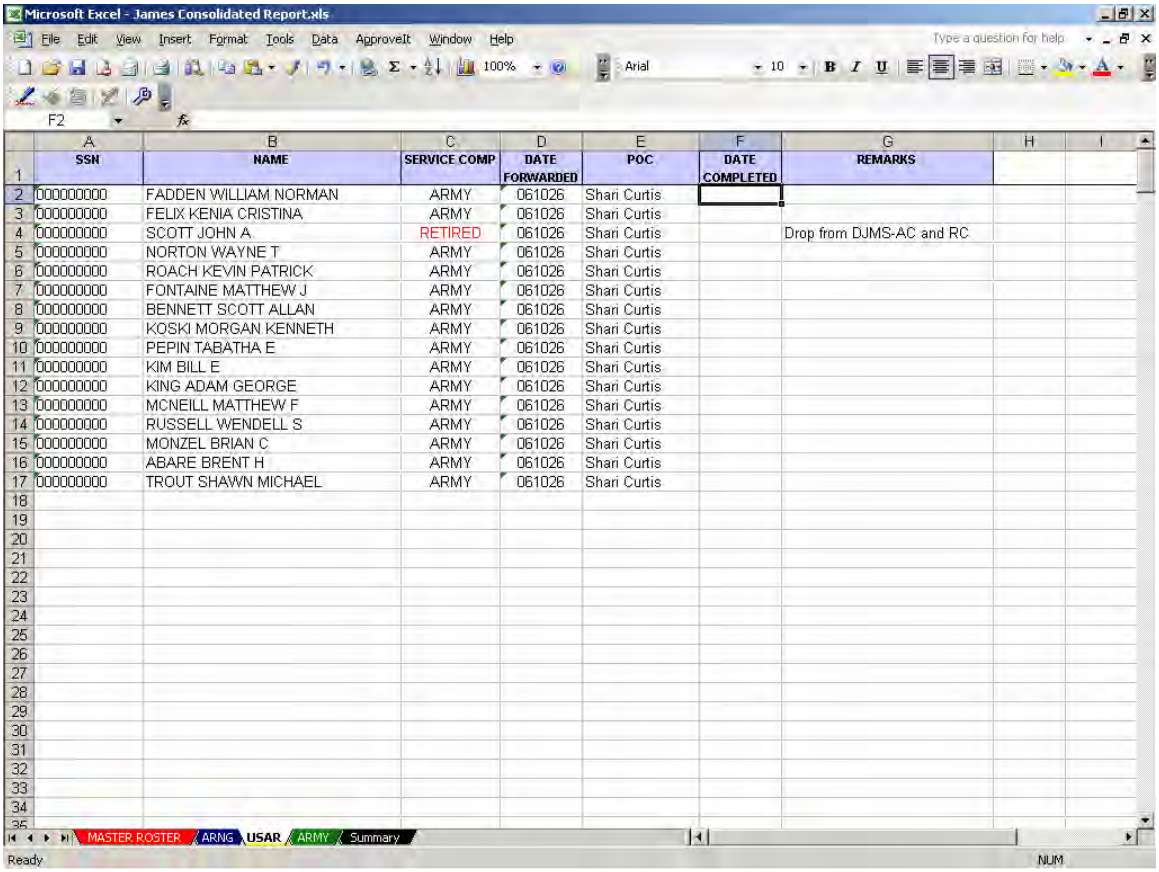
| 000000000 | TROUT SHAWN MICHAEL | ARMY | Res Off on AD (051010) | |
| 000000000 | RATHBURN AARON SCOTT | ARNG | Enl Eff 060920 | |

MASTER ROSTER / ARNG / USAR / ARMY / Summary

Each record is also posted to the "losing" organization tab. This is done primarily for historical and accounting purposes. Unlike the Duplicate SSN and XFILE processes, the end results are not forwarded to the various components (Army, Guard, and Reserve), but are worked solely by DFAS. A sample of the USAR tab is below.



| SSN | NAME | SERVICE COMP | DATE FORWARDED | POC | DATE COMPLETED | REMARKS |
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| 000000000 | FELIX KENIA CRISTINA | ARMY | 061026 | Shari Curtis | | |
| 000000000 | SCOTT JOHN A | RETIRED | 061026 | Shari Curtis | | Drop from DJMS-AC and RC |
| 000000000 | NORTON WAYNE T | ARMY | 061026 | Shari Curtis | | |
| 000000000 | ROACH KEVIN PATRICK | ARMY | 061026 | Shari Curtis | | |
| 000000000 | FONTAINE MATTHEW J | ARMY | 061026 | Shari Curtis | | |
| 000000000 | BENNETT SCOTT ALLAN | ARMY | 061026 | Shari Curtis | | |
| 000000000 | KOSKI MORGAN KENNETH | ARMY | 061026 | Shari Curtis | | |
| 000000000 | PEPIN TABATHA E | ARMY | 061026 | Shari Curtis | | |
| 000000000 | KIM BILL E | ARMY | 061026 | Shari Curtis | | |
| 000000000 | KING ADAM GEORGE | ARMY | 061026 | Shari Curtis | | |
| 000000000 | MCNEILL MATTHEW F | ARMY | 061026 | Shari Curtis | | |
| 000000000 | RUSSELL WENDELL S | ARMY | 061026 | Shari Curtis | | |
| 000000000 | MONZEL BRIAN C | ARMY | 061026 | Shari Curtis | | |
| 000000000 | ABARE BRENT H | ARMY | 061026 | Shari Curtis | | |
| 000000000 | TROUT SHAWN MICHAEL | ARMY | 061026 | Shari Curtis | | |

Once records are posted to the Master Spreadsheet, the results are posted back to a separate tab with the original DJMS Duplicate Spreadsheet. It is this tab that is forwarded to the Shari Curtis of the Data Quality Management Branch (Hoffman Building). She will review the results and forward to the Finance Center (DFAS) for resolution.

Microsoft Excel - BOTH-SYS-SSN.xls

| | A | B | C | D | E | F | G | H | I | J | K | L |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | F_STAT | SSAN | NAME | CURR_GR | DOG_DT | F_EFF_DT | DOS_DT | PS | Branch | Eff Dt | Comments | |
| 2 | SA | 999999999 | FADDEN WILLIAM NORMAN | 33 | 01-May-04 | 02-Sep-06 | | A | ARMY | 060621 | | |
| 3 | SA | 999999999 | LAFARIER DANA R | 1 | 26-Jul-06 | 02-Jun-06 | | A | ARMY | 060531 | | |
| 4 | SA | 999999999 | FELIX KENIA CRISTINA | 33 | 01-Sep-04 | 30-May-06 | | A | ARMY | 060518 | | |
| 5 | SA | 999999999 | BROWN MICHAEL ALLEN | 34 | 07-Apr-06 | 30-Aug-06 | | A | ARMY | 060830 | | |
| 6 | SA | 999999999 | SCOTT JOHN A | 24 | 26-Jul-06 | 15-Sep-06 | | A | RETIRED | 060801 | | |
| 7 | SA | 999999999 | NORTON WAYNE T | 34 | 19-Sep-02 | 20-Sep-06 | | A | ARMY | 060920 | | |
| 8 | SA | 999999999 | ROACH KEVIN PATRICK | 33 | 02-May-06 | 06-Jun-06 | | A | ARMY | 060606 | | |
| 9 | SA | 999999999 | FONTAINE MATTHEW J | | 30-Sep-99 | 30-Jul-06 | | R | ARMY | 041001 | | |
| 10 | SA | 999999999 | BENNETT SCOTT ALLAN | | 27-Jul-02 | 15-Jul-06 | | R | ARMY | 060907 | | |
| 11 | SA | 999999999 | KOSKI MORGAN KENNETH | 32 | 01-Sep-04 | 28-May-06 | | A | ARMY | 060117 | | |
| 12 | SA | 999999999 | HATT AMANDA LEE | 32 | 03-Jan-06 | 28-Aug-06 | | A | ARMY | 060821 | | |
| 13 | SA | 999999999 | PEPIN TABATHA E | 1 | 10-May-06 | 22-Jul-06 | | A | ARMY | 060510 | | |
| 14 | SA | 999999999 | HANSON CHRISTOPHER CHARLES | 34 | 17-Dec-04 | 20-Sep-06 | | A | ARMY | 060920 | | |
| 15 | SH | 999999999 | SOTO MARC STEVEN | | 31-Aug-06 | 22-Sep-06 | | A | ARNG | 060831 | No ARNG Perms Record | |
| 16 | SA | 999999999 | KIM BILL E | 3 | 09-Apr-03 | 24-Jul-06 | | A | ARMY | 060724 | | |
| 17 | SA | 999999999 | ESTABROOK KYLE IAN | 32 | 17-Dec-05 | 22-Sep-06 | | A | ARMY | 060922 | | |
| 18 | ST | 999999999 | STASZEWSKI JASON JOHN | 34 | 01-May-06 | 15-May-06 | | A | ARNG | 060430 | | |
| 19 | SA | 999999999 | BERRY JONATHAN DANA | 34 | 29-Nov-04 | 09-Sep-06 | | A | ARMY | 060823 | | |
| 20 | SA | 999999999 | KING ADAM GEORGE | | 01-May-04 | 21-Mar-06 | | A | ARMY | 050914 | | |
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| 22 | ST | 999999999 | CALER AARON RANDOLPH | 35 | 26-Sep-06 | 11-Sep-06 | | A | ARNG | 060925 | | |
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| 24 | SA | 999999999 | MONZEL BRIAN C | 1 | 27-Apr-04 | 04-Jul-06 | | A | ARMY | 060705 | | |
| 25 | SA | 999999999 | SPEAR JOSHUA ADAM | 33 | 28-Oct-05 | 22-Sep-06 | | A | ARMY | 060922 | | |
| 26 | SA | 999999999 | SHEEHAN JUDITH MCLAUGHLIN | | 18-Jun-06 | 07-Aug-06 | | A | ARMY | 060807 | | |
| 27 | SA | 999999999 | ABARE BRENT H | 4 | 24-Jul-03 | 27-Jul-06 | | A | ARMY | 060727 | | |
| 28 | SA | 999999999 | ROSS RICHARD | 32 | 27-Aug-05 | 30-Aug-06 | | A | ARMY | 060530 | | |
| 29 | SA | 999999999 | PENNINGTON RYAN M | 34 | 19-Mar-03 | 24-Aug-06 | | A | ARMY | 060824 | | |
| 30 | SA | 999999999 | TROUT SHAWN MICHAEL | 1 | 23-Feb-00 | 18-Sep-06 | | R | ARMY | 051010 | | |
| 31 | ST | 999999999 | RATHBURN AARON SCOTT | 35 | 20-Sep-06 | 21-Sep-06 | | A | ARNG | 060920 | | |
| 32 | | | | | | | | | | | | |
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Master / Clean both sys-ssn / 26 Oct 06

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## Appendix J - Test and Evaluation Master Plan (TEMP)

TEMP No. J1625 REV 3.0.05
December 2006 Draft

**Business Transformation Agency**
**Defense Integrated Military Human Resources System**
**(DIMHRS)**

**ACAT IC**

# TEST AND EVALUATION MASTER PLAN (TEMP)

**No. J1625 Rev. 3.0.05**

DRAFT

**December 2006 Draft**

Prepared by:
David M. Swatloski
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Distribution authorized to DoD Components only.
Other requests shall be referred to:

Enterprise Program Management Office
2251 Lakeshore Drive
New Orleans, LA 70145

Test and Evaluation Master Plan

TEMP No. J1625 REV 3.0.05
December 2006 Draft

# Test and Evaluation Master Plan (TEMP) for Defense Integrated Military Human Resources System (DIMHRS) TEMP No. J1625 Rev. 3.0.05, Acquisition Category (ACAT) IC Program Element No(s). 0901260BTA, 0605020BTA, 0605018BTA Project No. FG172C45T2

**Submitted by:**
**DIMHRS Enterprise Program Management Office**

DAVID M. SWATLOSKI, U.S. Government
DIMHRS Enterprise Program Manager

Date

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Test and Evaluation Master Plan

TEMP No. J1625 REV 3.0.05
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# Program Element No(s). 0901260BTA, 0605020BTA, 0605018BTA
# Project No. FG172C45T2

**Lead Operational Test Agency (Army Test and Evaluation Command) Concurrence**

JAMES R. MILES
Major General, US Army
Commander, ATEC

Date

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Test and Evaluation Master Plan

TEMP No. J1625 REV 3.0.05
December 2006 Draft

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**Air Force Operational Test and Evaluation Center Concurrence**

ROBIN E. SCOTT
Major General, US Air Force
Commander, AFOTEC

Date

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Test and Evaluation Master Plan

TEMP No. J1625 REV 3.0.05
December 2006 Draft

# Test and Evaluation Master Plan (TEMP) for Defense Integrated Military Human Resources System (DIMHRS) TEMP No. J1625 Rev. 3.0.05, Acquisition Category (ACAT) IC Program Element No(s). 0901260BTA, 0605020BTA, 0605018BTA Project No. FG172C45T2

**User's Representative (Personnel and Readiness Information Management) Concurrence**

MS NORMA J. ST. CLAIRE
Director
Office of the Under Secretary of Defense for Personnel and Readiness P&R IM

Date

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Test and Evaluation Master Plan

TEMP No. J1625 REV 3.0.05
December 2006 Draft

# Test and Evaluation Master Plan (TEMP) for Defense Integrated Military Human Resources System (DIMHRS) TEMP No. J1625 Rev. 3.0.05, Acquisition Category (ACAT) IC Program Element No(s). 0901260BTA, 0605020BTA, 0605018BTA Project No. FG172C45T2

**DoD Component Test & Evaluation Director (Director, Operational Test and Evaluation) Approval**

DR. CHARLES E. MCQUEARY
Director, Operational Test and Evaluation

Date

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Test and Evaluation Master Plan

TEMP No. J1625 REV 3.0.05
December 2006 Draft

# Test and Evaluation Master Plan (TEMP) for Defense Integrated Military Human Resources System (DIMHRS) TEMP No. J1625 Rev. 3.0.05, Acquisition Category (ACAT) IC Program Element No(s). 0901260BTA, 0605020BTA, 0605018BTA Project No. FG172C45T2

**DoD Component Acquisition Executive Approval**

CARLOS D. PAIR
Major General, US Army
Defense Business Systems Acquisition Executive

Date

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Test and Evaluation Master Plan

TEMP No. J1625 REV 3.0.05
December 2006 Draft

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# 1. PART I—SYSTEM INTRODUCTION

## 1.1. Mission Description.

The Defense Integrated Military Human Resources System (DIMHRS) is designated as an Acquisition Category (ACAT) IC Major Defense Acquisition Program (MDAP) as well as a Major Automated Information System (MAIS) Program per the Office of the Under Secretary of Defense Acquisition, Technology, and Logistics (OUSD ATL) Memorandum Fiscal Year (FY) 2006 Major Defense Acquisition Programs List dated 6 August 2006 (ref. a). DIMHRS is a joint program as a result of the needs and deficiencies identified in the DIMHRS Mission Needs Statement (MNS) (ref. b) and Joint Requirements Oversight Council (JROC) Memorandum (ref. c). DIMHRS is in compliance with acquisition laws and directives, including the Clinger-Cohen Act of 1996 (ref. d) and Office of Management and Budget (OMB) Circular A-11 (ref. e).

As described in the Operational Requirements Document (ORD) (ref. g), DIMHRS shall be a single standard military personnel and pay system, supporting approximately 3.1 million military personnel. DIMHRS shall provide the capability to collect, process, and report appropriate data on not only military personnel of all Services and Components, but also on Department of Defense (DoD) sponsored civilians and designated foreign military personnel.

DIMHRS shall comply with DoD standards for data and telecommunications currently described in the DIMHRS Information Support Plan (ISP) (ref. f) and DoD policy.

The goal of DIMHRS shall be to provide the U. S. Army and U.S. Air Force Components and the Combatant Commanders the capability to effectively manage members across the full operational spectrum—during peacetime and war, through mobilization and demobilization—capturing accurate and timely data throughout. Commanders of units shall have the ability to access personnel information on members assigned to their units across Services. DIMHRS shall meet changing operational concepts and requirements at both the unit and individual levels for activities such as mobilization, activation, contingency operations, and assignment actions. The system shall support the full range of personnel life-cycle activities—from accessing members, documenting factors required to ensure proper pay and benefits, and tracking service in theater, to separating, retiring, or transferring individuals to other Services or Components. By providing a simplified, one-stop support concept, the objective system shall minimize duplicative work for individuals and technicians. It shall also provide the ability to generate standard and *ad hoc* reports to manage personnel and finance functions.

## 1.2. System Description.

The DIMHRS Program is a software application development effort. The DIMHRS Enterprise Program Management Office (EPMO) is responsible for defining the infrastructure required to support the system. The system and its internal processes shall meet departmental guidelines for interoperability and information assurance. It shall

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operate on Non-Developmental Item (NDI) equipment using Commercial Off-the-Shelf (COTS) and Government Off-the-Shelf (GOTS) software to the maximum extent possible. The DIMHRS design shall include the capability for rapid implementation of system changes to emergent requirements, including legislative and policy changes.

DIMHRS shall be built on a single, corporate data repository for personnel and pay.

The design shall conform to applicable DoD standards (e.g. Global Information Grid (GIG)) as required by the ORD (ref. g). The design shall also conform to the DoD Information Technology (IT) Standards Registry (DISR) (ref. h). The DISR is an online repository for a minimal set of primarily commercial IT standards formerly captured in the Joint Technical Architecture (JTA) version 6.0 (ref. i). These standards are used as the "building codes" for all systems being procured in the DoD. Use of these building codes facilitates interoperability among systems and integration of new systems into the GIG. In addition, the DISR provides the capability to build profiles of standards that programs will use to deliver net-centric capabilities. Key net-centric elements that program architectures should focus on include:

- Internet Protocol: Ensure that data packets are routed across the network, not switched via dedicated circuits. Focus on establishing IP as the convergence layer.

- Secure and Available Communications: Data is encrypted initially for core network; the goal is edge-to-edge encryption and hardening against denial-of-service. The focus is on Black (encrypted) Transport Layer to be established through the Transformational Communications Architecture implementation.

- Assured Sharing: Trusted accessibility to net resources (data, services, applications, people, devices, collaborative environment, etc.). Focus on assured access for authorized users and denied access for unauthorized users.

- Quality of Service: Data timeliness, accuracy, completeness, integrity, availability, and ease-of-use. This is envisioned as being measured through the Net-Ready Key Performance Parameter (NR–KPP). Focus on Service Level Agreements and service protocols with quality and performance metrics.

In addition, DIMHRS will be compliant with the Business Enterprise Architecture (BEA) including the Federal Managers' Financial Integrity Act (FMFIA) (ref. j), Federal Financial Management Improvement Act (FFMIA) (ref. k), Chief Financial Officer's Act (CFOA) (ref. l), the Joint Financial Management Improvement Program (ref. m), and the Standard Financial Information Structure (SFIS) (ref. n). It uses the core functionality of the PeopleSoft (PS) Human Capital Management (HCM) COTS product to establish the data architecture, an overall design approach, and an integration methodology. This approach complies with the Clinger-Cohen Act of 1996. Because no COTS product is likely to meet all documented requirements, capability gaps shall be addressed with third-party software, available GOTS products, or uniquely developed software.

The Northrop Grumman Information Technology (NGIT), Volume VIII, System Architecture (ref. o) document describes the core design features supporting the development of DIMHRS. The core design features address system constraints and requirements, system architecture principles, system configuration, interface requirements, and infrastructure and service support requirements. It presents the potential architecture using operational, systems, and technical views of the DoD Architecture Framework (DODAF). DIMHRS shall be fully compliant with the DISR as required by the ORD, facilitating integration with other Services' systems that comply with these standards. Figure I-1 High-Level Operational Concept Graphic (OV-1) provides a high-level operational view of the system.

Designated personnel within the Department of Defense will not use the full capabilities of the DIMHRS application. Their limited use of DIMHRS will be tested and evaluated under separate documentation.

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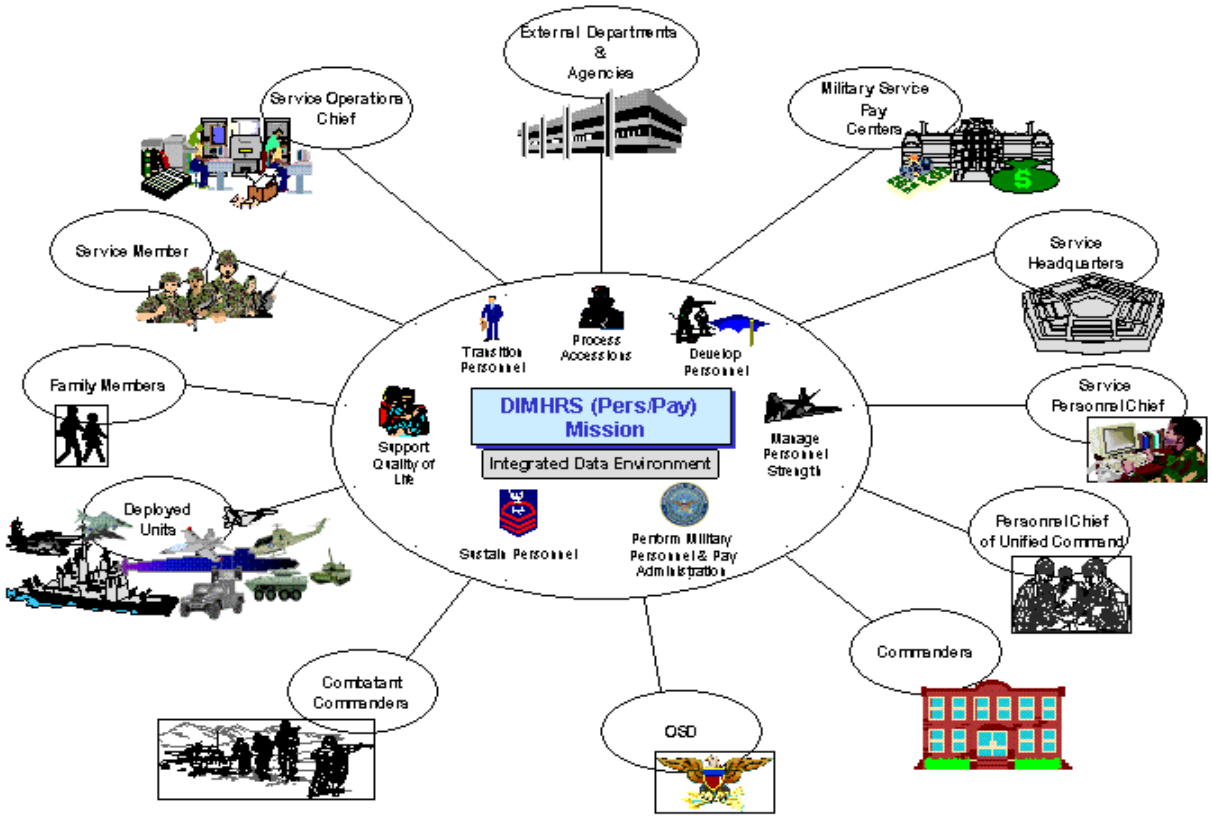


**High-level Operational Concept Graphic OV-1**

**Figure I-1 High-Level Operational Concept Graphic OV-1**

At Milestone B, the DIMHRS Acquisition Strategy (AS) (ref. p) documented an evolutionary development and deployment acquisition approach with four Useful Assets (UAs) or increments. As a result, the functionality contained in what Milestone B referred to as UA 1 satisfies the functional requirements of all the Services, and obviates the need for UAs 2–4. As the original program structure assumptions are no longer valid, the Program has been restructured to develop a common "purple" functionality for all Services using a Single-Step-to-Full-Capacity acquisition approach consistent with COTS implementations. It consists of development of the joint core or "purple" DIMHRS functionality that will then be deployed in separate Service Releases. In developing the Service Releases, the D&I contractor will focus on Service-specific data and interfaces. For example, Release 1 will contain "purple" or joint functionality, as well as Army-specific data and interfaces; Release 2 will add Air Force-specific data and interfaces to the existing purple or joint functionality, etc.

System design for core functionality encompasses key features and subsystems, interfaces, and critical system characteristics.

### 1.2.1. Key Features and Subsystems.

DIMHRS architecture is composed of three Tiers: Tier I, Corporate Data Center (CDC); Tier II, Disconnected Nodes; and Tier III, web-based interface to the operations site. The detailed design for these tiers is documented in the DIMHRS Production Environment Plan (PEP) (ref. r).

- Tier I – The DIMHRS Tier I Corporate Node consists of two environments: The CDC site and the Continuity of Operations (COOP) Disaster Recovery site. The design of these sites implements the technical requirements necessary to support DIMHRS functional requirements. The CDC site will be located in Ogden, UT, and the COOP site located in Mechanicsburg, PA.

  Additional environments required to support the full DIMHRS life cycle include Development, Test, Training, Help Desk, and Life Cycle Management Office Operations (i.e. network operations, security operations, etc.). The location and design of these environments will be documented in the DIMHRS PEP (ref. r). These environments support the CDC and must exist to implement and sustain DIMHRS throughout its life cycle.

- Tier II – Disconnected Node. Because of the nature of their operational missions (e.g. remote deployments), certain commands cannot remain connected to the CDC at all times despite their need to perform personnel transactions while deployed. When such commands transition from disconnected to connected operations, all transactions performed while disconnected must be transferred to the CDC. Data on the "disconnected" node must be synchronized with the CDC's data. A subset of software functionality has been identified to support this requirement.

  Tier II functionality consists of two levels. Level 1 consists of all the DIMHRS Corporate Node Human Resource functionality excluding pay functions. Level 2

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functionality will be a specified subset of the personnel functions supported in Level 1. The detailed design supporting disconnected node operations is detailed in the DIMHRS PEP (ref. r).

- Tier III – Web-based interface consists of end-user level hardware and software (e.g. desktop workstations with Internet access). Service members utilize the Tier III interface to fulfill their authorized DIMHRS roles. This interface is presented to these users as a website. Corporate-level architecture will be highly centralized at the CDC. The CDC will be connected to the Non-Secure Internet Protocol Router Network (NIPRNET). Tier III end-users will connect via web browser to the web servers at the CDC. The COOP site connected to the NIPRNET will provide disaster recovery for the CDC. As DIMHRS processes and stores Sensitive But Unclassified (SBU) information, requirements for the protection of Privacy Act data have been established as per Department of Defense Directive (DoDD) 8500.1 (ref. t). In particular, access controls and data encryption will be in place to assure the confidentiality of Privacy Act data. Figure I-2 DIMHRS System Interface Description (SV-1) provides a high-level graphic view of the DIMHRS Systems Interface Architecture.

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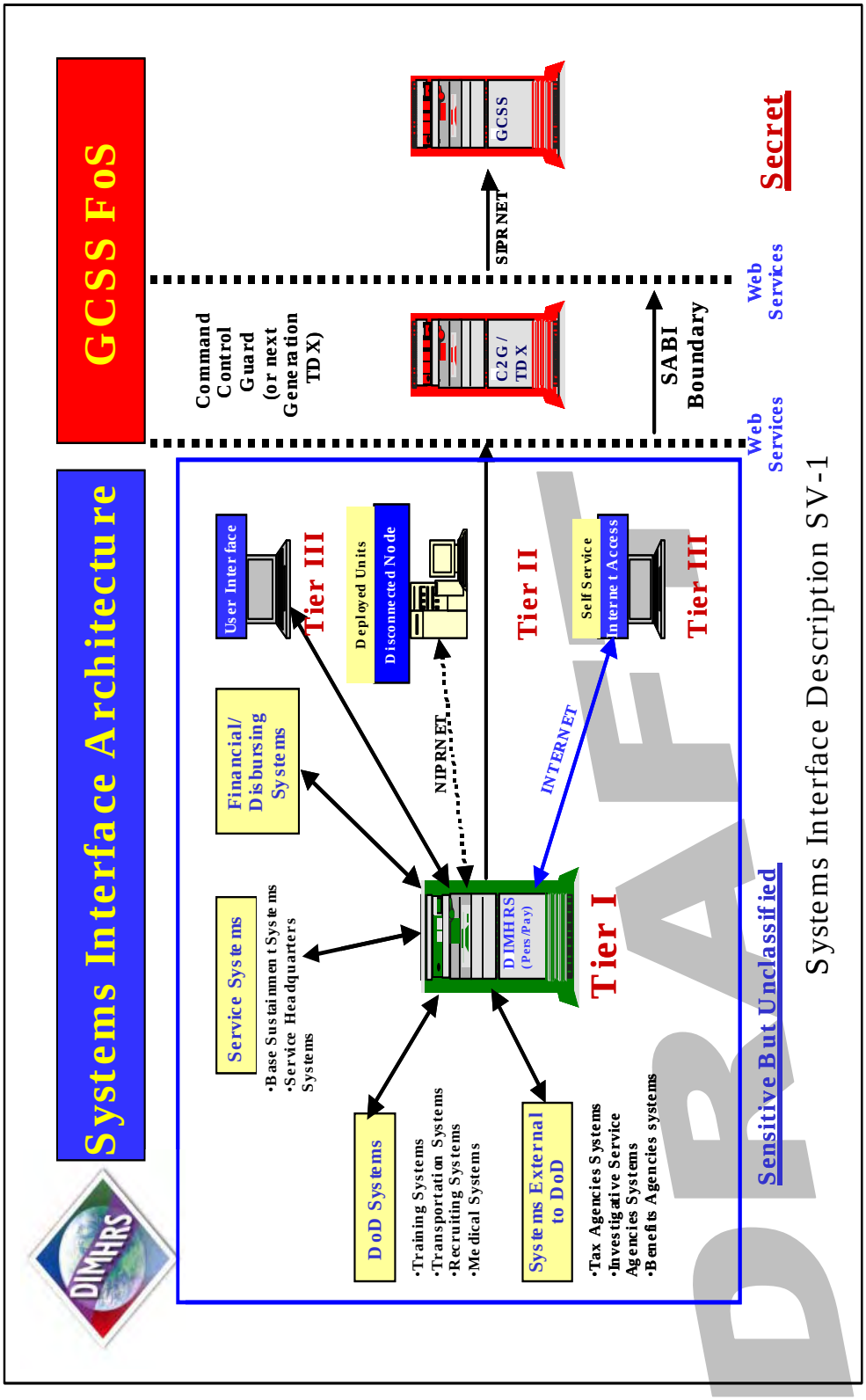


Systems Interface Description SV-1

**Figure I-2 DIMHRS System Interface Description SV-1**

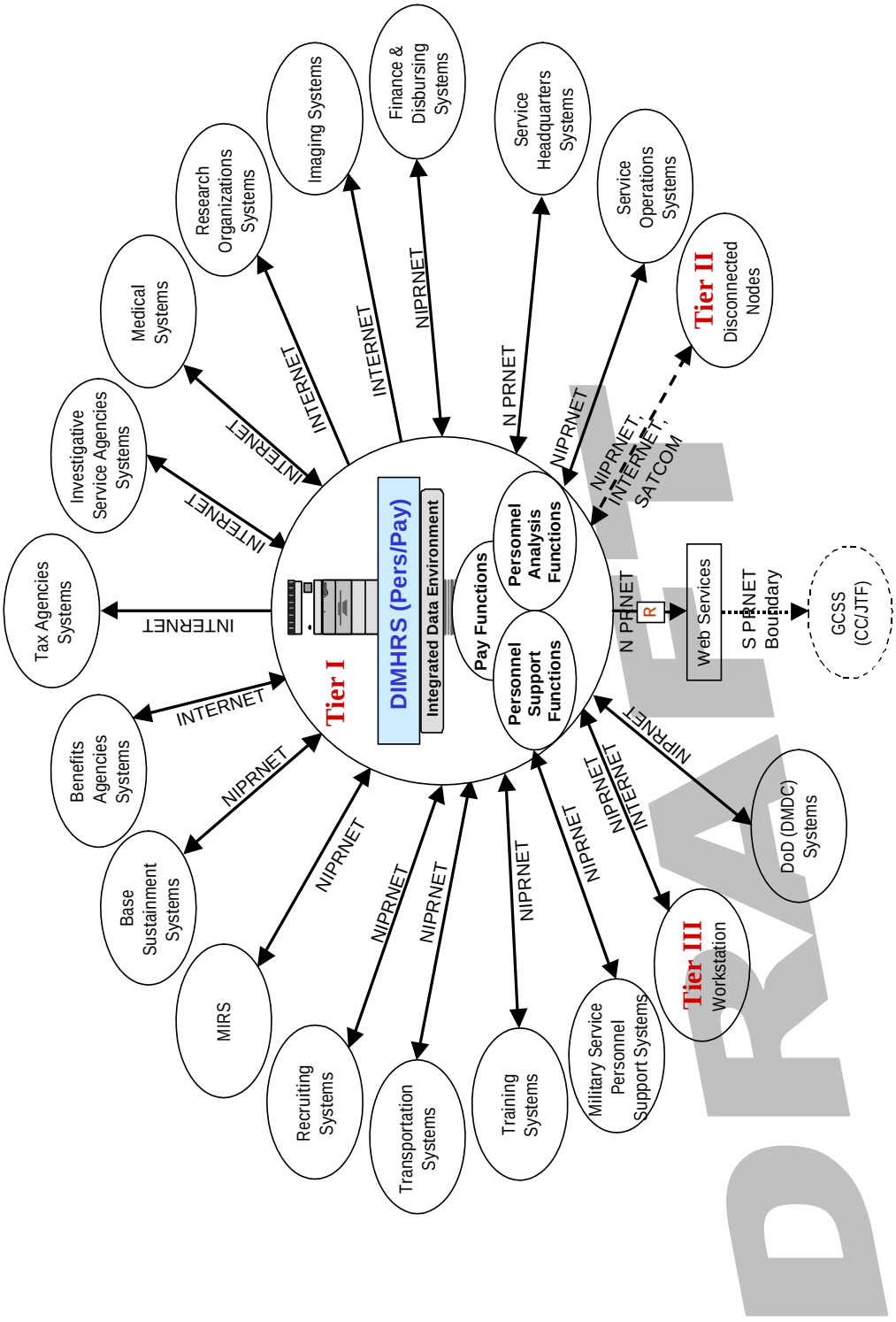


**Figure I-3 DIMHRS System Interface Description (SV-1A)**

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### 1.2.2. Interfaces with existing systems.

Figure I-3 System Interface Description (SV–1A) provides a graphic representation of the types of interfaces DIMHRS must support. The DIMHRS Information Exchange Requirements (IERs) are detailed by the Joint Requirements and Integration Office (JR&IO), now Personnel and Readiness Information Management (P&R IM), and are depicted in the ORD Appendix G. The IERs will be assessed in testing for each Service to ensure the Net-Ready Key Performance Parameter (KPP) is met and Interoperability Critical Technical Parameter (CTP) and to support the Joint Interoperability Test Center (JITC) Interoperability Certification. The EPMO monitors modifications to interfaces and development of new interfaces and coordinates such changes and reviews with the owners of those systems with which DIMHRS will have a persistent interface to ensure that all information needs will be met once DIMHRS is deployed. The technical design for DIMHRS interfaces is contained in Interface Control Documents (ICDs), which provide the standard broker definitions (e.g. Person, Position, Training) for use by interfacing systems. Agreements between the DIMHRS program and interfacing system owners will be documented in System Interface Agreements (SIAs). P&R IM will request the addition of any one-time or persistent interfaces not contained in the DIMHRS ORD with the appropriate system owner(s). P&R IM will deliver these interface-related requests to the DIMHRS EPMO. The DIMHRS EPMO will evaluate cost, schedule, and performance impacts prior to DIMHRS EPMO Change Control Board (CCB) approval and addition into the functional baseline.

To support its communication and interoperability needs, DIMHRS shall operate over the existing Services or DoD communications infrastructure. An associated classified processing capability/interface to the Global Combat Support System (GCSS) must also be available for higher-level security data/requirements. DIMHRS will interface to GCSS through a GCSS-owned web services system residing on the NIPRNET. The GCSS-owned web services system will then interface with the GCSS-owned Command and Control (C2) Guard system. GCSS will maintain the web services system, its connectivity requirements, and the transfer of DIMHRS data to the Secret Internet Protocol Router Network (SIPRNET). DIMHRS is not required to develop, implement, or maintain a C2 Guard solution, including Secret and Below Interoperability (SABI) documentation, as the GCSS Family of Systems (FOS) is responsible.
Figure I-2 DIMHRS System Interface Description (SV-1) provides a high-level graphic representation of the existing DoD communications infrastructure DIMHRS will use to support communications and interoperability requirements.

End-users (web clients) will use a web browser to access a Web Server. The web server will serve web pages from an application server that will execute the application code necessary to generate dynamic web pages, enforce business logic, and access data stored in a database server.

Users will have access to and use of information and data as required by Section 508 of the Rehabilitation Act (ref. u).

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Technical and functional performance criteria necessary for DIMHRS to comply with Section 508 will be validated against the Architectural and Transportation Barriers Compliance Board (referred to as the "Access Board") Electronic and Information Technology Accessibility Standards (ref. v).

### 1.2.3. Critical System Characteristics.

The Defense Acquisition Guidebook (DAG) (ref. w), states that anti-tamper measures are required for those programs that contain Critical Program Information (CPI) and/or Designated Scientific and Technical Information (DS&TI). Because DIMHRS contains neither CPI nor DS&TI, no anti-tamper testing, validation, or verification is required for DIMHRS. DIMHRS COOP testing will be performed to assure data survivability requirements related to High-Altitude Electromagnetic Pulse (HEMP) and Nuclear, Biological, and Chemical Contamination Survivability (NBCCS) tests.

DIMHRS will process and store SBU information. Requirements for the protection of Privacy Act data have been established as per DoDD 8500.1 (ref. t). In particular, access controls and data encryption will be in place to assure the confidentiality of Privacy Act data.

DIMHRS has been identified as a Mission Assurance Category (MAC) II, Sensitive system by the Designated Approval Authority (DAA). As defined in DoDD 8500.1 (ref. t), MAC II Sensitive systems handle information that is important to the support of deployed and contingency forces.

The DIMHRS security architecture consists of four security subsystems. The subsystems address the technical security services of identification and authentication, role-based access controls, active monitoring, network architecture, and encryption. By developing security subsystems, each security package will be designed, implemented, and tested as a component subsystem. This approach allows component certification tests during the development phase, identifies design weaknesses or performance issues early, and improves the delivery schedule by resolving component subsystem issues prior to full system testing and acceptance. Each subsystem is addressed in Table I-1 DIMHRS Security Subsystem Functionality and in the following paragraphs.

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| Security Subsystem | Security Functionality in DIMHRS |
|---|---|
| **User Management Subsystem** | **Provides user management and identity provisioning of IT resources and data. Allows the assignment of user roles, permissions, and access controls to only allow the user those resources they need to accomplish their tasks.** |
| **Infrastructure Protection Subsystem** | **Enforces the Defense-in-Depth of the DIMHRS environment through the use of Firewalls, Guards, Intrusion Detection Systems, and Antivirus to protect, detect, and respond to threat events.** |
| **Security Management Subsystem** | **Provides situational awareness of the DIMHRS system security profile and supports risk assessment decision-making support to dynamically respond to threats and vulnerabilities as they appear.** |
| **Cryptography Security Subsystem** | **Provides the cryptographic services of confidentiality, integrity, and non-repudiation, as well as provides the extensibility to incorporate PKI technologies (e.g. X.509 digital certificates, Common Access Cards).** |

**Table I-1 DIMHRS Security Subsystem Functionality**

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#### 1.2.3.1. User Management Subsystem.

The DIMHRS User Management security subsystem will provide the functionality of identification and authentication through single sign-on, directory, file, and object access control permissions and will provide role-based access controls via granular user privileges through the use of a directory service and user profiles. This approach to identification, authentication, and role-based access controls ensures that authorized users will have access to DIMHRS objects based on their defined privileges. Additionally, the DIMHRS security design allows the delegation of roles to user groups. The design provides the functionality for Service-level personnel and pay customer service support staff to complete personnel/pay actions regardless of Service, Component, and unit of assignment, and delegate those functions within their organizations while maintaining security of who can access a Service member's pay and personnel records.

DIMHRS will use the Tivoli identity management solution product, Access Manager, for identification, authentication, and access control. This security solution promotes a single sign-on capability against a user repository in a Lightweight Directory Access Protocol (LDAP)-compliant directory capable of supporting X.509 certificates. This solution not only supports the user Identification (ID) and password challenge-response but also is extensible to incorporate the DoD Public Key

Infrastructure (PKI) digital certificates as a two-factor identification and authentication token stored on the Common Access Card (CAC). Figure I-4 Access Manager illustrates the process by which an external user signs onto DIMHRS through the Access Manager identity management solution.

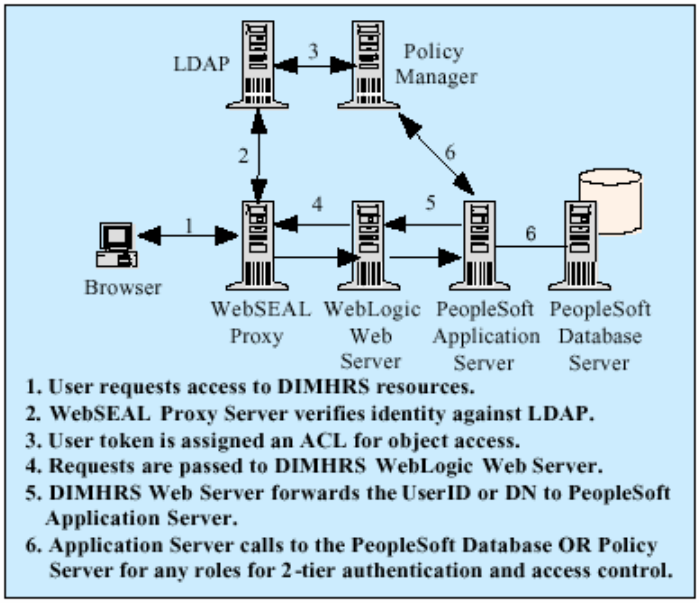


**Figure I-4 Access Manager**

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### 1.2.3.2. Infrastructure Protection Subsystem.

The Infrastructure Protection security subsystem provides for the monitoring and protection of internal computing resources. The subsystem supports passive monitoring through use of auditing, active monitoring through an Intrusion Detection System (IDS), protection from malicious code through server and host Anti-Virus (AV) software, and the use of firewalls.

The subsystem allows each Service-level organization to audit system activity and retain records according to their own organizational security policies. The subsystem collects system and application audit data to record the use of identification and authentication such as a log-on, date, and time of access; creation, deletion, and modification of objects; origin of entry (i.e., terminal ID, computer name, or Internet Protocol (IP) address); and actions taken by privileged users such as administrators, system operators, security officers and the success or failure of these events. Further, at the application level, the security programmers make full use of the PS auditing features to track application table activity and PS Security tables by field and record definitions. DIMHRS will deploy a centralized audit reporting capability to monitor various hosts (clients and servers) and networking devices to facilitate situational awareness and help to identify potential intrusions or malicious activity. In terms of

active monitoring, a Cisco IDS will be used at several segments of the DIMHRS network. Both the audit and intrusion detection capabilities are integrated into the DIMHRS Security Management security subsystem, described later in this section.

DIMHRS will use Cisco Private Internet Exchange (PIX) firewalls and BIG IP appliances to provide the first line of defense from external unauthorized users. The Cisco PIX firewalls are load balanced by F5 Networks' BIG IP 540 series load balancers for high availability and the mitigation of denial of services attacks. External users transmit data using Secure Socket Layer (SSL) for confidentiality and privacy. Because SSL encryption can add significant processing overhead if the edge servers are required to process the thousands of SSL transactions, DIMHRS will incorporate several Federal Information Processing Standard (FIPS)-compliant BIG IP E-Commerce SSL accelerators to relieve the cryptographic processor load and serve the requests to DIMHRS. Web servers will be installed with the Access Manager WEBSeal proxy.

Once authenticated, the user requests for DIMHRS services will be transferred to the DIMHRS application servers located in the DIMHRS Enclave. Only authenticated requests are allowed to access the DIMHRS Enclave from the Demilitarized Zone (DMZ).

Authenticated requests will be passed via an SSL connection through two Checkpoint FW-1 firewalls.

#### 1.2.3.3. Security Management Subsystem.

The Security Management subsystem provides the ability to manage and maintain the security of the DIMHRS Enclave. The Security Management Network is a virtual network that will lie over the DIMHRS production network using secure channels (e.g. Virtual Private Network (VPN) and SSL) to communicate with the various security subsystems and subsystem components. This virtual network is managed via a centralized console that configures, controls, and monitors security devices residing in the DIMHRS Enclave. The security console not only manages the security devices but also monitors the secure configuration of the component operating systems. DIMHRS Security engineers integrate and optimize the use of the following COTS software components to support managing and monitoring activities:

- Tivoli Configuration Manager and Remote Control – Control system and application resources
- Tivoli Enterprise Console – Network and system monitoring
- Tivoli Risk Manager – Intrusion detection, audit, operating system monitoring, and security decision support system

The security functionality of the Tivoli configuration management capability will allow DIMHRS security engineers to identify noncompliance of an established



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configuration baseline as well as to identify system components that may fall under an Information Assurance Vulnerability Alert (IAVA) or Information Assurance Vulnerability Bulletin (IAVB).

#### 1.2.3.4. Cryptography Security Subsystem.

DIMHRS cryptographic security subsystem will provide confidentiality and non-repudiation through the use of traditional cryptographic solutions (e.g. hardware encryptors) to the newer PKI technologies for digital certificates and signatures. The cryptographic subsystem establishes an encrypted VPN tunnel between two organizations over an unsecured network (e.g. NIPRNET). This is done using two installations of the Checkpoint FireWall-1 equipped with VPN software and assures the secure transmission of data. For the individual user, server-side digital certificates provide the encrypted SSL authentication to DIMHRS.

### 1.3. System Threat Assessment.

The Capstone Requirements Document (CRD) Joint Deployment Systems (JDS), Joint Requirements Oversight Council Memorandum (JROCM) (ref. x) provides an extensive threat overview for IT systems. The threat posed to DIMHRS and other JDS is similar to that facing most of the Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) systems and applications and tools that reside on those systems. A detailed discussion of the foreign threat to DIMHRS does not exist. However, JDS-related threats are addressed in several Defense Intelligence Agency (DIA)-validated, published documents including the Information Operations Capstone Threat Assessment, 5th Edition, DI-1577-33-06, January 2006, (S/NF) (ref. y). Based on the threat analysis above, the concept of intentional attacks applies to the JDS Family of Systems (FoS). Intentional attacks may come from potential adversaries who could concentrate their efforts on Information Operations (IO). IO includes physical or electronic attacks, to include directed energy devices as well as jamming and deception. This threat could result in the interception, exploitation, manipulation, corruption, or complete denial of information.

DIMHRS operates in a sensitive (unclassified) environment and must be protected by the security of the underlying facility. DIMHRS will also require protection against unauthorized access and Information Security (INFOSEC) threats. In addition, DIMHRS may also be subject to a range of generic threats that are applicable to most Government information systems processing sensitive information. These potential threats could impact the confidentiality and integrity of the information processed, stored, and transmitted by the system. Computer systems are vulnerable to many threats that can inflict various types of damage resulting in significant data losses. This damage can include both accidental events as well as acts of nature. The effects of various threats vary considerably: some affect the confidentiality or integrity of data, while others affect the availability of a system.

### 1.4. Measures of Effectiveness and Suitability.

KPPs are those minimum attributes or characteristics considered most essential for an effective military operational capability. System Performance Parameters (SPPs) specify how the DIMHRS fielded system and corporate database must operate. KPPs, SPPs, and other operational capabilities and characteristics listed in the ORD provide Measures of Performance (MOPs), which are used to verify that requirements are met. These are listed in Table I-2 Measures of Effectiveness and Suitability and are validated in Operational Testing.

**Table I-2 Measures of Effectiveness and Suitability**

| *Denotes a SPP<br>**Denotes a KPP | | | | |
|---|---|---|---|---|
| **Operational Requirement** | **Parameter** | **ORD Threshold** | **ORD Objective** | **ORD Ref.** |
| *Data Storage | All military personnel and pay data (except local data) shall be stored in a single logical corporate database | 99% | 100% | 4.2.1 |
| *Single User Personnel/ Pay Support | The system shall support the ability of a single authorized user to create, update, read or delete, as authorized, any part of a Service member's personnel or pay record. | 98% | 99% | 4.2.2 |
| *Personnel/ Pay User Privileges | The system shall provide security administration functionality to assign user and group levels of access to data and functionality. The security administration functionality shall allow personnel and pay customer support staffs to complete personnel/pay actions regardless of Service/Component/Unit of Assignment. Each parent Service will control access to their members' records. | 98% | 99% | 4.2.3 |

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| *Denotes a SPP<br>**Denotes a KPP | | | | |
|---|---|---|---|---|
| **Operational Requirement** | **Parameter** | **ORD Threshold** | **ORD Objective** | **ORD Ref.** |
| *System Accuracy | System accuracy is measured by the correct disposition of all transactions. System accuracy includes but is not limited to: 1. Detection of violation of defined business rules; 2. Maintaining data integrity throughout the system (e.g. software, hardware, and infrastructure); and 3. Accurate execution of internal processes. | Correct disposition of 98% of transactions | Correct disposition of 100% of transactions | 4.2.4 |
| *Maintenance Non-Availability | Routine scheduled backup and maintenance procedures may only make DIMHRS unavailable to the field user for up to (cumulative time) an average of thirty hours per month. | 30 hours per month | 30 hours per month | 4.2.5 |
| *Single Logical Record | There shall be one and only one logical record for each Service member regardless of military status (i.e., Active, Inactive, Reserve, Guard, Retiree). | One record per Service member | One record per Service member | 4.2.6 |
| *GIG Enterprise Services (ES) Compliance | At a minimum, DIMHRS hardware and software shall achieve GIG ES compliance (comparable to Common Operating Environment (COE) Level 6), with the objective of full GIG ES compliance, as specified in the Deputy Secretary of Defense Memorandum "Global Information Grid Enterprise Services (GIG ES: Core Enterprise Services (CES) Implementation" at FOC. Threshold: Intermediate (comparable to COE level 6) / Objective: Full GIG ES compliance | Intermediate (comparable to COE level 6) | Full GIG ES compliance | 4.2.7 |

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| *Denotes a SPP<br>**Denotes a KPP | | | | |
|---|---|---|---|---|
| **Operational Requirement** | **Parameter** | **ORD Threshold** | **ORD Objective** | **ORD Ref.** |
| *Migration Work Effort | The DIMHRS Implementation Plan will ensure that operations in a dual-processing mode will occur for not more than six months at any given site for the replacement of any given system. | Six Months | Four Months | 4.2.8 |
| *Imaged Records | As the personnel/pay system of record, DIMHRS will capture and maintain the data for and generate any personnel or pay-related documents that are required in a paper media. The system will incorporate the use of authentication software such as electronic signature or other approved technology to minimize the need to process paper versions of documents. The system will be capable of electronically transmitting the data in the prescribed format to the Services' imaging databases. Measure of success will be the time required to generate the printed document in the prescribed format. | Government and/or industry standards as applicable | Government and/or industry standards as applicable | 4.2.9 |
| *Member Self-service | Service members shall have the capability to view and update designated personal information without assistance from a personnel/pay specialist. The system will produce statistics on the number of members who access the system for self-service. | 95% success rate of Service members completing transactions | 100% success rate of Service members completing transactions | 4.5.7 |

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| *Denotes a SPP<br>**Denotes a KPP | | | | |
|---|---|---|---|---|
| **Operational Requirement** | **Parameter** | **ORD Threshold** | **ORD Objective** | **ORD Ref.** |
| *Transaction Tracking | DIMHRS will provide the ability to recall and trace transactions, inputs, processes, or changes from source to final disposition, including user and certification identification, as required by law or policy. | 98% | 100% | 4.2.10 |
| ***System Ease of Use** | **DIMHRS will be knowledge-based; providing help screens, automated tutorials, and written user documentation to aid users; and will not increase personnel and pay job skill training requirements beyond current legacy system training requirements.** | **2% increase in duration of training required (measured in hours)** | **0% change in duration of training required (measured in hours)** | **4.2.11** |
| *Data Query Response | Personnel and pay data (other than images) on an individual contained within the system will be retrievable using specified communication configurations based on hierarchical command structures as defined in DIMHRS system design documentation. | Threshold: 98% of the following<br>- single simple queries in 2 secs<br>- single complex queries in 2 mins<br>- single complex/historical queries in 30 mins<br>- multiple simple queries in 2 mins<br>- multiple complex queries in 30 mins<br>- multiple complex/historical queries in 60 mins<br>Objective: 100% of the above | | 4.2.12 |
| *Member Tracking | For a Service member and personnel for whom the Unified Combatant Commander has force protection responsibility deploying to, from, or moving within a theater of operations or contingency location, data will be **reflected in the corporate database within 12 hours of submission**, given available communications and favorable operational tempo in the contingency location. | 98% | 100% | 4.2.13 |

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| *Denotes a SPP<br>**Denotes a KPP | | | | |
|---|---|---|---|---|
| **Operational Requirement** | **Parameter** | **ORD Threshold** | **ORD Objective** | **ORD Ref.** |
| Reliability and Availability | At a minimum, DIMHRS reliability and availability shall meet or exceed the greater of legacy system standards or commercially accepted norms for human resource systems. These standards will be documented in the DIMHRS Integrated Logistics Support Plan (JLSP). | Mean Time Between Operational Mission Failures (MTBOMF): 7884 hours<br>Reliability: 0.999989<br>Availability: 0.999240 | MTBOMF: 8760 hours<br>Reliability: 0.999990<br>Availability: 0.999544 | 4.4.3 |
| System Maintainability | DIMHRS system maintainability shall be measured by Operational Availability. The threshold for the system Operational Availability will be developed as a Phase I activity and defined in the JLSP. | 6 hours | 4 hours | 4.4.4 |
| **Personnel and Pay Data Changes | The **system shall update personnel and pay data changes (including deployment and unit affiliation data) in the corporate database within 24 hours of input at the source data collection point and within 12 hours for information specified in Section 4.2.13 of the ORD**. | 98% of the time | 100% of the time | 4.1.1 |

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| *Denotes a SPP<br>**Denotes a KPP | | | | |
|---|---|---|---|---|
| **Operational Requirement** | **Parameter** | **ORD Threshold** | **ORD Objective** | **ORD Ref.** |
| *Transaction Storage | Whenever DIMHRS external interfaces are inoperable, DIMHRS shall store transactions in a queue for later transmission. DIMHRS shall prioritize stored transactions with the highest priority assigned to Joint Personnel Asset Visibility (JPAV)-related transactions. Whenever DIMHRS external interfaces are restored, DIMHRS shall transmit queued transactions according to highest priority first. Whenever transactions queued for transmission have equal priority, the transaction having the earliest (oldest) time stamp shall be transmitted soonest (first in first out). The system will notify the operator when transactions are being stored and when transactions automatically begin transmitting. | 50% of the queued transactions transmitted within the first 12 hours of the required interface(s) being restored; with the remainder being transmitted within 24 hours | 100% of queued transactions transmitted within 12 hours of the required interface(s) being restored | 4.1.2 |
| **Data Accuracy | DIMHRS will support data accuracy (logical consistency of the data), which is measured by the validity of all information accepted based on defined business rules, using functionally approved standard codes and consistent with data already present. | 99.9% of data accepted will be accurate | 100% of data accepted will be accurate | 4.1.3 |

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| *Denotes a SPP<br>**Denotes a KPP | | | | |
|---|---|---|---|---|
| **Operational Requirement** | **Parameter** | **ORD Threshold** | **ORD Objective** | **ORD Ref.** |
| **Single Data Entry | Data entry into the fully integrated personnel and pay system across all Active, Guard, and Reserve component personnel and pay functions will be required only once. The volume of transactions that require data recollection will be the measure of success. | 2% of transactions require recollection | 0% of transactions require recollection | 4.1.4 |
| **Online Query | All personnel and pay data on personnel still in service (regardless of component or status) or for 24 months after separation or death will be retrievable online based on a single query. All personnel data will be maintained on retirees for 24 months after the retiree's death and will be retrievable online based on a single query. | 98% of data retrieved via a single query | 100% of data retrieved via a single query | 4.1.5 |
| **Standard Data | DIMHRS shall use functionally approved standard personnel/pay data elements generated from the set of common personnel processes and business rules across all Services/Components (except those with precisely defined Agency/Service-specific personnel/pay data elements) as DIMHRS is fully implemented within each Service to ensure data interoperability. These data elements will be registered IAW the DoD Discovery Metadata Registry in the DoD Metadata Repository. Data interoperability is an integral part of the GCSS FoS. | 95% of data elements are standard | 100% of data elements are standard | 4.1.6 |

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| *Denotes a SPP<br>**Denotes a KPP | | | | |
|---|---|---|---|---|
| **Operational Requirement** | **Parameter** | **ORD Threshold** | **ORD Objective** | **ORD Ref.** |
| **Cross-Service/ Component Support | DIMHRS shall allow qualified and authorized personnel to provide members with personnel and pay service support across Service and Component affiliations at FOC. There will be at least two levels of support; one for members of a command and another for general support. | 98% of transactions process correctly | 99% of transactions process correctly | 4.1.7 |

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| *Denotes a SPP<br>**Denotes a KPP | | | | |
|---|---|---|---|---|
| **Operational Requirement** | **Parameter** | **ORD Threshold** | **ORD Objective** | **ORD Ref.** |
| Net-Ready | All activity interfaces, services, policy-enforcement controls, and data sharing of the Net-Centric Operations and Warfare Reference Model (NCOW-RM) and Global Information Grid Key Interface Profiles (GIG KIPs) will be satisfied to the requirements of the specific Joint integrated architecture products (including data correctness, data availability, and data processing), and information assurance accreditation, specified in the Threshold and Objective values.<br><br>*Joint integrated architecture*: An integrated architecture that establishes the basis for rapidly acquiring affordable and evolving joint warfighting capabilities through collaborative planning, analysis, assessment, and decision making.<br><br>*Data processing is defined as*: the input, output, verification, organization, storage, retrieval, transformation, and extraction of information and data. | 100% of interfaces; services; policy-enforcement controls; and data correctness, availability, and processing requirements designated as enterprise-level or critical in the Joint integrated architecture. | 100% of interfaces; services; policy-enforcement controls; and data correctness, availability, and processing requirements in the Joint integrated architecture. | 4.1.8 |

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## 1.5. Critical Technical Parameters

Critical Technical Parameters (CTPs) are measurable critical system characteristics that, when achieved, allow the attainment of operational performance requirements. CTPs are technical and functional requirements derived from the DIMHRS System/Subsystem Specification (SSS) (ref. z) and are traceable to the KPPs and SPPs found in the ORD. Validation of the CTPs will be performed during Army and Air Force Developmental Test (DT-1 and DT-2, respectively). CTPs are listed in Table I-3 Critical Technical Parameters.

**Table I-3 Critical Technical Parameters**

****Denotes a KPP**

| CTP Category | Operational Requirement (ORD Reference) | Technical Parameter | DT&E Event | Threshold Value | Decision Supported |
|---|---|---|---|---|---|
| Information Security | Single User Personnel/ Pay Support (4.2.2) | The DIMHRS system provides a capability for an authorized user to create, update, read, or delete any part of a Service member's current or historical personnel or pay record. | DT-1 | >=98% of the Service member records can be updated as authorized | Operational Test Readiness Review (OTRR) |
| | Personnel/ Pay User Privileges (4.2.3) | The DIMHRS system provides user and group access to data and functionality. | DT-1 | >=98% of member records and functionality can be accessed as authorized. | OTRR |
| | | The DIMHRS System provides security functionality that allows personnel/pay customer support staff to complete actions regardless of Component. | DT-1 | >=98% of personnel/pay actions can be completed as authorized, regardless of Component | OTRR |
| | | The DIMHRS System provides security functionality that allows personnel/pay customer support staff to complete actions regardless of Service or Component. | DT-2 | >=98% of personnel/pay actions can be completed as authorized, regardless of Service or Component. | OTRR |

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| **Denotes a KPP | | | | | |
|---|---|---|---|---|---|
| **CTP Category** | **Operational Requirement (ORD Reference)** | **Technical Parameter** | **DT&E Event** | **Threshold Value** | **Decision Supported** |
| | Transaction Tracking (4.2.10) | Recalled transactions are processed in the DIMHRS System without application error. | DT-1 | >=98% of recalled transactions are processed without error. | OTRR |
| | | Transactions are traced in the DIMHRS System, as required by law or policy. | DT-1 | >=98% of transactions are traced as required by law or policy. | OTRR |
| | **Cross-Service/ Component Support (4.1.7) | The DIMHRS System shall allow authorized personnel to provide personnel and pay service support across Service and Component affiliations at FOC. | DT-2 | >=99% of transactions process correctly | OTRR |
| | SBU Information Protection (4.5.4) | DIMHRS will protect SBU. | DT-1 DT-2 | Compliance with INFOSEC policy and Privacy Act requirements listed in DoDD 8500.1 (ref. t) and DoDI 8500.2 (ref. aa) | OTRR |
| | TBD | IA Team is evaluating the OT&E IA memo dated 21 November 2006. | | | |
| Accuracy | System Accuracy (4.2.4) | Transactions are processed in the DIMHRS System without application or system error. | DT-1 | >=98% of transactions are processed without error | OTRR |
| | | Execution of internal processes results in correct disposition of all transactions in accordance with defined business rules. | DT-1 | >=98% of processed transactions have correct disposition | OTRR |
| | **Data Accuracy | Data accepted into the DIMHRS system is | DT-1 | >=99.9% of data accepted will be | OTRR |

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| **Denotes a KPP | | | | | |
|---|---|---|---|---|---|
| **CTP Category** | **Operational Requirement (ORD Reference)** | **Technical Parameter** | **DT&E Event** | **Threshold Value** | **Decision Supported** |
| | (4.1.3) | validated against defined business rules and functionally approved standard codes and is logically consistent with data already present in the system. | | accurate | |
| | Clean Financial Statements (4.5.6) | The system shall comply with regulatory requirements for personnel and payroll feeder systems contained in the FMFIA of 1982 (ref. j), FFMIA of 1996 (ref. k), CFOA of 1990) (ref. l), and the most current JFMIP (ref. m). | DT-1<br>DT-2 | Certified compliant with:<br>FFMIA of 1996<br>CFOA of 1990<br>FMFIA of 1982<br>Most current JFMIP | OTRR |
| Data Storage and Access | Single Logical Record (4.2.6) | DIMHRS maintains one and only one logical record for each Service member regardless of military status. | DT-1 | One record per Service member | OTRR |
| Data Storage and Access | **Transaction Storage (4.1.2) | DIMHRS transmits queued, external interface transactions in order of priority, with equal priority transactions being transmitted on a first in, first out basis. | DT-1 | >=50% of queued transactions transmitted within first 12 hours of the required interface(s) being restored; remainder transmitted within 24 hours of the required interface(s) being restored | OTRR |
| | Member Tracking (4.2.13) | For a representative Command, DIMHRS will reflect transactions processed in the corporate site within 12 hours of submission. | DT-1 | >=98% of transactions submitted are reflected in the corporate database within 12 hours | OTRR |

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| **Denotes a KPP | | | | | |
|---|---|---|---|---|---|
| **CTP Category** | **Operational Requirement (ORD Reference)** | **Technical Parameter** | **DT&E Event** | **Threshold Value** | **Decision Supported** |
| | **Single Data Entry (4.1.4) | Data is entered into the DIMHRS system only once. | DT-1 | <=2% of transactions require recollection | OTRR |
| | **Online Query (4.1.5) | Personnel and pay data for personnel still in service, personnel who separated or died less than 24 months earlier, retirees, and retirees who died less than 24 months earlier is retrievable online based on a single query. | DT-1 | >=98% of records retrieved via single query | OTRR |
| | **Standard Data (4.1.6) | DIMHRS uses approved, standard Personnel/Pay data elements across all Services/Components. | DT-1 | >=95% of data elements are standard | OTRR |
| Interoperability | **Net-Ready (4.1.8) | Interfaces required for each Service release are available. | DT-1<br>DT-2 | 100% IERs designated as Critical (see ORD Appendix G) are available and operational. | OTRR |
| *System Performance | Data Query Response (4.2.12) | The retrieval of Personnel and Pay data (other than images) from the corporate database (HRMS (Human Resources Management System) and EPM (Enterprise Performance Management)) is completed within the stated threshold and objective for the query. | DT-1 | Threshold: >=98% of the following:<br>- single simple queries in <=2 seconds<br>- single complex queries in <=2 minutes<br>- single complex/historical queries in <=30 minutes<br>- multiple simple queries in <=2 minutes<br>- multiple complex queries in <=30 minutes | OTRR |

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| **Denotes a KPP | | | | | |
|---|---|---|---|---|---|
| **CTP Category** | **Operational Requirement (ORD Reference)** | **Technical Parameter** | **DT&E Event** | **Threshold Value** | **Decision Supported** |
| | | | | - multiple complex/historical queries in <=60 minutes | |
| **Member Tracking** | ****Personnel and Pay Data Changes (4.1.1)** | **Personnel and pay data changes are reflected in the corporate database within 24 hours of input and within 12 hours for information specified in Section 4.2.13 of the ORD.** | **DT-1** | **>=98% of the time** | OTRR |
| Reliability, Availability and Maintainability | System Reliability (4.4.3) | The MTBOMF for the DIMHRS system does not exceed threshold. | DT-1 | MTBOMF >=7884 hours | OTRR |
| | | The reliability of the DIMHRS system meets or exceeds the threshold. | DT-1 | Reliability >=0.999989 | OTRR |
| | System Maintainability (4.4.4) | Maintenance of the DIMHRS system to correct an operational mission failure shall not exceed the threshold. | DT-1 | Mean Corrective Maintenance Time for Operational Mission Failures (MCMTOMF) <=6 hours | OTRR |
| | System Availability (4.4.3) | The availability the DIMHRS system meets or exceeds the threshold. | DT-1 | >=0.99924% | OTRR |
| | Maintenance Non-Availability (4.2.5) | Cumulative time required to perform scheduled backup and maintenance procedures do not exceed the threshold for a given calendar month. | DT-1 | <=30 hours per month | OTRR |

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# 2. PART II—INTEGRATED TEST PROGRAM SUMMARY

## 2.1. Integrated Test Program Schedule.

Figure II-1 Integrated Test Program Schedule summarizes the testing schedule for the DIMHRS Program. The DIMHRS ORD defines IOC and FOC.

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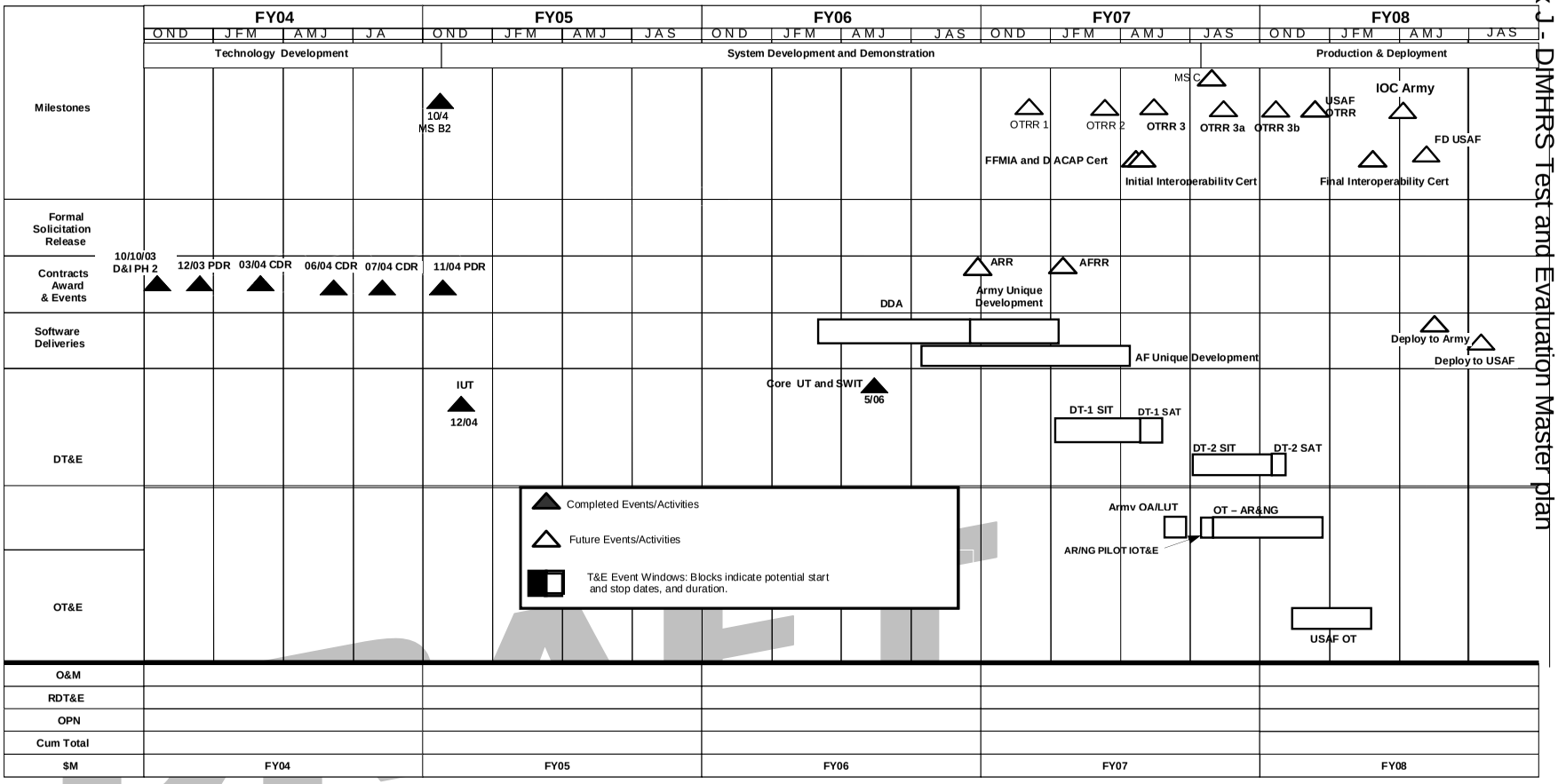
## Figure II-1 Integrated Test Program Schedule




Cost figures to be updated.

## 2.2. Management.

### 2.2.1. Responsibilities of Participating Organizations.

The following sections discuss the test and evaluation responsibility of all participating organizations (developers, testers, evaluators, users).

- **Business Transformation Agency (BTA).** The BTA is located at Crystal Mall Three in Arlington, VA. The BTA has the primary responsibility for direction and oversight of the DIMHRS Program. The BTA will provide the Certification of Readiness to Commence Operational Test and Evaluation (OT&E) based on the results of successful Developmental Test and Evaluation (DT&E) and after completion of an OTRR, in accordance with the DAG (ref. w).

- **DIMHRS EPMO.** The EPMO is located at the Space and Naval Warfare Systems Center New Orleans in New Orleans, LA (SSC NOLA). The DIMHRS EPMO is responsible for managing all aspects of DIMHRS development, including developmental testing. Additionally, the DIMHRS EPMO engaged JITC in Fort Huachuca to act as an Independent Consulting Firm (ICF) to conduct FMFIA/FFMIA testing and certification.

- **DIMHRS EPMO Test and Evaluation (T&E) Team.** The DIMHRS EPMO T&E Team is responsible for developing and updating the DIMHRS Test and Evaluation Master Plan (TEMP). It is also responsible for overseeing the DT&E activities in support of Certification of Readiness to Commence OT&E for DIMHRS, including interoperability testing and the preparations for OTRR.

- **DIMHRS EPMO Systems Engineering (SE) T&E Team.** The DIMHRS EPMO SE T&E Team will coordinate with developers and oversee all developmental testing and assessments ensuring all DT&E activities are conducted in accordance with federal regulations and DoD Guidance.

- **DIMHRS EPMO INFOSEC Team.** The DIMHRS EPMO INFOSEC Team is responsible for providing DIMHRS-specific INFOSEC guidance and support. This includes all activities that are specific to DIMHRS and require information security support and guidance, such as providing input for the security section of any DT&E test plans/reports and executing security tests.

- **DIMHRS Developer Test Team.** The developer will conduct testing activities related to the development and implementation of DIMHRS. The developer will be responsible for conducting Unit Test (UT), Software Integration Test (SWIT), System Integration Test (SIT), Interim Users Test (IUT), and System Acceptance Test (SAT). The developer is the approval authority for UT, SWIT, and SIT, and controls the test environment for SAT. The developer is the primary administrative and technical support for the testing tasks. The developer will

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propose a testing schedule that meets the requirements of the Developer and Implementer (D&I) contract.

- **Multi-Service Test Force.** DIMHRS OT&E will be conducted by specified members of the multi-service test force under the direction of the lead Operational Test Agency (OTA) (Army Test and Evaluation Command (ATEC)), in accordance with DAG (ref. w) and DoDD 5010.41, Joint Test and Evaluation (JT&E) Program (ref. bb), and the Memorandum of Agreement (MOA) on Multi-Service Operational Test and Evaluation (MOT&E) (ref. cc). ATEC is to determine the operational effectiveness and operational suitability of DIMHRS. The other members of the OT&E Team are the Air Force Operational Test and Evaluation Center (AFOTEC), Joint Interoperability Test Command (JITC), and other participating organizations such as the Defense Finance and Accounting Service (DFAS) and Threat Systems Management Office (TSMO), as required. The lead OTA is responsible for the following:
    - Independent Government oversight of Operational Test (OT)
    - Support to TEMP development, review, and coordination efforts
    - A detailed OT&E plan for supporting the relevant procedures to the Director, Operational Test and Evaluation (DOT&E)
    - Coordination of resources for executing OT&E events
    - OT&E report with questions for fielding
- **Threat Systems Management Office (TSMO).** TSMO will assist the OTAs in assessing the security vulnerabilities of the system, including vulnerabilities that may arise due to the unauthorized release of DIMHRS Privacy Act data.
- **OUSD ATL.** The OUSD ATL is responsible for staffing the T&E Strategy and TEMP within the OSD. It provides representatives to the T&E Integrated Product Team (IPT) to assist the Program Manager (PM) in developing the DT&E strategy and preparing the TEMP.
- **DOT&E.** DOT&E reviews and approves the TEMP and reviews OT&E plans for technical adequacy. DOT&E provides an independent assessment of the operational effectiveness and operational suitability of the system and reports the results to the Milestone Decision Authority (MDA), the Information Technology—Overarching Integrated Product Team (IT-OIPT) leader and Congress.
- **JITC.** JITC will witness interoperability tests during DT-1 and DT-2 SAT and will perform interoperability testing and certification during OT to ensure that DIMHRS meets the standards and requirements for interoperability in accordance with Chairman of Joint Chiefs of Staff Instruction (CJCSI) 6212.01D, Interoperability and Supportability of Information Technology and National

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Security Systems (ref. dd). JITC will assist the DIMHRS EPMO as required in planning, conducting, and evaluating T&E activities. JITC also may provide support, as required by the lead OTA, throughout OT&E activities. This support will include an evaluation of Net-Readiness.

- **DFAS.** As the Active, Reserve, and National Guard Military Pay certifier for DIMHRS, DFAS, through the Defense DIMHRS Integration Office (DDIO), will support the DIMHRS EPMO through review, comment, and recommendation on all pay-related aspects of the DIMHRS design, including FMFIA/FFMIA requirements, correctness, completeness, and operational suitability. Additionally, as coordinated or requested by the DIMHRS EPMO, DFAS support and subject matter expertise in FMFIA/FFMIA compliance will be available for consultation or assistance in all EPMO activities related to ICF evaluation and assessment.

- **Test IPT.** As a chartered organization, the Test IPT is made up of customers and sponsors from the Services and OSD. They contribute functional and technical expertise from the field into the decision-making process. IPT members are also accountable for representing the interests of their functional areas. Additional working groups are formed under this IPT to support the efforts of scenario development and payroll reconciliation. Test IPT members are listed in Annex C—Points of Contact.

### 2.2.2. DT Exit Criteria.

The EPMO will certify that all CTP threshold parameters have been met prior to commencement of OT. KPPs and SPPs will also be assessed to determine readiness to test in IOT&E. The complete list of DT Exit Criteria is documented in Part III, "Development Test and Evaluation Outline."

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# 3. PART III—DEVELOPMENTAL TEST AND EVALUATION OUTLINE

## 3.1. Developmental Test and Evaluation Overview.

DIMHRS employs a continuum of test strategy that is consistent with the streamlined acquisition process and with the level of risk assessed against specific program elements. The Continuum of Test (CoT) concept is graphically represented in Figure III-1.

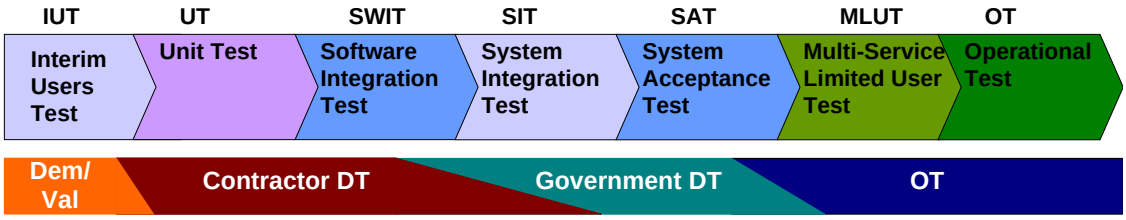


**Figure III-1 Continuum of Test**

The elements of the test continuum are IUT, UT, SWIT, SIT, SAT, and OT. IUT, UT, and SWIT are analogous to contractor testing and are included as an informational foundation for understanding the overall test process. A full treatment of OT may be found at Part IV. SIT and SAT are analogous to DT and are the subject of further treatment in Part III.

CoT employs a strategy of consistent rigorous testing with an expanding focus. IUT demonstrated that the concept and proposed solution were viable and was a one-time event. UT is an atomic level test of custom code with little or no view of integration. SWIT examines specific functions performed by the integration of the atomic units examined in UT. Each successive level of testing is a step-wise refinement of testing with decreasing focus on individual units of code and an increasing focus on an integrated system. Contractor DT focuses on working code specifications. Government DT focuses on end-to-end processing, certifications, satisfaction of KPPs and SPPs, and operational capabilities in an ever-increasing operationally realistic environment. OT focuses on much the same areas as Government DT, but with the added proviso of independence and true operational realism. Each phase is designed to increase the probability of a successful next test phase.

CoT is structured as a single test event comprised of several tightly coupled focus areas instead of a more traditional series of compartmented events. Since each focus area is tightly coupled with both its prevenient and supervenient focus area, the success of a focus area increases the probability of success in supervenient area.

With the exception of IUT, all the parts of the test continuum will be applied to both iterations of DIMHRS – Core + ARR and AFRR.

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### 3.1.1. Test Events, Descriptions, and Results.

#### 3.1.1.1. IUT.

- Purpose: The purpose of IUT was to provide an assessment that the Government's requirements as stated in the DIMRHS ORD were successfully mapped to the PS products and that the PS products are properly configured to provide maximum capability to support the Government's functional requirements.

- Results: IUT demonstrated that Government's requirements as stated in the ORD have been successfully mapped to the PeopleSoft products, and that the PeopleSoft products are properly configured to provide maximum capability to support the Government's functional requirements.

- Future IUT: IUT was a one-time event; there will be no future IUT events.

#### 3.1.1.2. UT and SWIT.

- Purpose: UT and SWIT (conducted during the development phase) assess progress in implementing technical designs created to fulfill requirements that the as-delivered PS COTS product does not meet (referred to as "gaps"). UT validates proper functioning of individual, stand-alone units. SWIT validates that the integrated software is operational. Primary considerations include the new software developed for the program and validation that vendor updates and fixes are correctly applied.

- Results: Results of UT and SWIT to date indicate that DIMHRS core products' individual units function properly as stand-alone units and when integrated.

- Future UT and SWIT: There will be UT and SWIT events for each set of capabilities developed as a result of requirements defined during ARR and AFRR.

#### 3.1.1.3. SIT.

- Purpose: SIT verifies that the combined, previously tested software units produce a fully operational product when integrated with the delivered PS COTS product.

- Results: There are no SIT results. Results will be published after each SIT event.

- Future SIT: SIT will be executed for both the Core + Army release and the AF release. Further details are in section 3.2. Future Development Test and Evaluation of this TEMP.

#### 3.1.1.4. SAT.



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- Purpose: SAT validates that the functional and system requirements (as defined in the DIMHRS ORD) are implemented in the system.

- Results: There are no SAT results. Results will be published after each SAT event.

- Future SAT: SAT will be executed for both the Core + Army release and the AF release. Further details are in section 3.2. Future Development Test and Evaluation of this TEMP.

#### 3.1.1.5. Goals of DT (SIT & SAT).

Per the DAG, the purpose of DT is seven-fold: 1) verify status of engineering progress, 2) verify that design risks have been minimized, 3) verify that anti-tamper provisions have been implemented, 4) substantiate achievement of contract technical performance requirements, 5) provide tangible evidence that DIMHRS is ready for dedicated operational test, 6) identify any technology/subsystem that has not demonstrated its ability to contribute to system performance and ultimately achieve the desired mission capabilities, 7) identify the degree to which system hardware and software design has stabilized so as to reduce manufacturing and production uncertainties.

The CoT methodology offers a high degree of confidence that DIMHRS will be ready for dedicated OT&E at the conclusion of DT. The following paragraphs describe what will be examined during the DT CoT with an ever-expanding field of view.

CoT, by definition, will be conducted throughout the acquisition lifecycle to assist in the engineering design and development of DIMHRS and verify that specifications and functional, technical, and operational performance requirements are achieved. A Requirements Verification Matrix and Requirements Traceability Matrix will be used to validate that all functional and technical requirements have been tested, demonstrated, or evaluated. During SIT and SAT, System Problem Reports (SPRs) will be created, tracked and resolved during the entire test continuum in order to mitigate risk, and metrics will be used to track the stability of hardware and software.

UT and SWIT (conducted during the development phase) assess progress in implementing technical designs created to fulfill requirements that the as-delivered PS COTS product does not meet (referred to as “gaps”).

SIT will verify that the combined, previously tested software units are operational when integrated. Primary considerations include the new software developed for the project and validation that vendor updates and fixes are correctly applied. Technical and operational readiness will be confirmed by system testing, stress & performance testing, training verification, security testing, payroll parallel testing, and help desk validation.

During SAT, CTPs will be validated and Measures of Effectiveness (MOEs), Measures of Suitability (MOSs), KPPs, and SPPs will be assessed for readiness to test

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in IOT&E. Specifically, software maturity will be validated by attainment of CTP thresholds and assess, by demonstration, the system's ability to meet thresholds associated with KPPs, SPPs, MOEs, and MOSs.

Data to meet certifications from outside agencies (e.g. Department of Defense Information Assurance Certification and Accreditation Process (DIACAP)), FMFIA/FFMIA, SFIS, compliance with NR-KPP Joint Integrated Architecture products as stipulated in the DIMHRS ORD) will be acquired during SIT so that all effort necessary to acquire mandated certifications can be completed prior to conclusion of DT-1 SAT. TBD - JITC to provide information on how DFAS will validate disbursement file for compliance. The process is being formalized in a joint effort of the Test IPT.

The DAG (ref. w) states that anti-tamper measures are required for those programs that contain CPI and/or DS&TI. Because DIMHRS contains neither CPI nor DS&TI, no anti-tamper testing, validation or verification is required for DIMHRS.

Testing, Requirements Engineering, and Risk Management are tightly coupled DIMHRS processes. Early on, testing results were inserted in a feedback loop to the requirements and development activities via a TIR. The TIR refined requirements and sharpened the DIMHRS focus. When test activities reveal a risk, that risk is inserted into the RM process. Test activities also utilize RM products as a tool to balance level of test effort with degree of risk.

Before the conclusion of DT, all significant areas of risk must be identified and corrected or adequate mitigation plans implemented. Also, all Priority 1 and 2 SPRs must be resolved and Priority 3 SPRs must have user-accepted mitigation plans in place. The EPMO has a robust Risk Management Process in place to ensure these areas are addressed.

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### 3.2. Future Development Test and Evaluation.

DT&E will occur in two phases (DT-1 & DT-2) which are linked to the development schedule:

- DT-1 will address the core, or "purple", requirements and those Service specific requirements unique to the USA. There will be a single SIT and a single SAT executed against those requirement sets. The nomenclature for those activities is DT-1 SIT and DT-1 SAT.

- DT-2 will address Service specific requirements unique to the USAF and the integration of the delivered solution set with the previously delivered solution set for core and USA requirements. There will be a single SIT and a single SAT executed against those requirement sets. The nomenclature for those activities is DT-2 SIT and DT-2 SAT

Four types of testing will be executed as part of each DT event:

- Stress Test will use load simulation tools to simulate users and monitor system performance. The underlying technical architecture, as defined in specified test scenarios, will also be monitored to determine if the system can sustain the expected number of users within required thresholds. This test will also assess the stability and reliability of the system. Stress testing in DT-2 may be limited (see Limitations in 3.5.4 and 3.6.4).

- System Test will use test scenarios and/or scripts to validate specific capabilities and the proper integration of system components. This will be an end-to-end test of all functionality including reports, batch programs, and interfaces. In support of the system test planning, end-users will be involved in the review of test scenarios and scripts to provide valuable insight and knowledge needed to create more realistic testing.

- Security Test will use test scenarios and/or scripts to verify the security architecture that ensures personnel data and technical architecture are secure. This test will also include backup/recovery and disaster recovery tests to verify the approach and the accuracy of the backup/recovery and the disaster recovery plan.

- Parallel Pay Test will be performed to further verify payroll functionality. The results of the PeopleSoft pay calculation will be compared against the results of the legacy system. Northrop Grumman will work directly with the EPMO T&E Group to identify specific Government resources to augment the review and reconciliation effort.

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During each phase, two tests will be executed – SIT and SAT, each preceded by a DTRR.

### 3.2.1. SIT Overview.

SIT will verify that the combined, previously tested software is operational when integrated. During SIT, the primary considerations include the new software developed for the project and validation that vendor updates and fixes are correctly applied.

System integration tests will concentrate on verifying that all DIMHRS requirements and business processes are met. The actual functionality of the DIMHRS solution, as it supports the business requirements, will be tested. Also included in SIT are scenarios and activities to validate pay computation functionality.

SIT is a formal and highly structured test event. Test scenarios and scripts are created for the test conditions that verify DIMHRS business requirements are met. The test scripts will identify the steps to be performed, the test data to be entered, and the checkpoints where expected results for each scenario need to be verified against actual results. Test scripts, using derived data as well as data from conversion activities, will be executed in logical functional groupings known as test cycles.

Parallel pay tests will vary from this approach because the same transactions need to execute in both the People-Soft and legacy systems to compare results. Parallel pay tests

require additional coordination with legacy systems.

As test scripts are executed and actual results captured, the test packets will be reviewed and analyzed to ensure completeness. As problems are identified, SPRs will be created and tracked, to support the formal problem control process, facilitate status reporting, and assemble test metrics.

SPRs will be traced to the System Specification, to track system readiness for future DT&E and OT&E events. Test results, including logged SPRs and test metrics, will be summarized and reviewed daily. Test status reports will be updated with the execution of each test cycle and a formal report will be created at the end of each test.

All Critical and Urgent SPRs will be fixed and retested prior to the completion of the SIT. The defect prevention process, established during UT, will continue through SIT.

### 3.2.2. SAT Overview.

SAT will validate the proper implementation of the processes and business rules to satisfy system requirements. SAT will also confirm that the functionality provided fully supports the DIMHRS business processes. Additionally, SAT will give a strong indication of DIMHRS readiness for dedicated OT&E

SAT will be a formal event, but less structured than SIT. Tests will be developed to execute business scenarios. The test scenarios will identify the test conditions being tested and checkpoints where expected results for each test script will be verified against actual results. Tests, using data from actual conversion activities, will be executed in logical functional groups known as test cycles.

As test scripts are executed and results captured, test packets will be reviewed and analyzed to ensure completeness. As problems are identified, SPRs will be created and tracked. The SPRs will support the formal problem control process, facilitate status reporting, and assemble test metrics. SPRs will be traced to the Sub-System Specification, to track test progress and assess system impact. Test results, including logged SPRs and test metrics, will be summarized and reviewed daily. Test status reports will be updated with each test cycle. A formal report will be created at the end of the test.

All Critical and Urgent SPRs will be fixed and retested prior to the completion of the SAT. The defect prevention process, established during UT, will continue throughout SAT.

### 3.2.3. Entry and Exit Criteria.

SIT and SAT have similar entry and exit criteria. The following entry criteria will be reviewed prior to each SIT and SAT to ensure the test process runs efficiently:

- Previous testing is complete
- Root cause analysis of previous test is complete



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- Test preparation materials are complete: 1) Test Plan, 2) Test Cycles and Conditions, 3) Test Scripts and Data, and 4) Test Execution Training Materials
- Test environment is setup and configured
- Test tools are installed and configured
- Test data is obtained
- Test databases are populated
- Code migration, if needed, is complete and under configuration control and change procedures are documented
- Responsibility for batch processing is defined
- Dry-run is executed to ensure that the test environment is stable
- Technical support is dedicated to the test environment
- Standards for metrics collection are communicated to the test group
- Standards and procedures for tests are communicated to the test group

The following exit criteria will be reviewed following each SIT and SAT to ensure that the test is complete and a quality solution produced:

- Deliverables are complete
  - Actual results
  - SPRs – Resolved and Open
- The following standards are met:
  - Actual results
    - The actual results show proof of test
    - Actual results reference the test cycle and test conditions
    - The flow of the test is clear
  - Process
    - Actual results match expected results
    - All test conditions are successfully tested
    - Test results are reviewed by the test manager
    - Data and migration requests are submitted as necessary
    - Documentation updates are completed and under configuration control
    - Test cycles and test conditions are updated with test status
    - Appropriate metrics are collected
  - The following criteria are met:
    - Product performs all aspects of functions as defined in the system specification
    - Product meets measures of effectiveness and suitability
    - No priority 1 or 2 SPRs remain open

### 3.3. DT-1 SIT.

DT-1 SIT will demonstrate that the software is functional when integrated. Using core plus Army data and associated interfaces, SIT verifies that the components within a dialog or batch string are integrated and that the application architecture has been properly



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implemented. Interfaces are tested to verify that correct data are passed between programs.

### 3.3.1. Configuration Description.

DT-1 SIT will take place in the production environment. The production environment consists of a centralized data storage and processing facility known as the CDC and a replicated, albeit smaller, COOP facility. The CDC is located in Ogden, UT, and the COOP in Mechanicsburg, PA. Data is managed and processed by a set of applications integrated around a core of PeopleSoft, all of which are hosted on hardware located at the CDC and COOP sites. The hardware, software, policy, and procedures address functional and technical requirements such as data storage; data processing; security (physical and information); system, database, and network administration and maintenance; help desk; and training. Further details are available in the Production Environment Plan (ref. r).

The production environment for SIT will be setup and configured in accordance with the system's deployment and installation plans. Since DT-1 SIT will be executed in the production environment, there will be no configuration differences.

### 3.3.2. Development Test and Evaluation Objectives.

DT-1 SIT will verify the combined, previously-tested software units produce a fully-operational product when integrated with the delivered PS COTS product. CTPs, a key element of DT-1 SIT, are measurable critical system characteristics that, when achieved, allow the attainment of operational performance requirements. CTPs are technical and functional requirements derived from the DIMHRS SSS (ref. z) and are traceable to the KPPs and SPPs found in the ORD. CTPs are listed in Table I-3 Critical Technical Parameters. Meeting or exceeding CTP Threshold Values gives a strong indication of a successful transit through the OT phase of testing.

DIMHRS DT applies the CoT concept to CTP evaluation. CTP evaluation is not a series of discrete tests; CTP evaluation is a continuous test event focused on increasingly rigorous success criteria appropriately defined within the context of a specific CoT focus. DT-1 SIT CTP Success Criteria will be established at a sufficiently high plateau to offer a high degree of confidence of favorable DT-1 SAT findings (SAT CTP Success Criteria and Threshold Values are synonymous). The ultimate goal of DT CTP evaluation is to ensure a final and steady state that meets or exceeds the established threshold value for each CPT. DT-1 SIT success criteria are designed to ensure achieving that steady state.

### 3.3.3. Development Test and Evaluation Events, Scope of Testing, Basic Scenarios, and Integrated Test Opportunities.

The scope of DT-1 SIT includes verification of core and Army data, interfaces, and functionality in addition to validation of CTPs. The DT-1 SIT Test Plan will document the environment for testing (including hardware and software), identify test personnel, and describe the structure of the tests and the method for recording results. To accomplish the SIT, test conditions are written for the system specifications in the SSS. Test conditions are grouped into test scenarios based on business operations. For each



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test scenario, a description of the test to be performed is written. Test scenario documentation includes the name and brief description of the test, the specifications to be tested, the test objective, test prerequisites (e.g. test support requirements, test data), and expected results. Once the test scenarios are documented, test scripts are written to detail the specific data and navigation to be used during the test. Actual results are compared to expected results and any differences analyzed upon the completion of each test.

Following the data collection phase of DT-1 SIT, NG will develop a test report providing test results, analysis, and conclusions.

#### 3.3.4. Limitations.

Some interfaces may not be available for testing. Those interfaces that are not available will be simulated and conclusions derived by inferences. The interfaces will be reviewed by development and test personnel to ensure valid conclusions are drawn.

Since only Army personnel data will be used in testing, cross service functionality will be neither available nor tested. No conclusions regarding cross service functionality will be made.

The Army has formally declared that it will not require Tier II (disconnected node) capability as part of the Initial Operational Capability of DIMHRS; therefore Tier II functionality will be neither available nor tested. No conclusions regarding Tier II functionality will be made.

DIMHRS is required to support a database of 3.1 million member records. The capability to convert the complete volume of member records will not be available prior to commencement of the DT-1 SIT. Simulated records will be used to populate the database with the required regular and surge data volume.

SIT may not allow sufficient time to provide a statistically significant sample size to evaluate requirements for availability, reliability, and maintainability. Data will be aggregated during SIT, SAT, M-LUT, OT, and CEs to more fully evaluate requirements for availability, reliability, and maintainability.

### 3.4. DT-1 SAT.

DT-1 SAT will demonstrate that DIMHRS design for core plus Army data and interfaces meets specifications in performance, reliability, maintainability, availability, logistic supportability, compatibility, Net-Readiness, survivability, safety, vulnerability, and human factors throughout the range of environmental factors prescribed for operational employment of the system.

#### 3.4.1. Configuration Description.

DT-1 SAT will take place in the production environment. The production environment consists of a centralized data storage and processing facility known as the CDC and a replicated, albeit smaller, COOP facility. The CDC is located in Ogden, UT, and the

COOP in Mechanicsburg, PA. Data is managed and processed by a set of applications integrated around a core of PeopleSoft, all of which are hosted on hardware located at the CDC and COOP sites. The hardware, software, policy, and procedures address functional and technical requirements such as data storage; data processing; security (physical and information); system, database, and network administration and maintenance; help desk; and training. Further details are available in the Production Environment Plan (ref. r).

The production environment for SAT will be setup and configured in accordance with the system's deployment and installation plans. Since DT-1 SAT will be executed on the production environment, there will be no configuration differences.

### 3.4.2. Development Test and Evaluation Objectives.

DT-1 SAT will validate the proper implementation of the processes and business rules to satisfy system requirements, confirm that the functionality provided fully supports the DIMHRS business processes, and ensure that DIMHRS is ready for dedicated OT&E.

CTPs are measurable critical system characteristics that, when achieved, allow the attainment of operational performance requirements. CTPs are technical and functional requirements derived from the DIMHRS SSS (ref. z) and are traceable to the KPPs and SPPs found in the ORD. CTPs are listed in Table I-3 Critical Technical Parameters Meeting or exceeding CTP Threshold Values gives a strong indication of a successful transit through the OT phase of testing.

DIMHRS DT applies the CoT concept to CTP evaluation. CTP evaluation is not a series of discrete tests; CTP evaluation is a continuous test event focused on increasingly rigorous success criteria appropriately defined within the context of a specific CoT focus. DT-1 SAT CTP Success Criteria are the Threshold Value for each CTP. The ultimate goal of DT-1 SAT CTP evaluation is to ensure a final and steady state that meets or exceeds the established threshold value for each CTP. Achieving CTP thresholds at or before the transition from DT to OT offers a high degree of confidence that OT will result in positive suitable, effective, and survivable findings for DIMHRS

### 3.4.3. Development Test and Evaluation Events, Scope of Testing, Basic Scenarios, an Integrated Test Opportunities.

The scope of DT-1 SAT includes Army data and interfaces in addition to validation of CTPs. The scope of testing includes verification of core plus Army functional requirements, data, and interfaces in addition to validation of CTPs, and assessment KPPs, SPPs, MOEs, and MOSs as ready for OT. DT-1 SIT scenarios, scripts, and data will also be adapted to perform testing of Army functionality.

The DT-1 SAT Test Plan will document the environment for testing (including hardware and software), identify test personnel, and describe the structure of the tests and the method for recording results. Scenarios created for DT-1 SIT will be reused to the greatest extent possible and modified to reflect the operational use of DIMHRS IAW feedback from Service HR and Pay specialists. Test scenario documentation will include



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the name and brief description of the test, the specifications to be tested, the test objective, test prerequisites (e.g. test support requirements, test data), and expected results. Whereas DT-1 SIT will employ detailed scripts for testing, SAT testers will be provided scenarios and expected to utilize their own knowledge, experience, and training to accomplish test scenarios without detailed test scripts. Actual results will be compared to expected results and any differences analyzed upon the completion of each test.

Following the data collection phase of DT-1 SAT, NG will develop a test report providing test results, analysis and conclusions.

JITC will review DT&E test plans to ensure that test procedures meet NR-KPP requirements. The Service OTAs and JITC may monitor on-site DT&E and use the results for NR-KPP and FFMIA certification.

The DIMHRS EPMO will verify that DIMHRS has met requirements as allocated to IOC and is ready to proceed to dedicated OT.

#### 3.4.4. Limitations.

Since only Army personnel will be used in testing, cross service functionality will be neither available nor tested. Therefore, no conclusions regarding cross service functionality will be made.

The Army has formally declared that it will not require Tier II (disconnected node) capability as part of the Initial Operational Capability of DIMHRS; therefore Tier II functionality will be neither available nor tested. No conclusions regarding Tier II functionality will be made.

DIMHRS is required to support a database of 3.1 million member records. The capability to convert the complete volume of member records will not be available prior to commencement of the DT-1 SAT. Simulated records will be used to populate the database with the required regular and surge data volume.

SAT may not allow sufficient time to provide a statistically significant sample size to evaluate requirements for availability, reliability, and maintainability. Data will be aggregated during SIT, SAT, M-LUT, OT, and CEs to more fully evaluate requirements for availability, reliability, and maintainability.

### 3.5. DT-2 SIT.

DT-2 SIT will demonstrate that the software is functional when integrated. Using Air Force data and associated interfaces along with previously delivered core plus Army capabilities, SIT verifies that the components within a dialog or batch string are integrated and that the application architecture has been properly implemented. Interfaces are tested to verify that correct data are passed between programs.

#### 3.5.1. Configuration Description.

DIMHRS Air Force data and interfaces will be tested within the development and test environments, which will be made as similar to the production environment as is feasible.



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These environments will be populated with Army and Air Force data. The Army data will be comprised of a copy of the DIMHRS database as of a selected point in time. This type of environment is necessary to isolate any Air Force issues without impacting live Army data. The configuration will consist of a simulated Tier I (CDC) site and Tier III (Web-based interface) hardware and software. Tier II (Disconnected Node(s)) hardware and software will also be established to allow for simulation of a deployed operation. The details of the DIMHRS architecture are documented in the DIMHRS PEP (ref. r).

### 3.5.2. Development Test and Evaluation Objectives.

DT-2 SIT verifies the combined, previously-tested software units produce a fully-operational product when integrated with the delivered PS COTS product and previously delivered DIMHRS core plus Army capabilities. CTPs are measurable critical system characteristics that, when achieved, allow the attainment of operational performance requirements. CTPs are technical and functional requirements derived from the DIMHRS SSS (ref. z) and are traceable to the KPPs and SPPs found in the ORD. CTPs are listed in Table I-3 Critical Technical Parameters. Meeting or exceeding CTP Threshold Values gives a strong indication of a successful transit through the OT phase of testing.

DIMHRS DT applies the CoT concept to CTP evaluation. CTP evaluation is not a series of discrete tests; CTP evaluation is a continuous test event focused on increasingly rigorous success criteria appropriately defined within the context of a specific CoT focus. DT-2 SIT CTP Success Criteria will be established at a sufficiently high plateau to offer a high degree of confidence of favorable DT-2 SAT findings (SAT CTP Success Criteria and Threshold Values are synonymous). The ultimate goal of DT CTP evaluation is to ensure a final and steady state that meets or exceeds the established threshold value for each CPT. DT-2 SIT success criteria are designed to ensure achieving that steady state.

The MDA has designated no specific CTPs as exit criteria for any phase of testing.

### 3.5.3. Development Test and Evaluation Events, Scope of Testing, Basic Scenarios, an Integrated Test Opportunities.

The scope of DT-2 SIT includes verification of Air Force data and interfaces in addition to validation of CTPs.

The DT-2 SIT Test Plan will document the environment for testing (including hardware and software), identify test personnel, and describe the structure of the tests and the method for recording results. To accomplish the SIT, test conditions are written for the system specifications in the SSS. Test conditions are grouped into test scenarios based on business operations. For each test scenario, a description of the test to be performed is written. Test scenario documentation includes the name and brief description of the test, the specifications to be tested, the test objective, test prerequisites (e.g. test support requirements, test data), and expected results. Once the test scenarios are documented, test scripts are written to detail the specific data and navigation to be used during the test. Actual results are compared to expected results and any differences are analyzed upon the completion of each test.



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Following the data collection phase of DT-2 SIT, NG will develop a test report providing test results, analysis, and conclusions

### 3.5.4. Limitations.

DT-2 SIT will take place within the development and test environments, which will be made as similar to the production environment as is feasible. Differences between the production environment and the development and test environments, risks associated with these differences (and their mitigation strategies) will be documented in the test plan for DT-2 SIT. Risk mitigation strategies will be put in place prior to commencement of DT-2 SIT.

Some interfaces may not be available for testing. Those interfaces that are not available will be simulated and conclusions derived by inferences. The interfaces will be reviewed by development and test personnel to ensure valid conclusions are drawn.

The extent and types of stress/performance testing appropriate for DT-2 will be assessed based on the stability of the configuration baseline and the results of preceding DT-1 and DT-2 test events.

CTPs, MOEs, MOSs, KPPs, and SPPs which cannot be validated or assessed due to differences between the DIMHRS production environment and the development environment will be assessed utilizing data from all previous DT events and other tools and strategies. The CTPs, MOEs, MOSs, KPPs, and SPPs impacted by the difference in environment and the plan for assessing each will be documented in the Test Plan for DT-2 SIT.

Limitations associated with the testing of one-time and persistent interfaces, risks associated with these limitations, and identified risk mitigation strategies will be documented in the Test Plan for DT-2 SIT.

DIMHRS is required to support a database of 3.1 million member records. The capability to convert the complete volume of member records will not be available prior to commencement of the DT-2 SIT. Simulated records will be used to populate the database with the required regular and surge data volume.

SIT may not allow sufficient time to provide a statistically significant sample size to evaluate requirements for availability, reliability, and maintainability. Data will be aggregated during SIT, SAT, M-LUT, OT, and CEs to more fully evaluate requirements for availability, reliability, and maintainability.

## 3.6. DT-2 SAT.

DT-2 SAT will demonstrate that DIMHRS design for Air Force data and interfaces meets specifications in performance, reliability, maintainability, availability, logistic supportability, compatibility, Net-Readiness, survivability, safety, vulnerability, and human factors throughout the range of environmental factors prescribed for operational employment of the system. Additionally, core plus Army functional requirements will be re-validated during DT-2 SAT.



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### 3.6.1. Configuration Description.

DIMHRS Air Force data and interfaces will be tested within the development and test environments, which will be made as similar to the production environment as is feasible. These environments will be populated with Army and Air Force data. The Army data will be comprised of a copy of the DIMHRS database as of a selected point in time. This type of environment is necessary to isolate any Air Force issues without impacting live Army data. The configuration will consist of a simulated Tier I (CDC) site and Tier III (Web-based interface) hardware and software. Tier II (Disconnected Node(s)) hardware and software will also be established to allow for simulation of a deployed operation. The details of the DIMHRS architecture are documented in the DIMHRS PEP (ref. r).

### 3.6.2. Development Test and Evaluation Objectives.

DT-2 SAT will validate the proper implementation of the processes and business rules to satisfy system requirements, confirm that the functionality provided fully supports the DIMHRS business processes, and ensure that DIMHRS is ready for dedicated OT&E. DT-2 SAT will focus not only on the Air Force functionality, but also on the overall functionality when integrated with the previously delivered DIMHRS core plus Army capabilities.

CTPs are measurable critical system characteristics that, when achieved, allow the attainment of operational performance requirements. CTPs are technical and functional requirements derived from the DIMHRS SSS (ref. z) and are traceable to the KPPs and SPPs found in the ORD. CTPs are listed in Table I-3 Critical Technical Parameters. Meeting or exceeding CTP Threshold Values gives a strong indication of a successful transit through the OT phase of testing.

DIMHRS DT applies the CoT concept to CTP evaluation. CTP evaluation is not a series of discrete tests; CTP evaluation is a continuous test event focused on increasingly rigorous success criteria appropriately defined within the context of a specific CoT focus. DT-2 SAT CTP Success Criteria will match the Threshold Value for each CTP. The ultimate goal of DT-2 SAT CTP evaluation is to ensure a final and steady state that meets or exceeds the established threshold value for each CPT. DT-2 SAT success criteria are designed to ensure achieving that steady state. Achieving CTP thresholds at or before the transition from DT to OT offers a high degree of confidence that OT will result in positive suitable, effective, and survivable findings for DIMHRS.

### 3.6.3. Development Test and Evaluation Events, Scope of Testing, Basic Scenarios, an Integrated Test Opportunities.

The scope of testing includes verification of core plus Army functional requirements and Air Force data and interfaces in addition to validation of CTPs, and assessment of KPPs, SPPs, MOEs, and MOSs as ready for OT. DT-2 SIT scenarios, scripts, and data will be adapted to perform regression testing of multi-service functionality with Army data.

The DT-2 SAT Test Plan will document the environment for testing (including hardware and software), identify test personnel, and describe the structure of the tests and the

method for recording results. Scenarios created for SIT will be reused to the greatest extent possible and modified to reflect the operational use of DIMHRS IAW feedback from Service HR and Pay specialists. Test scenario documentation will include the name and brief description of the test, the specifications to be tested, the test objective, test prerequisites (e.g. test support requirements, test data), and expected results. Whereas SIT will employ detailed scripts for testing, SAT testers will be provided scenarios and expected to utilize their own knowledge, experience, and training to accomplish test scenarios without detailed test scripts. Actual results will be compared to expected results and any differences analyzed upon the completion of each test.

Following the data collection phase of DT-2 SAT, NG will develop a test report providing test results, analysis and conclusions.

The Service OTAs and JITC may monitor on-site DT&E and use the results for NR-KPP and FFMIA certification.

The DIMHRS EPMO will verify that DIMHRS has met requirements as allocated to Air Force IOC and is ready to proceed to dedicated OT&E.

#### 3.6.4. Limitations.

DT-2 SAT will take place within the development and test environments, which will be made as similar to the production environment as is feasible. Differences between the production environment and the development and test environments, risks associated with these differences (and their mitigation strategies) will be documented in the test plan for DT-2 SAT. Risk mitigation strategies will be put in place prior to commencement of DT-2 SAT.

The extent and types of stress/performance testing appropriate for DT-2 will be assessed based on the stability of the configuration baseline and the results of preceding DT-1 and DT-2 test events.

CTPs, MOEs, MOSs, KPPs, and SPPs which cannot be validated or assessed due to differences between the DIMHRS production environment and the development environment will be assessed utilizing data from all previous DT events and other tools and strategies. The CTPs, MOEs, MOSs, KPPs, and SPPs impacted by the difference in environment and the plan for assessing each will be documented in the Test Plan for DT-2 SAT.

Limitations associated with the testing of one-time and persistent interfaces, risks associated with these limitations and identified risk mitigation strategies will be documented in the Test Plan for DT-2 SAT.

DIMHRS is required to support a database of 3.1 million member records. The capability to convert the complete volume of member records will not be available prior to commencement of the DT-2 SAT. Simulated records will be used to populate the database with the required regular and surge data volume.

SAT may not allow sufficient time to provide a statistically significant sample size to evaluate requirements for availability, reliability, and maintainability. Data will be

aggregated during SIT, SAT, M-LUT, OT, and CEs to more fully evaluate requirements for availability, reliability, and maintainability.

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# 4. PART IV—OPERATIONAL TEST AND EVALUATION OUTLINE

## 4.1. Operational Test and Evaluation Overview.

Using an evolutionary acquisition strategy, DIMHRS is being developed, assessed, and fielded to the Army and Air Force individually. The Army will receive DIMHRS first and it will contain common functionality for all services, as well as Army-specific business rules, data, and interfaces. The Air Force will be the second service to receive DIMHRS incorporating Air Force-specific business rules, data, and their respective interfaces. The Army and Air Force will consolidate test events as much as practicable, but each service will complete their own independent service evaluation to include the Joint Interoperability Test Command (JITC) evaluation of interoperability (NR-KPP) and DFAS functionality. The Multiservice Operational Test and Evaluation (MOT&E) will be conducted in three phases designated as a Multi-service Limited Users Test (M-LUT), OT-I (Army IOT&E), and OT-II (Air Force IOT&E). These phases will be conducted as Operational Test and Evaluation (OT&E) events with DIMHRS being deployed individually to each service once they have completed their respective Operational Test (OT). The current personnel and pay systems will remain the systems-of-record throughout the OT&E.

Phase one will be a Multi-service Limited User Test (M-LUT), led by the ATEC to support the DIMHRS Milestone (MS) C decision, determining if the OT should move forward to an operational environment with DIMHRS. The M-LUT will be conducted in a controlled-environment with participation from all Operational Test Agencies (OTAs).

OT-I (Army IOT&E) will be conducted in two parts. The first part focuses on the Army National Guard (NG) and Reserve components with part two focusing on the Active Army component. A fielding decision for the deployment to the Army will be made after the successful completion of both iterations of OT-I. OT-I will be conducted in an operationally-representative environment with DIMHRS. Follow-on Operational Test and Evaluation (FOT&E) will be conducted, if required, to verify any additional functionality of DIMHRS after DIMHRS has obtained Full Operational Capability (FOC). The ATEC will coordinate with the other participating services' Information Warfare agencies in developing a MOT&E Information Assurance (IA) test plan in order to assess the security vulnerabilities of the system. The ATEC, in coordination with the other participating services' Information Warfare agencies will produce and submit one report based on their findings. The Joint Interoperability Test Command (JITC) will conduct all interoperability testing and certification.

OT-II (Air Force IOT&E) will use Air Force data and respective interfaces and will be conducted with all three Air Force components testing concurrently. A fielding decision for the Air Force will be made after the completion of OT-II.

Follow-on Operational Test and Evaluation (FOT&E), if required, will be conducted to verify any additional functionality of DIMHRS after the system has obtained Initial Operational Capability (IOC).

All OT&E will be conducted at operationally-representative test sites selected by ATEC in conjunction with the other participating Services. The objective of the OT&E is to evaluate

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DIMHRS in an operationally-representative environment with typical users, including threat-representative hostile forces, and the expected range of natural environmental conditions.

Figure IV-1 gives an overview of the DIMHRS test strategy for M-LUT and OT- I.

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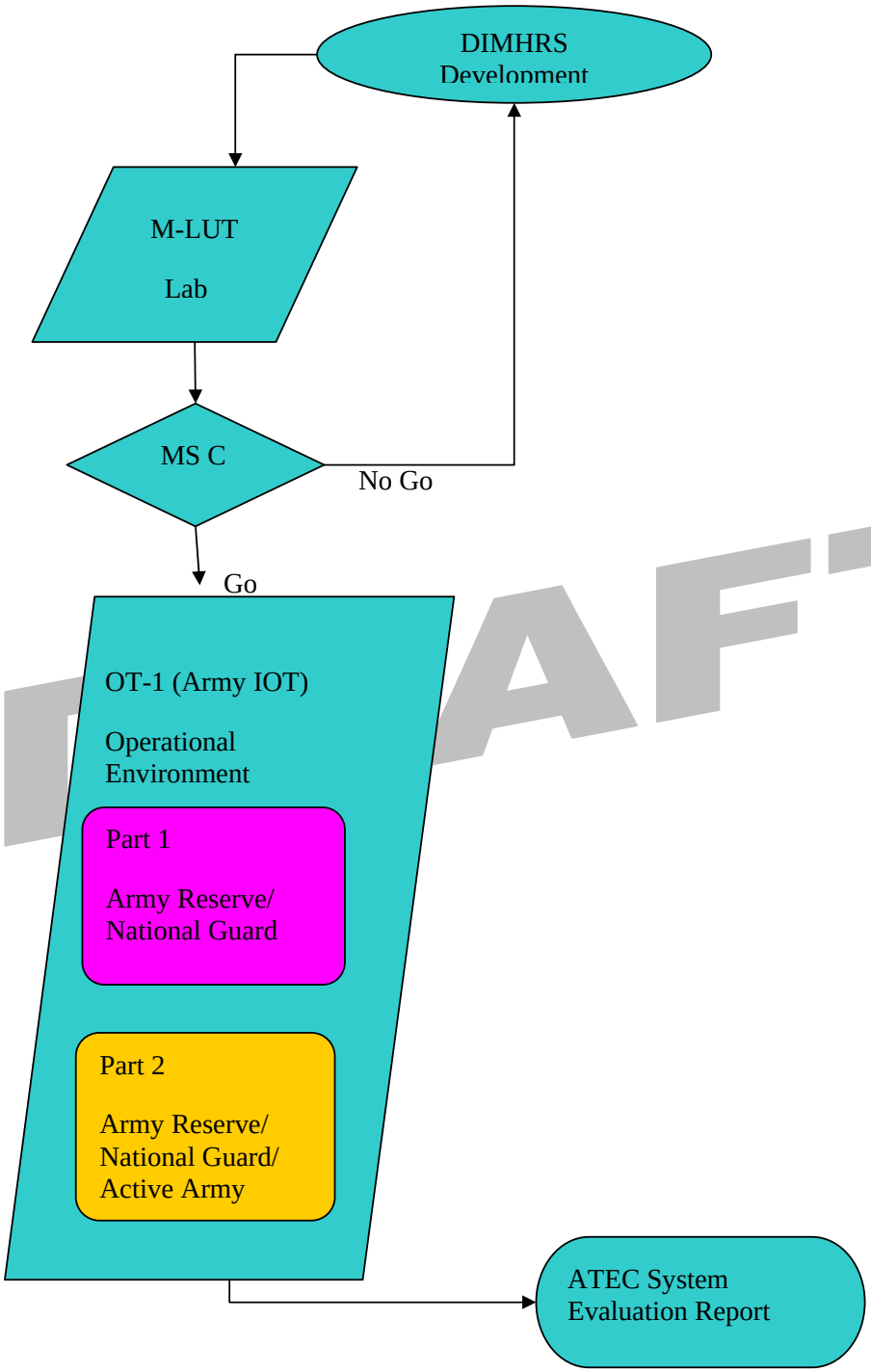
**Figure IV-1 M-LUT and OT-I Test Strategy Chart**

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**4.2. Critical Operational Issues.**

The following are critical operational issues for examination during all OT&E phases.

- Effectiveness Issues. Military Personnel and Pay Performance. Will DIMHRS accurately automate and integrate joint personnel and pay business processes at all levels into a standard, single point of entry system that will collect, process, store, pass, use, and report personnel and pay data whether garrisoned or deployed for active, reserve, and other personnel? (M-LUT, OT-I (Army), and OT-II (Air Force))
    - Business Process. Does DIMHRS support the user's business process? (M-LUT, OT-I (Army), and OT-II (Air Force))
    - Problem Resolution. Does DIMHRS support the resolution of personnel and pay problems? (M-LUT, OT-I (Army), and OT-II (Air Force))
- Suitability Issues. Can DIMHRS infrastructure and procedures support the DIMHRS users and ensure continuous operations? We will focus not only on asking users if the system functions, but how well it functions in the typical fielded environment. (M-LUT, OT-I (Army), and OT-II (Air Force))
    - MANPRINT. Can designate personnel (who are trained to use, administratively maintain, and supervise organizational operations) perform their duties using DIMHRS? Areas of consideration are the user interface and training, training documentation, support documentation, and all safety and health hazard safeguards to the extent that either might preclude mission accomplishment. (M-LUT, OT-I (Army), and OT-II (Air Force))
    - Reliability, Availability, and Maintainability (RAM). Does the reliability, availability, and maintainability of DIMHRS support completion of its mission under both normal and high-load conditions to support its mission? (M-LUT, OT-I (Army), and OT-II (Air Force))
    - Integrated Logistic Supportability (ILS). Can the users and representative support personnel maintain the system? (M-LUT, OT-I (Army), and OT-II (Air Force))
- Information Survivability. Information Management. Does DIMHRS effectively interface and operate with corresponding systems or units in a secure environment providing protection of vital system and privacy information from unauthorized disclosure and data aggregation?
    - Interoperability. Does DIMHRS interoperate with systems it must interface (Net-Ready Key Performance Parameters (NR-KPPs)) satisfying all activity interfaces, services, policy enforcement controls, and data-sharing of the Net Centric Operations and Warfare Reference Model (NCOW RM) and Global Information Grid - Key Interface Profiles (GIG-KIPs) for specific Joint

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integrated architecture products (including data correctness, data availability and data processing), and information assurance accreditation? (M-LUT, OT-I (Army), and OT-II (Air Force))

- Information Assurance (IA) / Computer Security. Does DIMHRS provide information assurance with appropriate safeguards in place to ensure the availability, integrity, authentication, and confidentiality of Privacy Act data, to the level necessary to ensure all standards for system defense in depth are met? (M-LUT, OT-I (Army), and OT-II (Air Force))
- Continuity of Operations. Does DIMHRS provide system functions, policies, and procedures for database backup and restoration for continued user accomplishment of critical mission functions? (M-LUT, OT-I (Army), and OT-II (Air Force))

- Entrance Criteria. OT Entrance Criteria/Requirements will be validated:
  - Prior to the start of M-LUT at the Operational Test Readiness Review 3 (OTRR3)
  - Prior to the start of OT-I part one at the OTRR3
  - Prior to the start of OT-I part two at the OTRR3a
  - Prior to the start of OT-II at the OTRR3

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**Table IV-1 Entrance Criteria and References**

| Criteria | Reference |
|---|---|
| The TEMP is current and approved. | DOD 5000.2 |
| Operational Test Plan has been approved by DOT&E | DOD 5000.2 |
| DT&E results indicate DT objectives and performance thresholds identified in the TEMP have been satisfied and are projected to meet system maturity for the ORD. | DOD 5000.2 |
| EPMO certifies that all significant areas of risk have been identified and corrected or mitigation plans are in place | DOD 5000.2 |
| DT&E reports have been provided to the ATEC not less than 30 days prior to the commencement of OT. | DOD 5000.2 |
| System operating, maintenance, and training documents have been provided to the ATEC 30 days prior all OT-I and OT-II. | DOD 5000.2 |
| Logistic support, including spares, repair parts, and support/ground support equipment is available as documented. A list identifying any logistics support which will be used during OT&E, but will not be used with the system when fielded (e.g. contractor provided depot level maintenance) has been provided. | DOD 5000.2 |

| Criteria | Reference |
|---|---|
| The OT&E manning of the system is adequate in numbers, rates, ratings, and experience level to simulate normal operating conditions. | DOD 5000.2 |
| Training has been completed and is representative of that planned for Service units. | DOD 5000.2 |
| All resources required to execute OT have been identified and are available. | DOD 5000.2 |
| Models and simulators must be accredited for intended use. ATEC will verify the architecture of the M-LUT Lab Test environment. | DOD 5000.2 |
| The system provided for OT&E, including software, is production representative. | DOD 5000.2 |
| Threat information (e.g. threat system characteristics and performance, electronic countermeasures, force levels, scenarios, and tactics), to include security classification, required for OT&E is available to satisfy the ATEC test planning | DOD 5000.2 |
| The system is safe to use as planned in the concept of employment. Any restrictions to safe employment are stated. The environmental, safety, and occupational health (ESOH) program requirements have been satisfied. The system complies with Service environmental, safety, and occupational health/hazardous waste requirements, where applicable. Environmental, safety, and occupational health/hazardous waste reviews and reports have been provided to the ATEC. | DOD 5000.2 |
| All software is sufficiently mature and stable for Service introduction and all software Trouble Reports are documented with appropriate impact analyses. The EPMO certifies DIMHRS is ready to enter OT, no software Priority 1 and 2 problems exist, or waivers are provided for Priority 1 and 2 problems. All Priority 3 (Medium) problem workarounds have been documented and approved by the Service proponents. There are no outstanding Trouble Reports that:<br>a. Prevent the accomplishment of an essential capability<br>b. Jeopardize safety, security, or other requirements designated “critical”<br>c. Adversely affect the accomplishment of an essential capability and no work-around solution is known, or<br>d. Adversely affect technical, cost, or schedule risks to the project or to life-cycle support of the system, and no work-around solution is known. | DOD 5000.2 |
| JITC concurs that program Net-Readiness demonstrated in development has progressed sufficiently for the phase of OT to be conducted. | DOD 5000.2 |
| The appropriate authority has approved the ISP. | DOD 5000.2 |

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| Criteria | Reference |
|---|---|
| DIMHRS has been designated as a Mission Assurance Category (MAC) - 2 and Confidentiality Level - Sensitive system. System certification accreditation documents (e.g. DIACAP), including the DAA approved SSAA and the Authority to Operate (ATO) or Interim Authority to Operate (IATO), have been provided to the ATEC. | DOD 5000.2<br>(CJCSI 6212.01C) |
| Test Unit representatives certify they are ready for OT and Test Unit personnel are trained and committed for the duration of the test. | AR 73-1 , Para 10-12);<br>(DA Pam 73-1) (ATEC Reg 73.1 Para 4-7.a..3. (e).2.) |
| The Test Units, with EPMO assistance, will certify that the DIMHRS database supporting the test is current prior to OT. | AR 73-1 , Para 5-3.C.(1); (DA Pam 73-1) |
| The EPMO ensures that all DIMHRS military and civilian support personnel involved in the OT have been committed for the duration of the test. | AR 73-1, Para 10-12 (DA Pam 73-1) (ATEC Reg 73.1 Para 4-7.a..3.(e).2) |
| DIMHRS has been certified to be Federal Financial Management Improvement Act (FFMIA) compliant. | Federal Financial Management Improvement Act (FFMIA) of 1996 (Public Law 104-208) |

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- OT&E to Date. None
- Future OT&E.
  - M-LUT (TBD)
    - Configuration Description. The DIMHRS infrastructure includes all software and hardware that will be in a production configuration typical to the operational environment it will be deployed in.
    - OT&E (M-LUT) Objectives. The purpose of the M-LUT is to observe and document the capabilities and limitations of DIMHRS in order to:
      - Assess the operational effectiveness, suitability and survivability of the system
      - Provide information to the MDA to support the Milestone C decision
      - Validate entrance criteria to IOT
      - Address DIMHRS capabilities and limitations with respect to Personnel Life Cycle Function, Operational Profiles, and Critical

Mission Functions (CMFs) in order to identify the impact on the ability of the Army to perform human resources (HR), personnel, and specific DFAS pay missions. Successful completion of the M-LUT will support a recommendation for a Milestone C decision and entrance to IOT.

- OT&E (M-LUT) Events/Scope of Testing/Scenarios

  - Events. M-LUT will be conducted for a three week period in a lab environment with participation from all OTAs. The system will use replicated interfaces and databases processing real data converted from Army legacy systems. It will be used to identify any risk and determine if testing should move forward to IOT. ATEC will conduct M-LUT at (Test Units TBD) in (Location TBD).

  - Scope of Testing. DIMHRS will be operated and maintained by trained representative users and Subject Matter Experts (SMEs) from all the services conducting end-to-end testing of all Army's Critical Mission Functions (CMF). ATEC will prepare an Emerging Results Brief (ERB) with key data summarized based on an interim analysis of the COIs and inputs from all OTAs. The ERB will be presented to the ATEC In-Progress Review (IPR) chaired by the Commanding General (CG) ATEC or his designee. Based on the ERB and other available data, the CG ATEC, or his designee, will decide if it is appropriate to continue to IOT.

  - Methodology/Factors and Conditions/Sample Size. The ATEC will obtain operational data through scenarios executed on the production-representative system. The test team will direct DIMHRS users to input personnel and pay transactions and print all pertinent reports. The test team will collect objective and subjective data using user questionnaires, data collector observations, SME observations, and automated web-based data collection questionnaires. Additionally, the test team will collect reliability and maintainability data using the ATEC Web-based Data Collection (WBDC) and Web Data Authentication Group (WebDAG) tools.

  - Scenarios. Scenarios will be developed by the Army DIMHRS office in conjuction with DFAS, and other service OTAs, for ATEC review and approval.

- Limitations. If sufficient maintainability data is not obtained during M-LUT, a maintainability demonstration may be conducted. Data will be collected during DT&E and CEs to assist in a full evaluation of COIs.



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- Exit Criteria. The following items must be accomplished before the M-LUT is complete.
    - Open Priority 1 or 2 problem reports resolved.
    - All open problem reports are documented.
    - All failed CTPs, KPPs, or unanswered COIs are identified.
    - All workarounds documented and approved.
    - All test cases/scenarios not completed are documented.
    - Data authentication process for all test data is completed. (ATEC requirement)
    - All trouble incident reports (TIR) have been classified and categorized IAW the RRR. (ATEC requirement)

- OT-I (TBD).
    - Configuration Description. DIMHRS infrastructure includes all software and hardware that will be in a production configuration in a typical operational environment.
    - OT&E (OT-I) Objectives. The purpose of OT- I is to address DIMHRS capabilities and limitations with respect to Personnel Life Cycle Function, Operational Profiles, and Critical Mission Functions (CMFs) in order to determine whether the system is operationally effective and suitable under realistic operational conditions for the Army. Successful accomplishment of all testing in OT-I will support a recommendation for fielding to the Army.
    - OT&E (OT-I) Events/Scope of Testing/Scenarios
        - Events. OT-I, Iterations one and two, will commence when M-LUT is successfully completed and Milestone C approved.
            - Iteration One (Army Reserve and National Guard): During Iteration one unscripted/ad-hoc testing will be conducted within an operationally representative environment with DIMHRS. Deployment of DIMHRS will be limited to selected Army Reserve and National Guard test sites, as determined by ATEC. Typical Army National Guard and Reserve users will operate the system during Iteration one and will perform their normal daily routine using DIMHRS, whether in tactical or homestation

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mode. The Army Reserve and National Guard will continue using DIMHRS through Iteration two, unless otherwise determined by ATEC. The ATEC, AFOTEC, and JITC will participate in this operational test as data collectors and or observers. All aspects of operational effectiveness, suitability, and survivability will be examined. ATEC will prepare a BLS with key data summarized based on an interim analysis of the COIs as it relates to the Army National Guard and Reserve HR and specific DFAS functionality to determine the risk to continue to Iteration two. The BLS will be presented to the ATEC IPR chaired by the CG, ATEC or his designee. The CG, ATEC or his designee is the approval authority for publication of the BLS and any related artifacts. Based on the BLS and other available data, the CG, ATEC, or his designee, will decide if it is appropriate to continue to Iteration 2 (Active Army).

- Part Two (Active Army) - When Part 1 (Army Reserve and National Guard functionality) is successfully completed (as determined by the Army's internal OTRR process), Part 2 (Army National Guard, Reserve and Active Components) will commence. During Part 2 unscripted/ad-hoctesting will be conducted in an operational environment with DIMHRS. Deployment of the DIMHRS production system for the purpose of operational test will be limited to selected Army National Guard, Reserve, and Active unit test sites, as determined by ATEC. Typical Army users will operate the system during Part 2 and will perform their normal daily personnel and pay operations using DIMHRS, whether in a tactical or garrison mode. DIMHRS will contain core data and Army/DFAS specific functionality. The ATEC, AFOTEC, and JITC will participate in this operational test as data collectors and or observers. All aspects of operational effectiveness, suitability, and survivability will be examined with a System Evaluation Report issued to the acquisition authority (ADA).

- Scope of Testing. OT-I, Parts 1 and 2, will be conducted for a 12 week period during normal operations. The ATEC will coordinate Information Assurance (IA) planning and testing in order to assess the security vulnerabilities of the system. The results of the IA testing will be submitted to ATEC for inclusion in the SER. JITC will conduct all interoperability testing.

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Emissions control and environmental factors (including EMI) will not occur.

- Scenarios. Data converted from the legacy systems will be used to conduct OT- I (Army) iterations one and two. No scenarios will be used during OT-I iterations.

- Limitations. OT-I may not allow sufficient time to provide a statistically significant sample size to evaluate requirements for availability, reliability, and maintainability. Data will be aggregated during SIT, SAT, M-LUT, and CEs to more fully evaluate requirements for availability, reliability, and maintainability.

- Exit Criteria. The following items must be accomplished before the IOT is complete.

  - All failed KPPs or unanswered COIs are identified.

  - All open problem reports are documented.

  - Restrictions/limitations to ordinary operations under operational conditions are documented.

  - IA testing, which includes Blue and Red Team assessments, is completed.

  - Data authentication process for all test data is completed. (ATEC requirement)

  - All trouble incident reports (TIR) have been classified and categorized IAW the RRR. (ATEC requirement)

- OT- II (Air Force) (TBD)

  - Configuration Description. DIMHRS infrastructure includes all software and hardware that will be in a production configuration in a typical operational environment.

  - OT&E (OT-II) Objectives. The purpose of OT-II is to determine whether the personnel and pay system is operationally effective and suitable under realistic operational conditions for the Air Force. Successful accomplishment of all testing in OT-II will support a recommendation for fielding to the Air Force.

  - OT&E (OT-II) Event/Scope of Testing/Scripts

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- Events. The OT will be conducted in a controlled-environment designed in a production configuration using data converted from Air Force legacy systems testing all Air Force functional requirements to include Reserves, Guard, and Active Duty components. Air Force users will operate the system and perform written scenarios. All OTAs will have the opportunity to participate in testing. DIMHRS will contain all core functionality, as well as Air Force business rules, data, and simulated interfaces that will be assessed during this part of the test. The Air Force test plan will provide the details of this event. All aspects of operational effectiveness and operational suitability will be examined.

- Scope of Testing. To the maximum extent possible, this part will examine all aspects of DIMHRS functionality as they relate to the Air Force in order to determine if testing in an operationally representative environment should commence.

- Scenarios. Scenarios will be developed by AFOTEC with support from ATEC and other OTAs.

- Limitations. OT- II may not allow sufficient time to provide a statistically significant sample size to evaluate requirements for availability, reliability, and maintainability. Data will be aggregated during SIT, SAT, M-LUT, and CEs to more fully evaluate requirements for availability, reliability, and maintainability.

- Exit Criteria. The following items must be accomplished before the OT-II is complete.

    - All failed KPPs or unanswered COIs are identified.

    - All open problem reports are documented.

    - Restrictions/limitations to ordinary operations under operational conditions are documented.

    - IA testing, which includes blue and red team assessments, is completed.

    - Data authentication process for all test data is completed.

- FOT&E (As Required)



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- Configuration Description. A fully integrated, production configured DIMHRS with production software will be operationally tested and evaluated.
- OT&E Objectives. OT&E objectives are the following:
    - Verify the operational effectiveness and operational suitability of DIMHRS
    - Complete deferred or incomplete OT&E
    - Verify correction of deficiencies identified in previous OT&E
- OT&E Events/Scope of Testing/Scenarios. TBD.
- Limitations. TBD.
- Exit Criteria. TBD.

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# 5. PART V—TEST AND EVALUATION RESOURCE SUMMARY

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# ANNEX B ACRONYMS

| | |
|---|---|
| ACAT | Acquisition Category |
| ADM | Acquisition Decision Memorandum |
| AFOTEC | Air Force Operational Test and Evaluation Center |
| AIDE | Automated Intrusion Detection Environment |
| ASD | Assistant Secretary of Defense |
| AS | Acquisition Strategy |
| ATEC | Army Test and Evaluation Command |
| AV | Anti-Virus |
| AVITA | Authentication, Verification, and Integrity Tools and Architecture |
| BEA | Business Enterprise Architecture |
| BTA | Business Transformation Agency |
| BMMP | Business Management Modernization Program |
| C2 | Command and Control |
| C4ISR | Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance |
| CAC | Common Access Card |
| CCB | Change Control Board |
| CDC | Corporate Data Center |
| CDR | Critical Design Review |
| CJCSI | Chairman of Joint Chiefs of Staff Instruction |
| CLIN | Contract Line Item Number |
| CMP | Configuration Management Plan |
| COE | Common Operating Environment |
| COI | Critical Operational Issue |
| COMOPTEVFOR | Commander, Operational Test and Evaluation Force |
| COOP | Continuity of Operations |
| COTS | Commercial Off-the-Shelf |
| CPI | Critical Program Information |
| CRD | Capstone Requirements Document |
| CTF | Combined Test Force |

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|---|---|
| CTP | Critical Technical Parameter |
| D&I | Developer and Implementer |
| DAA | Designated Approval Authority |
| DAG | Defense Acquisition Guidebook |
| DFAS | Defense Finance and Accounting Service |
| DIA | Defense Intelligence Agency |
| DIMHRS | Defense Integrated Military Human Resources System |
| DIACAP | Department of Defense Information Assurance Certification and Accreditation Process |
| DISR | Department of Defense Information Technology Standards Registry |
| DMZ | Demilitarized Zone |
| DoD | Department of Defense |
| DoDAF | Department of Defense Architecture Framework |
| DoDD | Department of Defense Directive |
| DOT&E | Director, Operational Test and Evaluation |
| DRAS | Defense Retired Annuitant Pay System |
| DS&TI | Designated Scientific and Technical Information |
| DT | Developmental Test |
| DT&E | Developmental Test and Evaluation |
| EPM | Enterprise Performance Management |
| EPM | Enterprise Program Manager |
| EPMO | Enterprise Program Management Office |
| FFMIA | Federal Financial Management Improvement Act |
| FIPS | Federal Information Processing Standard |
| FMFIA | Federal Managers' Financial Integrity Act |
| FMMP | Financial Management Modernization Program |
| FOC | Full Operational Capability |
| FoS | Family of Systems |
| GCSS | Global Combat Support System |
| GIG | Global Information Grid |
| GIG ES | Global Information Grid Enterprise Services |

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| | |
|---|---|
| GIG KIP | Global Information Grid Key Interface Profile |
| GOTS | Government Off-the-Shelf |
| GUI | Graphical User Interface |
| HCM | Human Capital Management |
| HEMP | High-Altitude Electromagnetic Pulse |
| HR | Human Resources |
| HRMS | Human Resources Management System |
| IATO | Interim Authority to Operate |
| IAVA | Information Assurance Vulnerability Alert |
| IAVB | Information Assurance Vulnerability Bulletin |
| IAW | In Accordance With |
| ICD | Interface Control Document |
| ID | Identification |
| IDS | Intrusion Detection System |
| IER | Information Exchange Requirement |
| INFOSEC | Information Security |
| IOC | Initial Operational Capability |
| IP | Internet Protocol |
| IPT | Integrated Product Team |
| IEC | International Electrotechnical Commission |
| ISO | International Organization for Standardization |
| ISP | Information Support Plan |
| IT | Information Technology |
| IT-OIPT | Information Technology—Overarching Integrated Product Team |
| IUT | Interim Users Test |
| IW | Information Warfare |
| JDS | Joint Deployment Systems |
| JFMIP | Joint Financial Management Improvement Program |
| JITC | Joint Interoperability Test Command |
| JLSP | Joint Logistics Support Plan |
| JPAV | Joint Personnel Asset Visibility |

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|---|---|
| JR&IO | Joint Requirements and Integration Office |
| JROC | Joint Requirements Oversight Council |
| JROCM | Joint Requirements Oversight Council Memorandum |
| JTA | Joint Technical Architecture |
| JT&E | Joint Test & Evaluation |
| KIP | Key Interface Profile |
| KPP | Key Performance Parameter |
| LDAP | Lightweight Directory Access Protocol |
| MAC | Mission Assurance Category |
| MAIS | Major Automated Information System |
| MCMTOMF | Mean Corrective Maintenance Time for Operational Mission Failures |
| MCOTEA | Marine Corps Operational Test and Evaluation Activity |
| MDA | Milestone Decision Authority |
| MilPay | Military Pay |
| MNS | Mission Need Statement |
| MOA | Memorandum of Agreement |
| MOE | Measure of Effectiveness |
| MOP | Measure of Performance |
| MOS | Measure of Suitability |
| MOT&E | Multi-Service Operational Test and Evaluation |
| MS | Milestone |
| MSTPO | MilPay Systems Transition Program Office |
| MTBOMF | Mean Time Between Operational Mission Failures |
| NAIC | National Air Intelligence Center |
| NBCCS | Nuclear, Biological, and Chemical Contamination Survivability |
| NCOW-RM | Net-Centric Operations and Warfare Reference Model |
| NDI | Non-Developmental Item |
| NETWARCOM | Naval Network Warfare Command |
| NG | Northrop Grumman |
| NGIT | Northrop Grumman Information Technology |

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| | |
|---|---|
| NIPRNET | Non-Secure Internet Protocol Router Network |
| NR-KPP | Net-Ready Key Performance Parameter |
| OCD | Operational Capability Demonstration |
| OMB | Office of Management and Budget |
| OPEVAL | Operational Evaluation |
| OPNAV N091 | Navy Test and Evaluation and Technology Requirements |
| OPTEVFOR | Operational Test & Evaluation Force |
| ORD | Operational Requirements Document |
| OSD | Office of the Secretary of Defense |
| OT | Operational Test |
| OT&E | Operational Test and Evaluation |
| OTA | Operational Test Agency |
| OTRR | Operational Test Readiness Review |
| OUSD (AT&L) | Office of the Undersecretary of Defense (Acquisition, Technology and Logistics) |
| P&R IM | Personnel and Readiness Information Management |
| PEP | Production Environment Plan |
| PIX | Private Internet Exchange |
| PKI | Public Key Infrastructure |
| PM | Program Manager |
| PS | PeopleSoft |
| RTM | Requirements Traceability Matrix |
| RVM | Requirements Validation Matrix |
| SABI | Secret and Below Interoperability |
| SAT | System Acceptance Test |
| SBU | Sensitive But Unclassified |
| SE T&E | Systems Engineering Test & Evaluation |
| SFIS | Standard Financial Information Structure |
| SIPRNET | Secret Internet Protocol Router Network |
| SIA | System Interface Agreement |
| SIT | System Integration Test |
| SPP | System Performance Parameter |

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|---|---|
| SPR | System Problem Report |
| SSAA | System Security Authorization Agreement |
| SSC NOLA | Space and Naval Warfare Systems Center New Orleans |
| SSL | Secure Socket Layer |
| SSS | System/Subsystem Specification |
| SWIT | Software Integration Test |
| T&E | Test and Evaluation |
| TED | Threat Environment Description |
| TEMP | Test and Evaluation Master Plan |
| TSMO | Threat Systems Management Office |
| UA | Useful Asset |
| US | United States |
| USA | United States Army |
| USAF | United States Air Force |
| USMC | United States Marine Corps |
| USN | United States Navy |
| UT | Unit Test |
| VPN | Virtual Private Network |
| VV&A | Verification, Validation, and Accreditation |

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# ANNEX—C POINTS OF CONTACT

## Table 4

| Name | Rank | Org | E-mail | Phone | Alternate | Rank | E-mail | Phone |
|---|---|---|---|---|---|---|---|---|
| **CORE MEMBERS** | | | | | | | | |
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| Name | Rank | Org | E-mail | Phone | Alternate | Rank | E-mail | Phone |
|---|---|---|---|---|---|---|---|---|
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# ATTACHMENT A GLOSSARY

**Complex Query –** Structured using the query tool in the selected HRMS product; can be pre-defined or *ad hoc*; requires calculation or summation of values/quantities; requires more than 10 complex table joins (e.g. multi-part key); contains more than 10 selection criteria

**Live data –** Actual personnel and pay information from the operational system

**Mean Corrective Maintenance Time for Operational Mission Failures (MCMTOMF)** – MCMTOMF is the average corrective maintenance time to repair operational mission failures. Corrective maintenance time is the total time spent performing corrective maintenance or software restoration on a server to restore the system to mission capable status after an operational mission failure has occurred. This MCMTOMF includes the time for diagnostics and repair, but does not include off-site logistics delay time as follows:

**Mean Time Between Operational Mission Failures (MTBOMF) –** MTBOMF is measured from a system startup (initial or following a failure) and is defined as the time from startup to the most recent failure divided by the number of failures in the measurement period

**Operational Mission Failure (OMF)** – OMFs are all unscheduled failures that impair performance of mission essential functions. Specifically, failures that prevent:

a. More than 25 percent of the workstations at a site from performing mission essential functions for a period of more than one hour

b. Databases from being queried or updated for a period of more than one hour

c. Calculation of values by the system for a period of more than one hour

d. DIMHRS from preparing data for transmission or receiving data for a period of more than one hour

OMF does not include scheduled backup time, scheduled maintenance time, or time lost due to the failure of shared infrastructures not under the cognizance of the DIMHRS Program.

**Segments** – Combinations of one or more units, which may include COTS/GOTS, and/or custom programming. A segment is a 500–1000 Function Point unit of software development. One or more segments make up a useful asset.

**Simple Query** – Executed by end-user accessing record(s) in the on-line dialog/search box(es); requires no calculation of values; requires 10 or less standard table joins; contains 10 or less criteria.

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**Systems Accuracy** – Accuracy equals {total number of transactions less application errors} divided by the total number of transactions times 100. An edit failure (as opposed to users' input error) in transmitted data that is not detected automatically and requires field level manual intervention to correct (e.g. are not corrected by an automatic procedure such as re-transmissions) will be an error.

**System Availability** – The parameter for addressing system availability is $A_O$. $A_O$ is calculated as the following:

$$A_O = \frac{\text{Uptime}}{\text{Uptime} + \text{Downtime}}$$

Uptime is when the system is considered to be ready for use and is either operating, in standby, or off. Downtime is the time the system is down for repair of operational mission hardware failures and/or for restoration from operational mission software faults, including off-site logistic delays. It also includes planned maintenance time with a periodicity less than or equal to the test duration time that prevents the system from performing its assigned mission. Planned maintenance time that is of periodicity greater than the test duration time is considered neutral time and is not included in the availability calculation, and is expressed as a percentage of total uptime.

According to the JLSP (ref. hh), the calculation of the availability threshold is the following:

Total operating hours in one year:
365 days * 24 hours per day = 8760 hours per year

Total scheduled down time in one year:
1 hour per day * 365 days = 365 hours per year

Total unscheduled down time in one year:
5 hours per month * 12 months = 60 hours per year

Total uptime in one year:
8760 hours (total operating hours per year) – 365 hours (scheduled down time) – 60 hours (unscheduled down time) = 8335 hours uptime in one year

Uptime/Total Time = Availability Threshold:
8335 hours uptime in one year / 8760 operating hours per year = 95.1% Availability Threshold

The calculation of the availability objective is the following:

Total operating hours in one year:
365 days * 24 hours per day = 8760 hours per year

Total scheduled down time in one year:
0.5 hour per day * 365 days = 182.5 hours per year



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Total unscheduled down time in one year:
0 hours per month * 12 months = 0 hours per year

Total uptime in one year:
8760 hours (total operating hours per year) – 182.5 hours (scheduled down time) – 0 hours (unscheduled down time) = 8577.5 hours uptime in one year

Uptime/Total Time = Availability Objective:
8577.5 hours uptime in one year / 8760 operating hours per year = 97.9% Availability Objective

**System Maintainability** –Ability to restore DIMHRS to an operational status after an operational mission failure has occurred. Maintainability is measured by the MCMTOMF.

According to the JLSP (ref. hh), the DIMHRS Maximum Repair Time is required to be no more than 5 hours per month, with an objective of 0 hours repair time per month. Therefore, the threshold for MCMTOMF is less than 5 hours per month. The objective for MCMTOMF is 0 hours per month.

**System Reliability –** Equivalent to MTBOMF as stated in the ORD, the extent to which DIMHRS performs without failure in both normal and fault conditions for a given period of time. The ability of DIMHRS to perform its mission without failure, degradation, or demand on the support system.

According to the JLSP (ref. hh), the calculation of the DIMHRS minimum required reliability is the following:

Total operating hours in one year:
365 days * 24 hours per day = 8760 hours per year

Average operating hours in one month:
8760 hours per year / 12 months per year = 730 hours per month

Unscheduled downtime shall not exceed = 5 hours per month (threshold)
Unscheduled downtime shall not exceed = 0 hours per month (objective)

Threshold MTBOMF in one month:
730 operating hours in one month – 5 hours downtime = 725 hours per month

Objective MTBOMF in one month:
730 operating hours in one month – 0 hours downtime = 730 hours per month

**Trusted Agent -** Observers and personnel from outside the Force required to assist in the conduct of OT&E will be a designated trusted agent of COMOPTEVFOR.

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**Units –** The atomic system software elements, which are the smallest component; that can be compared to requirements and specifications through testing. The unit level construct is also the lowest level at which software development products are to be managed and retained.

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# Appendix K - System Training Plan (STRAP) for the DIMHRS

SYSTEM TRAINING PLAN (STRAP)
FOR THE
DEFENSE INTEGRATED MILITARY HUMAN RESOURCES
SYSTEM (DIMHRS)

AN ADDENDUM TO
THE OPERATIONAL REQUIREMENTS DOCUMENT
(ORD) B

**DATE:**
**Version 1**
**Army DIMHRS Program Office**
**ATTN: AHRC-DI**
**Alexandria, VA 22314**

The United States Army DIMHRS Program Office (ADPO), Alexandria, VA Point of Contact (POC) is Catherine A. Smith, MAJ, OD (43), catherine.a.smith@us.army.mil , 703-325-0377

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**1.0. System Description.** This STRAP describes the initial information for the Defense Integrated Military Human Resources System (DIMHRS) as proposed for fielding to the United States Army. The DIMHRS Program is an Acquisition Category (ACAT) IAC (formerly, ACAT 1AM) program.

DIMHRS will be a single, standard military personnel and pay system supporting the Total Army and Air Force personnel and their personnel support activities. It will collect, store, pass, process, and report personnel and pay data for Soldiers and Airmen. DIMHRS will provide the capability to collect, process, and report appropriate data on Department of Defense (DoD)-sponsored civilians and designated foreign military personnel deployed to, or in, a theater of operations as required during specified contingency, wartime, and non-combatant evacuation operations. This capability will accommodate up to a 33 percent surge in records maintained. The system will maintain personnel information on approximately three (3) million retirees and survivor personnel. The Defense Retired and Annuitant Pay System – Retiree and Casualty Pay (DRAS-RCP) System will provide pay support for survivors and retirees.

The DIMHRS Program is a software application development effort. The system developer is responsible for defining the infrastructure required to support the system; however, for successful operation it is dependent on Global Information Grid – Enterprise Services (GIG-ES) compliant infrastructure to be provided by the Defense Finance and Accounting Service (DFAS), the Services and their Components. Previous information stated that the system was dependent on compliance with the Defense Information Infrastructure Common Operating Environment
(DII COE). More recently, the Defense Information Systems Agency (DISA) has tested the use of Net-Centric Enterprise Services (NCES) to replace DII COE level 6 in the future. The use of NCES will provide a less costly option for performing the tasks and requirements of DII COE compliance in accordance with DoD Instruction 4630.8, Procedures for Interoperability and Supportability of Information Technology (IT) and National Security Systems June 30, 2000.

DIMHRS and its internal processes shall meet DoD guidelines for interoperability and information assurance. It will operate on Non-Developmental Item (NDI) equipment using Commercial Off the Shelf (COTS) software. The DIMHRS design will include the capability for rapid implementation of system changes to support evolving requirements, including legislative and policy changes.

DIMHRS operates over the existing Service or DoD communications infrastructure to support its communication and interoperability needs. DIMHRS ensures that Command, Control, Communications, Computers and Intelligence (C4I) systems interfaces meet interoperability requirements of the DoD Information Technology Standards Registry (DISR) and Joint Operational Architecture (JOA).

DIMHRS architecture provides an infrastructure that uses the functionality of PeopleSoft Human Capital Management (HCM) and PeopleSoft Global Payroll COTS products. The technical architecture will meet the requirements of the DIMHRS milestone (MS) ‘B’

ORD and System/Subsystem Specification (SSS) and will fully integrate military personnel and pay management. The architecture also enables the secure open flow of information with external systems. It also provides the flexibility required for growth, while ensuring the security, Reliability, Availability and Maintainability (RAM), of the application and data. The solution provides these features by utilizing the PeopleSoft HCM architecture on International Business Machine Corporation (IBM) platforms. The physical architecture provides high availability and a scalable infrastructure by requiring all key components to have built-in fault tolerance and fail-over for System Continuity of Operations. This includes switches, Virtual Local Area Networks (VLANs) and routers, and application servers. The proposed hardware and software architectures include both high-availability and automatic systems management technologies to ensure applications remain operational and available to satisfy the 24 hours-per-day, 7 days-per-week operational requirements. The hardware and software technologies provide constant predictive failure analysis through the use of built-in monitoring at all times. The architecture incorporates extensive high-availability designs that permit the shift of operational workloads from failing (graceful degradation) or failed parts to ensure continued operations with minimal to no interruption. In addition to redundant hardware, a minimum of four Uninterruptible Power Supplies (UPS), backed by local power generators and power from two commercial utility substations, are included for the Corporate Data Center (CDC) and the Continuity of Operations (COOP) sites to ensure system availability.

The physical location and configuration of the environments include CDC, COOP, and DIMHRS Development and Test Network (DDTN) environments. The CDC is located at the DISA Computing Center in Ogden, UT and the COOP is located at the DISA Computing Center in Mechanicsburg, PA. The DDTN environment exists as a separate Community of Interest (COI). The DDTN is similar in size and structure to the COOP environment, and will be used for testing security parameters and configuration, as well as Software Integration Testing (SWIT).

The DDTN will be located at the NG Colshire Facility in McLean, VA. Following Full Operating Capability (FOC), the DDTN will be used by the developer for software repair, enhancement development, and testing.

Two major networks support the interface medium, the Non-Secure Internet Protocol Router Network (NIPRNET) and the Secret Internet Protocol Router Network (SIPRNET). DIMHRS is an unclassified system and will use the NIPRNET, an unclassified network operated by the DoD, for global communications. The SIPRNET is a classified network used by the military. The DIMHRS unidirectional interface to SIPRNET is through the unclassified side of the Command and Control Guard (C2G). Neither the SIPRNET nor the NIPRNET are part of DIMHRS; rather, they are independent networks that are used for DIMHRS operations.

The Global Combat Support System (GCSS) utilizes the SIPRNET for secure data interchange. DIMHRS will interface to this system using the C2G. The C2G will receive data from DIMHRS Tier I (the CDC or COOP site). The C2G will then place the information on the classified side of the C2G for use by GCSS.

The NIPRNET also has a gateway to the Internet allowing self-service users to access selected portions of their personnel records through Secure Network Servers (SNSs). Disconnected sites will also connect through the NIPRNET when they are able to establish connectivity for data transfers.

DIMHRS is a DOD System and is governed by the Defense Business Systems Management Council (DBSMC) and administered through the Business Transformation Agency (BTA)/Defense Business Systems Acquisition Executive (DBSAE). Department of the Army through the Army DIMHRS Program Management Office (ADPO) ensures DIMHRS integration into the Army. The DIMHRS Enterprise Program Manager (EPM) provides government oversight to the Developer and Integrator (D&I). The ADPO is functionally aligned with The Adjutant General (TAG). The ADPO has the responsibility to ensure that effective New Equipment Training (NET) is conducted Army-wide prior to fielding of DIMHRS to the Army. The DIMHRS Program Office Organization and the ADPO relationships are illustrated at Figure 1, DIMHRS Program Office Organization.

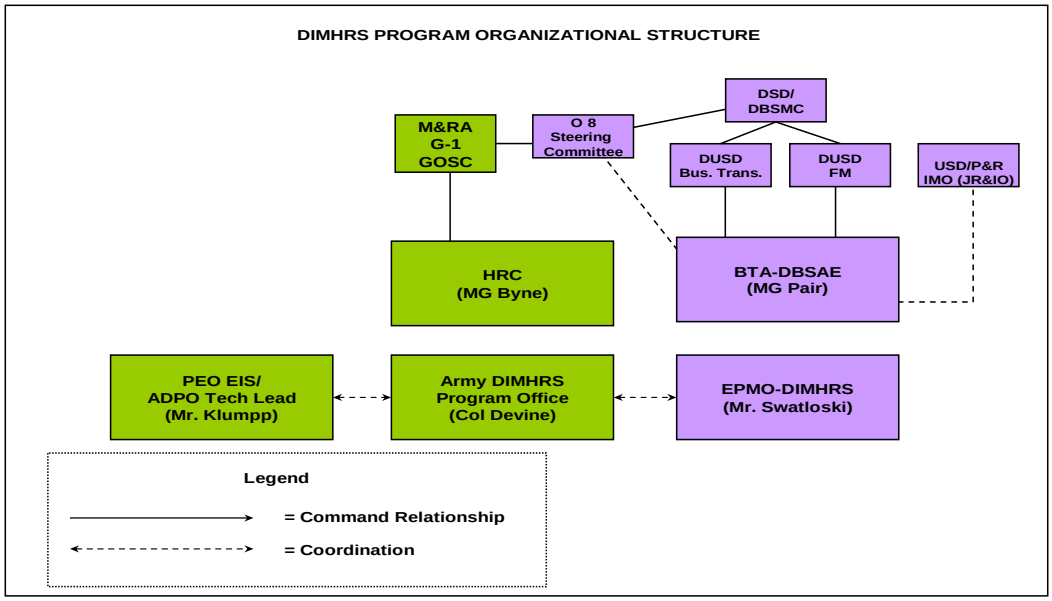


**Figure 1. DIMHRS Program Office Organization**

**2.0 Target Audience.** DIMHRS may impact Army Adjutant General (AG) Human Resources (HR) and Financial Management (FM) Career Branches (CB), Career Management Fields (CMF), Functional Areas (FA), Additional Skill Identifiers (ASI), Army Civilian Job Series, DFAS Civilian Job Series, Managers, Supervisors, and Soldiers Army-wide within all Components who will use Self-service for DIMHRS personal transactions. The ADPO is responsible for ensuring that this target population is prepared prior to the Army-wide synchronized **(**turn-key**)**fielding of DIMHRS. A listing of the major target audiences for DIMHRS NET is listed in Table 1, DIMHRS NET Training Target Audience.

| CMF/JOB SERIES/POSITION | MILITARY/ CIVILIAN | TITLE |
|---|---|---|
| CB 42 | Military | Adjutant Generals (AG) Corps |
| CB 44 | Military | Financial (FI) Corps |
| CMF 42 | Military | AG |
| FA 43 | Military | Human Resources (HR) Management |
| CMF 44 | Military | Financial Management (FM) |
| 420A (WO) | Military | Military Human Resources Technician |
| 0201 | Army Civilian | HR Specialist (Military) |
| 0203 | Army Civilian | HR Assistant (Military) |
| 0299 | Army Civilian | HR Student Trainee |
| 0301 | Army Civilian (Military Reserve Technician) | Staff Administrative Assistant |
| 0303 | Army Civilian (Military Reserve Technician) | USAR Unit Administrator |
| 0303 | Army Civilian (Military Reserve Technician) | Administrative Support Assistant |
| 525 | DFAS Civilian | Accounting Technician |
| 545 | DFAS Civilian | Military Pay Clerk/Technician |
| 501 | DFAS Civilian | Financial Systems Analyst/Specialist |
| 510 | DFAS Civilian | Accountant/Systems Accountant |
| Managers/Supervisors (Mgr/Super) | Military/Civilian | Army wide |
| Self Service Users | Military | Army wide |

**Table 1. DIMHRS NET Training Target Audience**

The ADPO will provide Army Soldier, Civilian, and contractor trainers to implement NET. Army DIMHRS NET will use Master Trainers (MT), Train-the-Trainers (T3) and a New Equipment Training Team (NETT) to implement and complete NET. The trainer population is described in Table 2, Army DIMHRS NET Trainer Population.

| TRAINERS | TOTAL # | QUALIFICATIONS |
|---|---|---|
| Master Trainer (MT) | 15 | E6 or above with ANCOC (MTs)<br>Stabilization for a minimum of 36 months<br>Proficient in AOC/CMF 42/43/44/420A<br>Strong oral/written communication skills<br>Have less than 18 years Active Federal Service (AFS) |
| Train the Trainer (T3) | A/C 125<br>A/R 125<br>ARNG 162<br>DFAS 15<br>Total 427 | E5 (P) or above with BNCOC<br>Stabilization for a minimum of 24 months CONUS/12 months OCONUS<br>Proficient in AOC/CMF 42/43/44/420A<br>Strong oral/written communication skills |

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| | | |
|---|---|---|
| New Equipment Training Team (NETT) | 4,688 | Have less than 18 years Active Federal Service (AFS) |

**Table 2. Army DIMHRS NET Trainer Population**

The ADPO will provide training for selected fielding and support personnel and the tester population. The populations that ADPO will train are listed in Table 3, Fielding and Support Personnel and Tester Populations.

| TRAINING AUDIENCE | DESCRIPTION OF TASKS/SKILLS REQUIRED |
|---|---|
| Systems Administrators (Super Users) | To Be Provided (TBP) Currently Under Analysis |
| Army DIMHRS Contact Center (ADCC) Help Desk Personnel | Assignment/management of user rights, User assessments and certifications, System access, Table maintenance, System security, Use of the system to complete assigned duties and responsibilities, Use of COGNOS queries and ACTUATE tools to retrieve information. |
| Testers for Systems Acceptance Test (SAT) and Limited Users Test (LUT) | TBP Currently Under Analysis |
| Testers for AC/AR/ARNG Pilots | TBP Currently Under Analysis |

**Table 3. Fielding and Support Personnel and Tester Populations**

## 3.0 Assumptions

a. DIMHRS will be a turn-key operation. All personnel support activities will migrate to DIMHRS in the same instance.

b. Critical tasks associated with existing HR institutional courses will not change immediately, only the system they are being performed on. There is no need for a DIMHRS Course Administrative Data (CAD), Individual Training Plan ( ITP), or Program of Instruction (POI).

c. Instruction for DIMHRS will replace the instruction for existing systems that are being subsumed (TOPMIS, EDAS, DCIPS, etc) and the changes will be reflected in updates of the current POIs.

d. Course length is not projected to change. Funding for institutional training is not projected to change.

e. DIMHRS NET will provide integrated application and Army New Business Process Training. The Enterprise Program Management Office (EPMO) will provide DIMHRS System Application Training to ADPO for integration of Army DIMHRS New Business Process Training in a manner that allows integrated implementation of Army NET.

f. The ADPO will provide Army DIMHRS NET in a manner that allows maximum reusability IAW DODI 1322.26, Development, Management, and Delivery of Distributed Learning, 16 June 2006.

g. Army DIMHRS NET will include classroom instruction – instructor led training (ILT) and Distributed Learning (dl) courseware designed in a manner to provide targeted training to specific audiences to facilitate accessibility of training to all populations.

h. The D&I development team and Army MTs will train T3 using classroom instruction.

i. Sufficient numbers of adequate classrooms and computers will be available to accommodate projected student load for Army DIMHRS NET.

j. Reusability of NET products will facilitate concurrent implementation with Army sustainment training and therefore mitigate risks inherent in simultaneous Army wide DIMHRS fielding.

k. The ADPO will provide task/training analysis information to the Army training institutions prior to design and development of NET products to facilitate timely planning and integration of Army DIMHRS tasks into the Institutional training base.

**4.0 Training Constraints.** The execution of this STRAP is contingent upon available resources such as training time, training facilities, funding for training, qualified instructors, and equipment. On going operational commitments/missions may require creative and innovative training methods to achieve established training timelines. Commanders must embrace required training and commit to required changes within their organization for successful fielding of DIMHRS. Local commanders must balance their mission, training, and their Soldiers' personal commitments, scheduled/unscheduled leave and any emergencies that may arise in order to maximize DIMHRS training opportunities. Identified constraints, probable impact, and mitigating efforts are listed in Table 4, Training Constraints.

| CONSTRAINT TYPE | PROBABLE IMPACT | MITIGATING EFFORTS |
|---|---|---|
| Budgetary restriction | | |
| Personnel | Failure to fully staff the trainer requirements will result in a delay in training the total target population in the allocated time frame. DIMHRS fielding without personnel who can execute the tasks will impact the effectiveness of DIMHRS, once deployed.<br><br>Operational requirements could impact availability of personnel for NET. | A Warning Order (WARNO) will be published in enough time to alert units for the need for trainers. Early coordination is already implemented to stress the need for adequate number of trainers to ensure that NET is deployed to all personnel impacted by the fielding of DIMHRS to the Army.<br><br>NET will be synchronized with unit Operational Tempo (OPTEMPO). A Deployed Theater Training Plan has been developed to address this issue. |
| Training equipment | Lack of adequate computers and bandwidth required for | Coordination with all units to ensure that Army DIMHRS |

| CONSTRAINT TYPE | PROBABLE IMPACT | MITIGATING EFFORTS |
|---|---|---|
| | implementation of NET web based products will expand the training time and/or cause gaps in training. | training has priority in classrooms that are configured to support NET.<br><br>Develop dl courseware IAW standards for the Army Digital Training Facilities (DTF) and Baseline Home Computer standards ensuring that the NETT can use the facilities for training.<br><br>Provide training in Compact Disk Read Only Memory (CD ROM) format as well as Web based IAW Training and Doctrine Command (TRADOC) guidance to ensure that training is not disrupted due to bandwidth or internet accessibility. Also make Exportable Training Packages available to all units, so training can be conducted in a classroom environment, if needed. |
| Equipment density | Proximity of adequate classrooms to the HR population for NET. | Identification of facilities and scheduling and coordination will begin as soon as milestones are verified to ensure that training facilities are scheduled to complete training. |
| Number of personnel to be trained | The target population for Army DIMHRS NET is large and the window for training is constrained. | Number of trainers and classrooms will be closely coordinated to ensure that all members receive training prior to fielding and within a window of time to maximize training impact. |
| Special unit and command unique requirements | The AR and ARNG and fielding schedules may impact ability to deliver the total DIMHRS training package to these populations prior to fielding of DIMHRS. | Training will be developed in modules and will be conducive to providing targeted just in time instruction allowing ability to prioritize training for specific populations. A certification system will assist in determining competency for access to the DIMHRS system.<br><br>Development of training in multiple media assures the ability to provide training to specific audiences if needed. |
| Training facility requirements | Availability of computers and | Developing training IAW |

| CONSTRAINT TYPE | PROBABLE IMPACT | MITIGATING EFFORTS |
|---|---|---|
| | bandwidth for access through the Internet will impact the training time/availability.<br>Lack of adequate training facilities in the Theater of Operation may constrain the ability to train the deployed personnel. | TRADOC guidelines for dl will ensure accessibility in the classrooms.<br>Early coordination with facilities for training of all populations will ensure that the target audience base is covered. Use of Deployed Digital Training Campus (DDTC) is being assessed for use in the Theater of Operation. |
| Safety hazards/restrictions | Force protection issues in the theater of operations may constrain the ability to train deployed personnel. | Coordination with Forces Command (FORSCOM) on location(s) of secure training facilities and the utilization of dl training will ensure the safety of both the trainers and the deployed force. |
| Noise abatement | N/A | N/A |
| Other | ADPO access to the DIMHRS development environment has not been defined. Inability to access the environment or untimely access to the environment may delay training development and may impact the validity of the training.<br><br>The currently projected 20 day training window between the end of the Systems Integration Test (SIT) and the start of the Systems Acceptance Test (SAT) is insufficient to train Testers for subsequent tests. Total training time is 128 Instructional Hours. Testers should be trained in all tasks. | ADPO continues to coordinate with EPMO to gain access to the DIMHRS application.<br><br>Issue has been raised to EPMO and a resolution is being explored. |

**Table 4. Training Constraints**

**5.0 System Training Concept.** The Army Requirements Refinement conducted from January – September 2006 analyzed 129 Business Processes (BPs) and documented gaps between Army personnel and pay processes and the DIMHRS system. The ADPO delivered the Army documentation incrementally, to the D&I for consideration. The ADPO successfully conducted the Army Requirements Review (ARR) on 15 September 2006. ADPO has accepted High Level Design (HLD) Packages documenting the incorporation of baseline Army requirements into DIMHRS. Army New Business Process Training will address those BPs or steps inside the BPs that are not contained in the DIMHRS Application.

The EPMO will provide DIMHRS Basic Navigation Skills Training and Army DIMHRS System Application Training. The courseware will include both classroom instruction and dl courseware based on suitability of content. The dl provided by EPMO will be developed using the Universal Productivity Kit (UPK), an authoring system for web-based and CD-ROM training that is associated with PeopleSoft and allows screen shots of the DIMHRS environment to be collected for training. All dl courseware produced for the DIMHRS Basic Navigation Skills Training and the Army DIMHRS System Application Training requires compliance with the Shareable Content Object Reusable Media (SCORM) standards and run on the Army Learning Management System (ALMS). DIMHRS Basic Navigation Skills Training will provide eight instructional hours of dl as a pre-requisite for Army DIMHRS System Application Training. Army DIMHRS System Application Training will provide 40 instructional hours of classroom instruction and 40 instructional hours of dl. The ADPO will provide 40 instructional hours of Army New Business Process Training that will be integrated into the Army DIMHRS System Application Training.

All training will be concurrently developed with the system. The EPMO will provide the lessons listed in Table 5, DIMHRS System Application Training for the DIMHRS Basic Navigational Skills Training and the Army DIMHRS System Application Training. The ADPO will integrate the Army New Business Process Training and ensure design, development, and validation of all products IAW TRADOC Regulation 350-70 Systems Approach to Training: Management, Processes, and Products, 09 March 1999.

a. Lesson Outlines
b. Lesson Plans for classroom instruction
c. Practical Exercises for classroom instruction
d. dl courseware
e. Tests
f. Instructor Guides

| LESSON # | LESSON TITLE |
|---|---|
| LO001 | Intro to DIMHRS |
| LO002 | Basic Navigational Features |
| LO003 | Help Features |
| LO004 | Work Flow Features |
| LO005 | Reporting Tools and Queries |
| LO006 | Checklists |
| LO007 | PAR |
| LO104 | Process Extensions |
| LO105 | Process Reenlistment |
| LO302 | Maintain Member Career Preferences |
| LO303 | Reclassify the Member (Started as Group) |
| LO403 | Job Code/Job Family Maintenance |

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| LESSON # | LESSON TITLE |
|---|---|
| LO405 | Accomplishments Maintenance |
| LO406 | School/Major Maintenance |
| LO601 | Record Disciplinary Actions |
| LO604 | Process Demotions |
| LO205 | Record PRP Qualification Type |

**Table 5. DIMHRS System Application Training**

Training for FM is currently under additional analysis. Impact will be addressed in subsequent submissions of the STRAP.

**5.1 New Equipment Training (NET) Concept. The** ADPO will lead and coordinate all Army DIMHRS NET programs with EPMO in coordination with the Active Component (AC), Army Reserve (AR) and Army Reserve National Guard (ARNG), United States Army Installation Management Command (IMCOM), and Defense Finance Accounting Service (DFAS).

Fielding for Army DIMHRS is projected for completion 3rd Qtr FY08. Fielding for Army DIMHRS will be concurrent for all Army personnel support activities. The Fielding and NET scope of impact for Army DIMHRS encompasses 80,000 Army Managers, 75,000 Soldier, civilian, and contracted Human Resources personnel, and 1.3 million Soldiers involved in Self-Service.

Current major integrated Army DIMHRS Program milestones are illustrated at Figure 2, Army DIMHRS Milestone Schedule – November 06 Update.

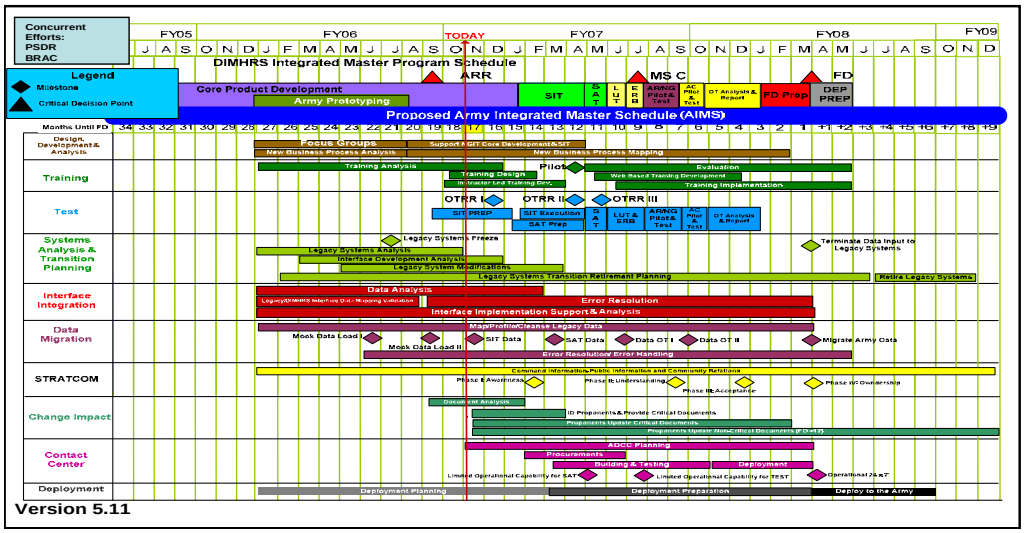


**Figure 2. Army DIMHRS Milestone Schedule November 06 Update**

**5.1.1** Product Lines. The applicable product lines supporting Army DIMHRS NET are listed below.

**5.1.1.1** *Training Information Infrastructure.* Army DIMHRS NET courseware will be developed in compliance with Army Training Information Architecture (ATIA). Web-based courseware will be developed as SCORM compliant and playable in a Microsoft Internet Explorer browser, v6.x , in the Distributed Learning System (DLS) Digital Training Facility (DTF) ) and will function on the ALMS. The ALMS content validation system (CVS) will be used to test functionality and playability with the ALMS.

A version of the Army DIMHRS NET courseware will be developed to play in a stand alone mode via CD-ROM. The CD-ROM version will be playable in an IE browser, on a baseline home computer with no web connection. The CD-ROM courseware will open at its developed/designed resolution in a plain IE browser window without browser navigation buttons or controls and only a title bar.

**5.1.1.1.1** *Hardware, software, and communications systems.* Courseware will be developed to work on PM Distributed Learning System (DLS) Digital Training Facility (DTF)
Student Workstation (SW) Configuration, 11 Jan 2006 and Baseline Home Computer Configuration For Interactive Multimedia Instruction (IMI) Courseware, 17 Mar 06.

**5.1.1.1.2** *Storage, retrieval, and delivery.* DIMHRS NET Products will be available through the Army Learning Management System (ALMS) and the Reimer Digital Library (RDL), and distributed to designated units and all Army component dl Facilities using an initial Basis of Issue Plan (BOIP).

**5.1.1.1.3** *Management capabilities*. The ADPO will lead and coordinate all Army DIMHRS NET programs (initial and subsequent updates) with EPMO in coordination with the AC, AR and ARNG, United States Army Installation Management Command (IMCOM), and Defense Finance Accounting Service (DFAS). The ADPO will leverage existing Army Training Support Center (ATSC) services for courseware management including LMS and Playability Testing and storage and retrieval infrastructure.

**5.1.1.2** *Training Products***.** All NET products will be developed IAW TRADOC 350-70 and DODI 1322.26 to maximize reusability and standardization throughout the components and domains. Adherence to Army standards and development for reusability can facilitate rapid integration into the Institutional Domain and maximize the return on investment of training funds.

Initial DIMHRS NET will focus on personnel/pay activities will provide training for AC, AR, and ARNG Soldiers and Civilians. During the Army DIMHRS Requirements Analysis, SMEs assigned to the Army DIMHRS Training Team (ADTT) and Instructional Systems Designers (ISDs) conducted analysis to determine the impact of the 129 Army BPs on the AG Individual Critical Tasks. Analysis indicated an impact to the tasks listed in Table 6, Tasks Impacted by DIMHRS.

| TASK | TASK |
|---|---|
| Create Initial PER/PAY Record | Create Initial PER/PAY Record adds family members from DEERS/SGLI/DD93 |
| Manage Enlisted/Officer Assignments | Process Duty Status (Component) Changes |
| Manage Enlisted/Officer Strength Management | Manage Transitions |
| Process ERB/ORB Identify Update Military Education/Certification | Process ERB/ORB Update Civilian Education |
| Assignment Preference/Self Nomination For Requisition | Process Flags/ERUPs/Duty Status Change |
| Process/Manage Evaluations | Process/Manage Enlisted/Officer Promotions |
| Process/Manage Awards and Decorations | Process/Manage Casualty Operations |
| Process/Manage Reductions | Manage the MMRB Process |
| Input PT Test Score Identifying Flags/Barred Soldiers | Process NG/Reserve Training/AD Time |
| Mobilization/demobilization | Strength accountability updates |
| Unit Status Reporting | |

**Table 6. Tasks Impacted by DIMHRS**

Analysis indicated there may be a need for new tasks for DIMHRS. Those proposed tasks are listed in Table 7, Proposed New Tasks.

| TASK | TASK |
|---|---|
| Manage Mobilization Activities | Manage Reserve Retirement Point Accounting |
| Soldier Application WOCS, OCS | Check Retention For Lesson Soldier Action To Reclassification |
| Maintain Position Management Maintenance | Maintain Roles and Permissions |
| Maintain Job Code/Job Family Code | Maintain Department Table Maintenance |
| Maintain Accomplishments Maintenance | Maintain Location Maintenance |
| Maintain Department Security Trees | Maintain School/Major Tables |
| Maintain Historical Data Archiving | Develop Group Build/Mass Update |
| Process Selection Continuation Board | Maintain Data Auditing (Transactions) |

**Table 7. Proposed New Tasks**

Army DIMHRS training products will incorporate the tenets of Adult Learning (Androgogy) as reflected in TRADOC 350-70. There are four major roles in the

DIMHRS environment: HR Specialist, Manager, Self Service User, and System Administrator. Army DIMHRS NET will provide training that can be targeted to individual Soldier competencies based on the major functions identified in the analysis of the DIMHRS environment. Certification will be required to access the DIMHRS environment for those tasks related to the functions. The process for certification will include a diagnostic pre-test, that, if passed at the designated level of criticality will establish certification. If the diagnostic pre-test is not passed at the designated level of criticality, the individual will be provided access to the training in the areas of deficiency. Once training is completed, the individual will be given access to a post-test. Remediation will be provided. This process will be instituted during NET and available for sustainment purposes. There are 17 major functions listed in Table 8 Army DIMHRS System Functions.

| DIMHRS ROLE | DIMHRS ROLE |
|---|---|
| Awards Management | Reclassification Management |
| Career Management | Records/Database Management |
| Casualty Assistance Management | Records/Flag Posting Management |
| Casualty Processing Management | Records/Physical Fitness Management |
| Evaluations Management | Reenlistment Management |
| Extensions Management | System Administration |
| Member Duty Participation Process Management | Strength Management |
| PEB/MMRB Process Management | Transition Management |
| Promotions/Demotions Management | |

**Table 8. Army DIMHRS System Roles**

Army DIMHRS NET will be implemented in three phases using a blend of classroom instruction and dl courseware based on the suitability of the media. The D&I will provide dl and classroom Training Support Packages (TSPs) for DIMHRS application. The ADPO will provide dl and classroom TSPs for the Army BPs impacted by the DIMHRS application.

The sequence of phase, a description of content, learning activities, methods of instruction, instructional hours, media, and training developer are described in Table 9, Army DIMHRS Training By Phase and Learning Activity.

| PHASE | SEQUENCE | CONTENT | LEARNING ACTIVITIES/ (METHODS OF INSTRUCTION) | # HRS | MEDIA | TRAINING DEVELOPER |
|---|---|---|---|---|---|---|
| 1 | Required completion prior to Phase 2 | Basic DIMHRS Navigational Skills | Tutorial and Drill and Practice (Conference, Demonstration, Practical Exercises) | 8 | Interactive Multi Media (WBT and CD ROM) | EPMO |
| 2 | During resident training | Integrated Army DIMHRS System | Tutorials, Guided Instruction, Role | 80 | Classroom Instruction | ADPO (40 hrs) EPMO (40 hrs) |

| PHASE | SEQUENCE | CONTENT | LEARNING ACTIVITIES/ (METHODS OF INSTRUCTION) | # HRS | MEDIA | TRAINING DEVELOPER |
|---|---|---|---|---|---|---|
| | | Application Training and Army New Business Process Training | Playing, Case Study, and Simulations (Conference, Demonstration, Practical Exercises) | | including simulated database exercises | |
| 3 | Following resident training | Integrated Army DIMHRS System Application Training and Army New Business Process Training | Tutorials (Conference, Demonstration, Practical Exercises) | 40 | Interactive Multi Media (WBT and CD ROM) | ADPO |

**Table 9. Army DIMHRS Training By Phase and Learning Activity**

The Army will train and provide MT, T3, and NETT for implementation of NET to the HR population, Managers and Supervisors, ADCC personnel, System Administrators (SA) also known as Super Users, and Testers. The estimated audience size, hours of training, media, and expected dates of delivery for the each audience are reflected in Table 10, Army DIMHRS NET Audience Training Concept.

| AUDIENCE | TRAINER | # TO BE TRAINED | RESPONS - IBILITY (COST) | ILT | dl | INST HRS | START | END |
|---|---|---|---|---|---|---|---|---|
| MT | Oracle/ NGIT | 15 | ADPO | X | X | 128 | 4/06 | 1/07 |
| T3 | MT | 427 | EPMO/ADPO | X | X | 128 | 1/08 | 3/08 |
| NETT | T3 | 4,688 | ADPO | X | X | 128 | 2/08 | 4/08 |
| ADCC | MT | TBP | ADPO | X | X | 128 | 5/07 | 6/07 |
| System Administrators (SA) | MT | TBP | ADPO | X | X | 128 | 2/08 | 4/08 |
| Tester | MT | TBP | ADPO | X | X | 128 | 1/07 | 4/07 |
| HR (Military and Civilian) | NETT | 75,000 | ADPO | X | X | 128 | 2/08 | 4/08 |
| Mgr/Supervisor | Self development | 80,000 | ADPO | | X | 40 | 1/08 | TBP |
| Self Service | Self development | 1.3M | ADPO | | X | 40 | 1/08 | TBP |

**Table 10. Army DIMHRS NET Audience Training Concept**

The targeted for Army DIMHRS NET by population are listed in Table 11, Skills Trained and Training Location by Audience.

| AUDIENCE | TRAINING LOCATION | SKILLS TRAINED/INFORMATION |
|---|---|---|

| AUDIENCE | TRAINING LOCATION | SKILLS TRAINED/INFORMATION |
|---|---|---|
| MT | Army DIMHRS Education Center (ADEC), Alexandria, VA | Basic Navigation Training, Army DIMHRS System Application Training, Army New Business Process (multi compo) Training, and Instructor Skills. |
| T3 | USASSI Training Facility, Ft Jackson, SC | Basic Navigation Training, Army DIMHRS System Application Training, Army New Business Process (multi compo) Training, and Instructor Skills. |
| NETT | At or as close to home station as possible | Basic Navigation Training, Army DIMHRS System Application Training, Army New Business Process (multi compo) Training, and Instructor Skills. |
| ADCC | TBP | Assignment/management of user rights, User assessments and certifications, System access, Table maintenance, System security, Use of the system to complete assigned duties and responsibilities, Use of COGNOS queries and ACTUATE tools to retrieve information. |
| System Administrator | TBP | Analysis being conducted |
| Tester | TBP | Analysis being conducted |
| HR (Military and Civilian) | At or as close to home station as possible. | Basic Navigation Training, Army DIMHRS System Application Training, Army New Business Process (multi compo) Training.. |
| Mgr/Supervisor | dl | This training will be designed for personnel who currently serve as supervisors or managers and who have processing responsibilities for review of personnel actions that include but are not limited to: vacation (leave), benefits, performance management, and training requests. |
| Self Service | dl | The training of the Self Service Users including costs associated with their training, are the responsibility of the ADPO. DIMHRS will provide the capability for Soldiers to submit or request selected routine personal actions, information and updates. To educate users on the processes and capabilities of the self service module, all Soldiers will have access to an internet based, self paced training module. This training will be limited to the processes that support a selected range of actions; a small subset of HR functions. (NOTE: This training can not be used as a substitute for HR Specialist training.) |

**Table 11. Skills Trained and Training Location by Audience**

The ADPO will develop a Deployed Theater Training Plan to ensure that units deployed to or deploying to the Theater of Operations during the Turn-key operation of DIMHRS are prepared to work in the DIMHRS environment. The plan includes the following:

a. Units identified to be in theater during IOC will be trained prior to fielding

b. Units in theater at the time of deployment will be trained prior to fielding

c. Soldiers who receive DIMHRS training prior to deployment will receive refresher training in theater prior to Initial Operating Capability (IOC)

d. Training will be conducted in four theater locations

- Kuwait – Utilize training facilities on Camp Arifjan
- Iraq – Utilize training facilities on Camp Victory - also travel to major locations, i.e., Balad, Tikrit, Mosul
- Afghanistan – Utilize training facilities near Bagram Air Force Base or Kandahar Air Force Base
- Qatar – En route to Afghanistan, Team will stop in Qatar to train personnel

The Deployed Theater Training Team will remain in theater for sixty to ninety days post IOC to:

a. Assist units in developing Standard Operating Procedures (SOP)
b. Establish a theater help desk to mitigate any technical or functional issues with DIMHRS
c. Train any additional personnel, as needed
d. Assist T3s and NET Trainers in establishing a DIMHRS Training Program

The steps being executed at this time to implement the Deployed Theater Training Plan are as follows:

a. Coordinating with G3/5/7 for the Operation Iraqi Freedom (OIF)/Operation Enduring Freedom (OEF) cycle rotations

b. Prioritization of Army DIMHRS Training by OIF/OEF Cycles

c. Developing a plan to train units prior to deployment at home station

d. Identifying T3s for the Deployed Theater Training Team

e. Coordinating with Coalition Forces Land Component Command (CFLCC), Combined Forces Command-Afghanistan (CFC-A), and Multi-National Corps/Force-Iraq (MNC-I, MNF-I) to develop strategy and locations for training

f. Coordinating for training to begin NLT 6-8 weeks prior to IOC

g. Planning to conduct onsite visit for approximately one month, NLT 24 weeks prior to IOC (At this time the MACOMS for each country will need to identify a T3 to assist)

h. Finalize training plan and prepare for execution

**5.1.1.2.1** *Courseware.* The ADPO will provide Army New Business Process Training dl courseware TRADOC 350-70 and TRADOC Pam 350-70-2, Systems Approach to Training: Multimedia Courseware Development Guide, 26 June 2003.

Army New Business Process Training dl courseware will be developed using a standard authoring system that produces SCORM compliant dl. The web-based and CD-ROM based dl courseware will be provided. Web-based courseware will be distributed through the ALMS. A BOIP will establish initial distribution; subsequent CD ROMs can be ordered through the RDL.

ADPO will provide dl courseware and all required documentation to include:

a. Interactive Multimedia Instruction (IMI) Lessons with embedded simulations and practical exercises (Web and CD ROM versions)

b. Interactive Multimedia Design Package (IMDP) - Report and Prototype

c. IMI Test Packages

The ADPO will submit all dl courseware to the Army Training Support Center for SCORM Compliance, DTF Playability, and ALMS testing.

**5.1.1.2.2** *Courses*. No new courses will be developed as a result of DIMHRS. All courses impacted by DIMHRS will be revised to include information at the correct level. Courses include, but are not limited to:

a. Functional Courses
b. Officer Education System courses (OES)
c. Noncommissioned Officer Education System (NCOES) courses
d. Initial Military Training (IMT) courses
e. Army Correspondence courses (ACCP)
f. Civilian Education System courses (CES)

**5.1.1.2.3** *Training Publications.* Additional analysis is being conducted to determine the impact of Army DIMHRS on policy and doctrine. Upon completion of the analysis, required changes will be identified and forwarded to the AG for consideration of update. ADPO will field NET training with Job Aids to assist the student and assist in bridging the gap between fielding and the publication of Army Policy and Doctrine products.

**5.1.1.2.4** *TSP*. The ADPO will provide classroom instruction for Army New Business Process Training IAW TRADOC 350-70 and integrate it with Army DIMHRS System Application Training to produce Exportable Training Packages. The Exportable Training Packages will include all information needed to implement a lesson at any training facility:

a. Lesson Plans
b. Visual Graphics
c. Practical Exercises
d. Student Guides
e. Job Aids
f. Course Management Plan (CMP)
g. Course Maps
h. Test Packages
i. Student Evaluation Plan (SEP)

Classroom instruction will be used for all Army New Business Process Training until the content is validated. Once content is validated lessons that are best trained through the

use of dl, following current TRADOC guidance, will be converted and made available to all three domains.

**5.1.1.3** *TADSS.* There are no Training Aids Devices Simulators or Simulations being developed for or fielded with Army DIMHRS.

**5.1.1.4** *Training Facilities and Land. (Classrooms)* Army DIMHRS NET will leverage existing classrooms to conduct training. Courseware will be developed to work on PM Distributed Learning System (DLS) Digital Training Facility (DTF) Student Workstation (SW) Configuration, 11 Jan 2006 and Baseline Home Computer Configuration For Interactive Multimedia Instruction (IMI) Courseware, 17 Mar 06. Other Army Component or Installation classrooms may be used if their configuration supports the courseware.

**5.1.1.5** *Training Services.* Army DIMHRS will use existing services at the Individual Training Support Directorate (ITSD) at Ft. Eustis, VA for preparation, replication, and distribution of Exportable Training Packages and dl courseware.

**5.1.2 Architectures and Standards Component.** The ADPO implemented an Integrated Concept Training Team (ICTT) which includes committees in three areas: Policy, Functional, and Training Strategy. The Training Strategy Committee (TSC) includes representatives from the AG and FI Schools, USASSI Training Development Directorate (TDD), 84th United States Army Reserve Readiness Training Center (84th USARRTC), ARNG – Professional Education Center (ARNG-PEC), USA Installation Management Command (IMCOM) and Defense Finance and Accounting Office (DFAS). The purpose of the TSC is to review training documents to ensure that the needs of each component/agency are represented during NET and provide input to ADTT. The ICTT also has the task of ensuring interoperability of all component organization, functional and system architectures.

**5.1.3 Management, Evaluation, and Resource (MER) Processes Component.** The Army DIMHRS Training is designed primarily for installation training facilities to train personnel working in a DIMHRS environment. The Reserve and ARNG will use the training in their local area.

**5.1.3.1** *Management***.** Where possible the Army DIMHRS NET will be implemented in existing facilities and support infrastructure. The Army DIMHRS NET will focus on the most efficient use of existing resources. Training development will focus on producing products that are capable of being used in all three training domains and support critical tasks. Students and instructors will be routinely asked to evaluate training events and products to determine how best to improve the quality and efficiency of instruction and training events to provide the best quality training with the least expenditure of resources.

**5.1.3.1.1** *Strategic Planning***.** The development and fielding of the Army DIMHRS Training supports Army Transformation and Training Transformation and is consistent with the guidance found in:

a. National Defense strategies
b. Joint Vision 2020
c. The Army Plan and other Service plans
d. Future force documentation
e. TRADOC supporting plan to the Army Transformation Campaign Plan (ATCP)

5.1.3.1.2 *Policy and guidance.* The documents listed below apply to the design and development of Army DIMHRS Training.

a. Army Regulation 350-1, Army Training and Leader Development, 13 January, 2006

b. TRADOC Regulation 350-70, Systems Approach to Training Management, Processes, and Products, 09 March 1999

c. TRADOC Pam 350-70-2 Training Multimedia Courseware Development Guide, 26 June 2003

**5.1.3.2 Evaluation.** The following feedback mechanisms will be used to measure, audit, and analyze the efficiency and effectiveness of Army DIMHRS NET.

**5.1.3.2.1** *Quality Assurance (QA).* QA plans will be used IAW each installation's QA plan. ADPO will also conduct site visits and document evaluation reports for Army DIMHRS training.

**5.1.3.2.2** *Assessments.* Assessments will be conducted IAW TRADOC Pam 350-70-4, Systems Approach to Training: Evaluation, 12 January 2004and TRADOC Pam 350-70-10, Systems Approach to Training Course And Courseware Validation, 29 March 2004 and will include:

a. Training Evaluation Plan
b. Training Evaluation Report
c. Individual Validation Trials
d. Small Group Validation Trials
e. Large Group Validation Trials (Will be conducted in conjunction with LUT

**5.1.3.2.3** *Customer feedback***.** Electronic surveys and logs from the ADCC will be used for customer feedback.

**5.1.3.3 Resources** The budget/funding line for the Other Procurement Army (OPA), Operations and Maintenance Army (OMA), and Research Development, Testing and Evaluation (RDT&E), Operations Maintenance Army Reserve (OMAR), and Operations Maintenance National Guard (OMNG) for Army DIMHRS NET are shown in Table 12, NET Budget Funding Line.

| | | FY08 | FY09 | FY10 | FY11 | FY12 | FY13 | Total |
|---|---|---|---|---|---|---|---|---|
| **OPA** | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **OMA** | | 23,128,454 | 131,172 | 133,920 | 0 | 0 | 0 | 23,393,546 |

| | | FY08 | FY09 | FY10 | FY11 | FY12 | FY13 | Total |
|---|---|---|---|---|---|---|---|---|
| **RDT&E** | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **OMAR** | | 3,600,000 | 0 | 0 | 0 | 0 | 0 | 3,600,000 |
| **OMNG** | | 32,118 | 32,793 | 0 | 0 | 0 | 0 | 64,911 |
| **Subtotal** | | **26,760,572** | **163,965** | **133,920** | **0** | **0** | **0** | **27,058,457** |

**Table 12. NET Budget Funding Line**

**5.2 Displaced Equipment Training (DET).** DIMHRS will not result in any existing equipment being displaced. Army DIMHRS will subsume 75 of the existing systems as reflected in Table 13, Subsumed Army Systems.

| SYSTEM NAME | COMMENTS | SUB-SUMED | IN RE-VIEW | EXTRACT / REPORT | SYSTEM | APPLI-CATION | DATA-BASE | MODEL |
|---|---|---|---|---|---|---|---|---|
| ADTRANS (DAPCX 386) | Added as a result of GAO Comparison analysis 09 June 2006 | X | | X | | | | |
| AGRMIS INFORMIX | Added as a result of GAO Comparison analysis 14 June 2006 | X | | | | | X | |
| AGRMIS | ADGFA | X | | | X | | | |
| AGRMIS Interface | Added as a result of GAO Comparison analysis 09 June 2006 | X | | | | X | | |
| AMIS (DAPCX 506) | ADGFA | X | | | X | | | |
| AORS | ADGFA | X | | | X | | | |
| APAS E | Added as a result of GAO Comparison analysis 14 June 2006 | X | | | X | | | |
| ARACMIS | Added as a result of GAO Comparison analysis 14 June 2006 | X | | | X | | | |
| ARPIMS | ADGFA | X | | | X | | | |
| ARTRAMS | ADGFA | X | | | X | | | |
| ASGNOM (DAPCX 386) | Added as a result of GAO Comparison analysis 09 June 2006 | X | | | | | | X |

| SYSTEM NAME | COMMENTS | SUB-SUMED | IN RE-VIEW | EXTRACT / REPORT | SYSTEM | APPLI-CATION | DATA-BASE | MODEL |
|---|---|---|---|---|---|---|---|---|
| ASBS | | | X | | | X | | |
| ASK | Added as a result of GAO Comparison analysis 14 June 2006 | X | | | X | | | |
| EARLY OUT (DAPCX 386) | Added as a result of GAO Comparison analysis 09 June 2006 | X | | X | | | | |
| EBM | Added as a result of GAO Comparison analysis 14 June 2006 | | X | | | | | |
| EDAS | ADGFA | X | | | X | | | |
| EDMIS | Added as a result of GAO Comparison analysis 14 June 2006 | | X | | | | | |
| eMILPO | ADGFA | X | | | X | | | |
| EPM | ADGFA | X | | | X | | | |
| ERS | Added as a result of GAO Comparison analysis 21 April 2006 | X | | | X | | | |
| HBA 010 | Added as a result of GAO Comparison analysis 14 June 2006 | X | | X | | | | |
| ICDT | Added as a result of GAO Comparison analysis 21 April 2006 | X | | | | X | | |
| IDV P (RCAS) | Additional research required | | X | | | | | |
| INPROC/ OUTPROC/ RUU | ADGFA | X | | | X | | | |
| ITAPDB | Post ADGFA | X | | | | | X | |
| IWS AFS | Added as a result of GAO Comparison analysis 14 | X | | | | X | | |

| SYSTEM NAME | COMMENTS | SUB-SUMED | IN RE-VIEW | EXTRACT / REPORT | SYSTEM | APPLI-CATION | DATA-BASE | MODEL |
|---|---|---|---|---|---|---|---|---|
| | June 2006 | | | | | | | |
| IWS AGR/ Calvin | Added as a result of GAO Comparison analysis 14 June 2006 | X | | | | X | | |
| IWS SOQ | Added as a result of GAO Comparison analysis 14 June 2006 | X | | | | X | | |
| IWS TAM | Added as a result of GAO Comparison analysis 14 June 2006 | X | | | | X | | |
| JUSTIS | ADGFA | X | | | X | | | |
| MBIS | Added as a result of GAO Comparison analysis 21 April 2006 | X | | | | X | | |
| MEGAX (DAPCX 386) | Added as a result of GAO Comparison analysis 09 June 2006 | X | | X | | | | |
| MGIB | ADGFA | X | | | X | | | |
| MMOF DB | Added as a result of GAO Comparison analysis 09 June 2006 | X | | | | X | | |
| MOBLAS | Added as a result of GAO Comparison analysis 14 June 2006 | X | | | X | | | |
| MOBPERS | ADGFA | X | | | X | | | |
| NES | Added as a result of GAO Comparison analysis 09 June 2006 | X | | | X | | | |
| OERS E | ADGFA | X | | | X | | | |
| OOR | Added as a result of GAO Comparison analysis 14 June 2006 | X | | | X | | | |

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| SYSTEM NAME | COMMENTS | SUB-SUMED | IN RE-VIEW | EXTRACT / REPORT | SYSTEM | APPLI-CATION | DATA-BASE | MODEL |
|---|---|---|---|---|---|---|---|---|
| Oracle AO | Added as a result of GAO Comparison analysis 09 June 2006 | X | | | | | X | |
| OSSS | ADGFA | X | | | X | | | |
| PEPDUS3 (DAPCX 386) | Added as a result of GAO Comparison analysis 09 June 2006 (Subsumed PEPDUS) | X | | | | X | | |
| PERSLOC | ADGFA | X | | | X | | | |
| POS (RCAS) | Additional research required | | X | | | | | |
| PRMS | ADGFA | X | | | X | | | |
| QMP CS | Added as a result of GAO Comparison analysis 14 June 2006 | X | | | | | | X |
| RDMS | ADGFA | X | | | X | | | |
| RECBASS R | ADGFA; Removed from consideration upon review by Army leadership. | | | | X | | | |
| RICS | ADGFA | X | | | X | | | |
| RLAS | ADGFA (Only Pers/Pay Subsumed) | X | | | X | | | |
| ROAMS | ADGFA | X | | | X | | | |
| ROTC MMS | Additional research required; added as a result of the GAO Comparison analysis | | X | | | | | |
| RPAM (RCAS ) | ADD | X | | | X | | | |
| RPAS | ADGFA | X | | | X | | | |
| RRS | ADGFA | X | | | X | | | |
| RSAS/RCC PDS | ADGFA | X | | | X | | | |
| RSDQ | ADGFA | X | | | X | | | |
| RVPS | ADGFA | X | | | X | | | |

| SYSTEM NAME | COMMENTS | SUB-SUMED | IN RE-VIEW | EXTRACT / REPORT | SYSTEM | APPLI-CATION | DATA-BASE | MODEL |
|---|---|---|---|---|---|---|---|---|
| SAM | Added as a result of GAO Comparison analysis 14 June 2006 | X | | | | | | X |
| SEPM | Added as a result of GAO Comparison analysis 09 June 2006 | X | | | X | | | |
| Sidpers3 Collection | Added as a result of GAO Comparison analysis 09 June 2006 | X | | X | | | | |
| SIDPERS ARNG | ADGFA | X | | | X | | | |
| SLO | Placed in review as a result of GAO Comparison analysis 14 June 2006; considered "subsumed" upon the initial ALSA Phase I review. | X | | | | | | |
| SMA/ MAPS | Added as a result of GAO Comparison analysis 14 June 2006 | | X | | | | | |
| SMS | Added as a result of GAO Comparison analysis 14 June 2006 | X | | | X | | | |
| SRB | Added as a result of GAO Comparison analysis 14 June 2006 | | X | | | | | X |
| TAADS Reserve | ADGFA | X | | | X | | | |
| TAPDB AE | Post ADGFA | X | | | | | X | |
| TAPDB AO | Post ADGFA | X | | | | | X | |
| TAPDB ARNG | Post ADGFA | X | | | | | X | |
| TAPDB R | Post ADGFA | X | | | | | X | |

| SYSTEM NAME | COMMENTS | SUB-SUMED | IN RE-VIEW | EXTRACT / REPORT | SYSTEM | APPLI-CATION | DATA-BASE | MODEL |
|---|---|---|---|---|---|---|---|---|
| TDRL (AR) | Added as a result of GAO Comparison analysis 14 June 2006 | X | | X | | | | |
| TOPMIS | Added as a result of GAO Comparison analysis 09 June 2006 | X | | | X | | | |
| TOPMIS II (DAPCX 500PC/S) | ADGFA | X | | | X | | | |
| TOPTUS | Added as a result of GAO Comparison analysis 21 April 2006 | X | | | X | | | |
| TPS | ADGFA | X | | | X | | | |
| TPUMS | ADGFA | X | | | X | | | |
| TRANSPROC III | TRANSPROC II analyzed during ADGFA | X | | | X | | | |
| UIC | ADGFA | X | | | X | | | |
| UPDB (USAREUR) | Added as a result of GAO Comparison analysis 14 June 2006 | X | | | X | | | |
| UPS/CMS/ MILPO Orders | Placed in review as a result of GAO Comparison analysis 14 June 2006; considered "subsumed" upon the initial ALSA Phase I review. | X | | | | | | |
| USA RET PERS | Added as a result of GAO Comparison analysis 14 June 2006 | X | | X | | | | |
| WWL | Added as a result of GAO Comparison analysis 14 June 2006 | X | | | | X | | |

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| SYSTEM NAME | COMMENTS | SUB-SUMED | IN RE-VIEW | EXTRACT / REPORT | SYSTEM | APPLI-CATION | DATA-BASE | MODEL |
|---|---|---|---|---|---|---|---|---|
| ZIP/GLC | Added as a result of Discussion with HRC STL on 29 June 2006 | X | | | | X | | |
| | | | 8 | 7 | 46 | 12 | 7 | 4 |
| **Total # of Subsumed Army Systems** | | | **75** | | | | | |

**Table 13. Subsumed Army Systems**

**5.3 Doctrine, Training, and Techniques (DTT).** There is no requirement for DTT for DIMHRS.

**5.4 Training Test Support Package (TTSP).** The ADPO will coordinate with the Army DIMHRS Testing Team to provide Training Test Support Packages.

**6.0 Institutional Training Domain.** The United States Army Soldier Support Institute (USASSI) is the Proponent and lead for development and implementation of training products for institutional training. In addition, USASSI retains the responsibility of identifying and establishing standards as prescribed by the appropriate AG and FM proponents. The ARNG-PEC and USARRTC will provide support, as needed, to build and establish viable institutional training programs throughout their respective components.

**6.1 Institutional Training Concept and Strategy.** The NET products are being developed with the assistance of a Liaison Officer from USASSI to facilitate early incorporation of Army DIMHRS training into the Institutional Domain. The NET products will incorporate the concepts of reusability and standardization to the maximum extent possible to ensure that training is streamlined throughout the components and domains to expedite Army-wide incorporation of DIMHRS training.

The USASSI, ARNG-PEC, and USARRTC work closely with the ADPO and EPMO to share and maximize training opportunities for instructional staff and faculty. This continual collaboration on training implementation will focus on meeting the needs of the total Army. Reserve Component specific training requirements and responsibilities transfer to the ARNG-PEC and USARRTC after initial T3 and NETT training and therefore must be considered in their future funding and allocation of resources.

The NET products will be delivered to the Army institutions in a spiral manner, with the last delivery to coincide with the milestones for that part of the SAT process (Appendix A, Milestones). The products that will be delivered to the Army Institutions are as follows:

a. Annotated Critical Task List
b. Design Outputs (Lesson Outlines, Test Packages)
c. Products for classroom instruction (validated)

d. dl courseware (compliant with Army SCORM, ALMS, and DTF playability standards)

The critical tasks associated with HR existing courses will not change immediately, only the system they are being performed on. There will not be a DIMHRS CAD, ITP, or POI. The instruction for DIMHRS will replace the instruction for existing systems that are being subsumed (TOPMIS, EDAS, DCIPS, etc) in the current training administration documents.

DIMHRS will be included in AG resident training following the fielding of DIMHRS to the Army.

USASSI will conduct a critical task board to determine which tasks should remain classroom instruction and which tasks should be developed as dl for future training.

An analysis of the impact of DIMHRS on the FM Career Branches and Career Management Fields is currently being conducted. Based on the results of that analysis some functions now under FM may shift to AG.

Commanders and leaders of civilian organizations providing HR and FM services in a DIMHRS environment must establish appropriate training forums for non-military personnel. This may be accomplished through the development of additional training or establishing an agreement with USASSI, USARRTC, or ARNG-PEC to meet training objectives.

All Army DIMHRS NET products are being developed with consideration of the maximum reusability possible. Therefore all subsequent paragraphs remain the same as those in the NET Concept except for Resources. Institutional Resources have not yet been determined.

Other factors are TBP as they emerge.

**7.0 Operational Training Domain.** The objective of Army DIMHRS operational training is to ensure individual and collective combat readiness prior to the deployment of HR and FM Soldiers and leaders.

**7.1 Operational Training Concept and Strategy.** The Army DIMHRS NET products will be available to the Unit Commander for use as sustainment products and will provide opportunities to train and sustain DIMHRS skills once NET is completed.

The ADPO will assist the unit to establish appropriate promotional programs to educate commanders and other leaders on the availability and accessibility of the Army DIMHRS NET products to users. The maintenance of RC specific training requirements and responsibilities transfers to the ARNG-PEC and USARRTC after initial T3 training which must be considered in future funding and resources.

The operational training strategy includes the availability of DIMHRS NET products for sustainment and use for:

a. Reserve Component Training. The RC commanders will have access to Army DIMHRS NET training products through the ALMS and the RDL is the responsibility of the unit commander. Army DIMHRS NET products will be available for use as sustainment training products.

b. Army Force Generation (ARFORGEN). The NET training will be provided for units in the Reset cycle during the implementation window. The NET products will be provided to units for use in the Reset cycle for training of deploying personnel who were not trained during NET.

c. Deployment Training. The NET products will be available through the ALMS and the RDL as dl and Exportable Training Packages. An initial Basis of Issue Plan (BOIP) will provide the CD-ROM version of the courseware to each dl training facility for use by Soldiers without adequate internet accessibility.

The DIMHRS NET products will be developed to facilitate targeted, just-in-time training and will be reusable. These products will remain available through the ALMS and the RDL for training at home station, Annual Training (AT) for RC personnel, Sergeant's Time Training, training at Combined and Joint Training Centers during joint and single service exercises; at mobilization centers; and while operationally deployed.

Feedback from Commanders, along with HR and FM leaders, on Lessons Learned and observations from training events will become the base for continued improvement to the training and incorporation into doctrine.

All Army DIMHRS NET products are being developed with consideration of the maximum reusability possible. Therefore all subsequent paragraphs remain the same as those in the NET Concept. Operational Resources have not yet been determined.

Other factors are TBP as they emerge.

**8.0 Self Development Training Domain.** Managers and Self Service transactions will be implemented with dl navigational and tutorial training to assist in the transition. Self Development Training will be distributed as dl and as Exportable Training Packages.

**8.1 Self Development Concept and Strategy.** DIMHRS Basic Navigation Skills Training will be available to all Soldiers in dl. Products developed under NET will be available to all Soldiers as dl or Exportable Training Packages through the ALMS and the RDL for access from Home Station Computers, dl Classrooms, and Lifelong Learning Centers (LLC).

All Army DIMHRS NET products are being developed with consideration of the maximum reusability possible. Therefore all subsequent paragraphs remain the same as those in the NET Concept.

**Annex A: Milestones**

| **TRAINING DEVELOPMENT MILESTONE SCHEDULE -** | **PAGE** 1 **OF** 1 **PAGE** | **REQUIREMENTS CONTROL SYMBOL** |
|---|---|---|

| **SYSTEM** | **TRADOC SYMBOL** | **AS OF DATE** |
|---|---|---|
| DIMHRS | | 30 November 2006 |

| LEGEND: | MILESTONES BY QUARTER | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | FY06 | | | | FY07 | | | | FY08 | | | | FY09 | | | |
| | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | |
| Conduct Analysis | | X | X | X | X | | | | | | | | | | | |
| Conduct Design | | | | | X | X | | | | | | | | | | |
| Develop Classroom Instruction | | | | | X | X | | | | | | | | | | |
| Validation | | | | | | | X | | | | | | | | | |
| Develop dl | | | | | | | X | X | X | | | | | | | |
| Publish Warning Order for Trainers | | | | | | | X | X | | | | | | | | |
| Train and Develop MT | | | X | X | X | X | | | | | | | | | | |
| Train T3s | | | | | | | | | | X | | | | | | |
| Train NETT | | | | | | | | | | X | X | | | | | |
| Train HR/ Deployed Units/ SA | | | | | | | | | X | X | | | | | | |
| Train Mgr/Super and Self Service | | | | | | | | | | X | | | | | | |
| Train ADCC Staff | | | | | | | X | | | | | | | | | |
| Train Testers | | | | | | X | X | | | | | | | | | |
| Submit Annotated Task List to USASSI | | | | | | X | | | | | | | | | | |
| Deploy DIMHRS | | | | | | | | | | | X | X | | | | |
| Implement Resident Courses | | | | | | | | | | | | | X | | | |

**TRADOC FORM 569-1-R-E, Aug 89 (Use an 81/2 by 11 paper sizes)**

A-1

**Annex B: References**

DODI 1322.26, Development, Management, and Delivery of Distributed Learning, 16 June 2006

MIL-HDBK-29612-1, Department of Defense Handbook, Guidance for the Acquisition of Training Data Products and Services, <http://dtswg.fedsun.navy.mil> 31 August 2001.

MIL-HDBK-29612-2, Department of Defense Handbook, Instructional Systems Development/Systems Approach to Training and Education, <http://dtswg.fedsun.navy.mil>31 August 2001.

Army Regulation 350-1, Army Training and Leader Development, 13 January, 2006

TRADOC Regulation 350-70, Systems Approach to Training Management, Processes, and Products, <http://www.tradoc.army.mil/tpubs/pams/p350-70.htm>09 March 1999

TRADOC Pamphlet 350-70-2, Systems Approach to Training: Multimedia Courseware Development Guide, <http://www.tradoc.army.mil/tpubs/pams/p350-70-2.htm>, 26 June 2003.

TRADOC Pam 350-70-4, Systems Approach to Training: Evaluation, <http://www.tradoc.army.mil/tpubs/pams/p350-70-4.htm>, 12 January 2004

TRADOC Pamphlet 350-70-5, Systems Approach to Training: Testing, <http://www.tradoc.army.mil/tpubs/pams/p350-70-5.pdf>, 20 August 2004.

TRADOC Pam 350-70-10, Systems Approach to Training: Course And Courseware Validation, <http://www.tradoc.army.mil/tpubs/pams/p350-70-10.pdf>, 29 March 2004

TRADOC Pamphlet 350-70-12, Distributed Learning - Managing Courseware Production and Implementation,< http://www.tradoc.army.mil/tpubs/pams/p350-70-12.htm>, 29 March 2004.

DIMHRS (Personnel and Pay) (ACAT IAM) Operational Requirements Document (ORD), Prepared in Support of MS B, 02 July 2001, Validated by Joint Requirements Oversight Council (JROC) 14 August 2001

DIMHRS (Pers/Pay) Acquisition Strategy Plan (ASP), 23 March 2002

Defense Business Transformation Agency (BTA) Defense Integrated Military Human Resources System (DIMHRS) Integrated Logistics Support Plan (ILSP) June 2006 Update Release 7.0.0, 31 July 2006

Mission Need Statement (MNS) for DIMHRS (Personnel and Pay) [DIMHRS (Pers/Pay)], 24 February 1999

**Annex C: Coordination/Points of Contact**

| **TRAINING DEVELOPMENT MILESTONE SCHEDULE - SHEET Annex A** | PAGE of PAGES | Materiel Requirements Document |
|---|---|---|

| SYSTEM | ACAT: IAC (formerly, ACAT 1AM program. | TRADOC SYMBOL | AS OF DATE |
|---|---|---|---|

| POINTS OF CONTACT | NAME | OFFICE SYMBOL | TELEPHONE |
|---|---|---|---|
| MATERIEL COMMAND | TBP | | |
| TRADOC PROPONENT | Mr. Gary Adams | | 803 751 8356 |
| ADPO | COL Patrick Devine | AHRC DI | 703 428 1226 |
| STIDD | Mr. Charles Johnson | ATIC DSSR | 757 878 4911 |
| CD: | Mr. Carey Webber | | |
| TD: | Major Catherine Smith | AHRC DII T | 703 325 0377 |
| SUPPORTING PROPONENTS: | | | |
| USASSI | Ms. Susan Burrus | | |
| ARNG PEC | MAJ Holdeman | PEC HRRTC | 501 212 4731 |
| USARRTC | MS. Debra Young | | 608 388 7344 |
| DFAS | Ms. Ruth Miller | DDIO | 303 676 3030 |
| IMCOM | Ms. Denise McDowell | | 703 602 0856 |

| ITEM | DATE | RESPONSIBLE AGENCY/POC | OFFICE SYMBOL | TELEPHONE |
|---|---|---|---|---|
| ORD | | Mr. Frank Camarillo | AHRC DIP | 703 325 7552 |
| SMMP: | | Mr. Wayne Anderson | AMSRD ARL HRML | 732 532 0028 |
| ILSMP: | | Mr. Frank Camarillo | AHRC DIP | |
| TTSP: | | Major Shela Norwood | AHRC DIF T | 703 325 5854 |
| QQPRI: | | TBP | | |
| BOIP: /DP: | | Major Catherine Smith | AHRC DII T | 703 325 0377 |
| NETP: | | Major Catherine Smith | AHRC DII T | 703 325 0377 |

COMMENTS: (Continue on reverse side if necessary)

C-1

**Annex D**

**SYSTEM TRAINING PLAN GLOSSARY OF ACRONYMS**

| | |
|---|---|
| AC | Active Component |
| ACAT | Acquisition Category |
| ACCP | Army Correspondence Courses |
| ACOMS | Army Commands |
| ACTUATE | Software tool to retrieve information |
| ADCC | Army DIMHRS Contact Center |
| ADEC | Army DIMHRS Education Center |
| ADPO | Army DIMHRS Program Office |
| ADTRANS | Assignment Data Transactions |
| ADTT | Army DIMHRS Training Team |
| AFS | Active Federal Service |
| AG | Adjutant General |
| AGRMIS | Active Guard Reserve Management Information System |
| AIT | Advanced Individual Training |
| ALMS | Army Learning Management System |
| Androgogy | Adult Education Theory (Self-directed learning) |
| AOC | Area of Concentration |
| AR | Army Reserve |
| ARR | Army Requirements Review |
| ARNG-PEC | Army National Guard-Professional Education Center |
| ASI | Additional Skill Identifier |
| ATCP | Army Training Campaign Plan |
| ATIA | Army Training Information Architecture |
| ATSC | Army Training Support Center |
| BNCOC | Basic Noncommissioned Officer Course |
| BOIP | Basis of Issue Plan |
| BP | Business Process |
| BTA | Business Transformation Agency |
| C2G | Command and Control Guard |
| C4I | Command, Control, Communications, Computers and Intelligence |
| CAD | Course Administrative Data |
| CB | Career Branches |
| CDC | Corporate Data Center |
| CD-ROM | Compact Disc-Read Only Memory |
| CES | Civilian Education System Courses |
| CFC-A | Combined Forces Command-Afghanistan |
| CFLCC | Coalition Forces Land Component Command |
| CMF | Career Management Field |
| CMP | Course Management Plan |
| CVS | Content Validation System |
| COGNOS | Query Based Software |

| | |
|---|---|
| COI | Community of Interest |
| COOP | Continuity of Operations |
| COTS | Commercial off-the Shelf |
| DBSAE | Defense Business Systems Acquisition Executive |
| DBSMC | Defense Business Systems Management Council |
| DDTC | Digital Training Campus |
| DDTN | DIMHRS Development and Test Network |
| DEERS | Defense Enrollment Eligibility Reporting System |
| DET | Displaced Equipment Training |
| DFAS | Defense Finance and Accounting Service |
| D&I | Developer and Integrator |
| DII COE | Defense Information Infrastructure Common Operating Environment |
| DIMHRS | Defense Integrated Military Human Resources System |
| DISA | Defense Information Systems Agency |
| DISR | DoD Information Technology Standards and Profile Registry |
| dL | Distance Learning |
| DLS | Distributed Learning System |
| DoD | Department of Defense |
| DODI | Department of Defense Initiative |
| DRAS-RCP | Defense Retired and Annuitant Pay System – Retiree and Casualty Pay |
| DTF | Digital Training Facility |
| EPM | Enterprise Program Manager |
| EPMO | Enterprise Program Management Office |
| ERB | Emerging Results Brief |
| ERB | Enlisted Records Brief |
| ERUP | Immediate Reenlistment Prohibition Codes |
| FA | Functional Area |
| FM | Financial Management |
| FORSCOM | Forces Command |
| FOC | Full Operational Capability |
| GIG-ES | Global Information Grid – Enterprise Services |
| GCSS | Global Combat Support System |
| HCM | Human Capital Management |
| HLD | High Level Design |
| HR | Human Resources |
| HRC | Human Resources Command |
| IAC | formerly, ACAT IAM program |
| IAW | In Accordance With |
| IBM | International Business Machine Corporation |
| ICTT | Integrated Concept Training Team |
| IE | Internet Explorer |
| ILT | Instructor Led Training |
| IMCOM | Installation Management Command |
| IMDP | Interactive Multimedia Design Package |
| IMI | Interactive Multimedia Instruction |

| | |
|---|---|
| IMDP | Interactive Multimedia Design Package |
| IOC | Initial Operating Capability |
| IMT | Initial Military training |
| ISD | Instructional Systems Designers |
| IT | Information Technology |
| ITP | Individual Training Plan |
| ITSD | Individual Training Support Directorate |
| JOA | Joint Operational Architecture |
| LES | Leave and Earnings Statement |
| LMS | Learning Management System |
| LUT | Limited Users Test |
| MACOMS | Major Army Commands |
| MER | Management, Evaluation, and Resource |
| MMRB | MOS/Medical Retention Board |
| MNC-I, MNF-I | Multi-National Corps/Force-Iraq |
| MOS | Military Occupational Specialty |
| MS | Milestone |
| MT | Master Trainer |
| NCES | Net-Centric Enterprise Services |
| NCO | Noncommissioned Officer |
| NCOES | Noncommissioned Officer Education System |
| NDI | Non-Developmental Item |
| NET | New Equipment Training |
| NETT | New Equipment Training Team |
| NG | National Guard |
| NGIT | Northrop Grumman Information Technology |
| NIPRNET | Non-Secure Internet Protocol Router Network |
| NLT | Not Later Than |
| OCS | Officer Candidate School |
| OEF | Operation Enduring Freedom |
| OES | Officer Education System Courses |
| OIF | Operation Iraqi Freedom |
| OMA | Operations and Maintenance Army |
| OMAR | Operations and Maintenance Army Reserve |
| OMNG | Operations and Maintenance National Guard |
| OPA | Other Procurement Army |
| OPTEMPO | Operations Tempo |
| ORB | Officer Record Brief |
| P | Promotable |
| PAR | Personnel Action Request |
| PER/PAY | Personnel and Pay |
| PM | Program Manager |
| POI | Program of Instruction |
| PRP | Personnel Readiness Processing |
| QA | Quality Assurance |
| RAM | Reliability, Availability and Maintainability |

| | |
|---|---|
| RDL | Reimer Digital Library |
| RDTE | Research Development Test and Evaluation |
| PT | Physical Training |
| SA | System Administrator |
| SAT | Systems Acceptance Test |
| SEP | Student Evaluation Plan |
| SCORM | Sharable Content Object Reusable Media |
| SGLI | Servicemembers Group Life Insurance |
| SIPRNET | Secret Internet Protocol Router Network |
| SIT | Systems Integration Test |
| SME | Subject Matter Expert |
| SNS | Secure Network Server |
| SOP | Standard Operating Procedures |
| SSS | System/Subsystem Specification |
| STRAP | System Training Plan |
| SW | Student Workstation |
| SWIT | Software Integration Testing |
| T3 | Train-the-Trainer |
| TADSS | There are no Training Aids Devices Simulators or Simulations |
| TAG | The Adjutant General |
| TBD | To be Determined |
| TBP | To be Provided |
| TDD | Training Development Directorate |
| TRADOC | U. S. Army Training and Doctrine Command |
| TSC | Training Strategy Committee |
| TSP | Training Support Package |
| UMR | Unit Manning Report |
| UPK | Universal Productivity Kit |
| UPS | Uninterruptible Power Supplies |
| USARRTC | United States Army Reserve Readiness Training Center |
| USASSI | United States Army Soldier Support Institute |
| VLAN | Virtual Local Area Networks |
| WBT | Web Based Training |
| WO | Warrant Officer |
| WOCS | Warrant Officer Candidate School |

**SYSTEMS SUBSUMED ACRONYM GLOSSARY**

| | |
|---|---|
| ADTRANS | Assignment Data Transactions |
| AGRMIS | Active Guard Reserve Management Information System |
| AMIS | Assignment Data Transactions |
| AORS | Automated Orders and Resource System |
| APAS-E | Analyst Project Assist System - Enhanced |
| ARACMIS | Army Reserve Acquisition Corps Management Information System |
| ARPIMS | Army Reserve Personnel Information Middleware System |
| ARTRAMS | Army Reserve Transaction Management System |
| ASGNOM | Assignment Nomination Process |
| ASBS | Army Selection Board System |
| ASK | Assignment Satisfaction Key |
| EBM | Enlisted Bonus Model (BONUS MODEL) |
| EDAS | Enlisted Distribution and Assignment System |
| EDMIS | Installation Support Module Education Management Info System |
| eMILPO | Electronic Military Personnel Office |
| EPM | Enlisted Promotion Model |
| ERS | Evaluation Reports System |
| HBA-010 | Retired Personnel File |
| ICDT | Intra Component Data Transfer |
| INPROC/OUTPROC/RUU | Installation Support Module In/Out-Processing |
| ITAPDB | Integrated Total Army Personnel Database |
| ITP | Individual Training Plan |
| IWS-AFS | Interactive workstation - Active Federal Service |
| IWS-AGR, Calvin | Interactive workstation - Active Guard Reserve Management Information System/CALVIN |
| IWS-SOQ | Interactive workstation - Soldier Query |
| IWS-TAM | Interactive workstation - Transition Assistance Management System |
| JUSTIS | JUMPS Standard Terminal Input System |
| MBIS | Mailbox Information System |
| MEGAX | TAPDB-AE Mega Extract (EDAS MEGEX) |
| MGIB | Montgomery GI Bill |
| MMOF-DB | MILPERCEN Master Organization File |
| MOBLAS | Mobilization Level Accounting System (DARTS replaced this) |
| MOBPERS | Mobilization Personnel Processing System |
| NES | NCO Evaluation Report Support System |
| OERS-E | Officer Evaluation Report System - Enhanced |
| OOR | Recruiter/Retention Management System |
| OSSS | Officer Selection Support System |
| PEPDUS3 | PERSCOM Enlisted Personnel Data Update System |
| PERSLOC | Installation Support Module - Personnel Locator |
| POS | Permanent Order System |
| PRMS | Personnel Records Management System |
| QMP-CS | Qualitative Management Program - Client Server |
| RDMS | Reserve Database Maintenance System |

| | |
|---|---|
| RECBASS-R | Reception Battalion Automated Support System - Redesign |
| RICS | RDMS Interface Control System |
| RLAS | Regional Level Application Software |
| ROAMS | Replacement Operations Automation Management System |
| ROTC-MMS | Reserve Officers Training Corps Mission Management System |
| RPAM (RCAS) | Retirement Point Accounting Management |
| RPAS | Retirement Points Accounting System - Army National Guard |
| RRS | Army Training Requirements and Resources System |
| RSAS/RCCPDS | Reserve Statistics Accounting System/Reserve Component Common Personnel Data System |
| RSDQ | Reserve Screening Data Quality System |
| RVPS | Retiree Volunteer Preassignment System |
| SAM | Soldier Assignment Module |
| SEPM | Senior Enlisted Promotions Management |
| SIDPERS3 Collection | Standard Installation/Division Personnel-3 Collection |
| SIDPERS-ARNG | Standard Installation/Division Personnel System-Army National Guard |
| SLO | Installation Support Module - Personnel Locator |
| SMA/MAPS | Staff Management Application |
| SMS | Soldier Management System |
| SRB | Selective Reenlistment Bonus |
| TAADS-Reserve | The Army Authorization Documentation System-Reserve |
| TAPDB-AE | Total Army Personnel Database Enlisted |
| TAPDB-AO | Total Army Personnel Database Officer |
| TAPDB-ARNG | Total Army Personnel Database-Army National Guard |
| TAPDB-R | Total Army Personnel Database-Reserve |
| TOPMIS | Total Officer Personnel Management Information System |
| TOPTUS | Total Officer Personnel Transaction Update System |
| TPS | Tactical Personnel System |
| TPUMS | Troop Program Unit Management Subsystem |
| TRANSPROC III | Transition Processing |
| UIC | Unit Identification Code/Persins Processing Activity Mismatch & 30 Days Past Due Report |
| UPDB (USAREUR) | USAREUR Personnel Data Base (United States Army Europe) |
| UPS/CMS/MILPO Orders | Unit Personnel System/CMS/Military Personnel Office Orders |
| USA RET PERS | United States Army Retired Personnel |
| WWL | Worldwide Locator |
| ZIP/GLC | ZIP Code/Grid Locator Code System |

Annex F
COMMENT RESOLUTION MATRIX

| Org / Reviewer | Page | Para | Line | Recommendation/Comment, Rationale | Recommended Action (A, R, P) |
|---|---|---|---|---|---|
| TRADOC CoS QAO<br>POC: William Wallace<br>William.WallaceJr@us.army.mil<br>(757) 788-5515 DSN 680 | 8 + | | | Distributed Learning; change DL to "dL" in all locations to be IAW guidance. | A |
| TRADOC CoS QAO | 20 | | | List of products with exportable package should include a Student Evaluation Plan (SEP) | A |
| USASSI<br>POC: Gary Adams<br>gary.l.adams@us.army.mil<br>(803) 751-8368 DSN 734 | 5 | | | Need to address Help Desk. | P. The Army DIMHRS Contact Center (Help Desk) is nominally addressed on Page 22, para **5.1.3.2.3** *Customer feedback.* Location and other details of the ADCC have not been decided, Additional information will be included in subsequent versions of the STRAP. |
| USASSI | 7 | 2.0 | Table 1 | Target Audience: delete CB 42(WO) | A |

F-1

| Org / Reviewer | Page | Para | Line | Recommendation/Comment, Rationale | Recommended Action (A, R, P) |
|---|---|---|---|---|---|
| USASSI | | 2.0 | Table 1 | Correct title for 420A to be Military Human Resources Technician | A |
| USASSI | 11&12 | 5.0 | | Only mentions 48 hours of training provided. Should be 88? Or 128? | A: More accurate description included. |
| USASSI | 14 | Table 6 | | Add "mobilization/demobilization, Strength accountability updates and Unit Status reporting" as additional tasks affected. | A |
| USASSI | 17 | Table 11 | | The training listed for HR is more in-depth than that of the training the T3 will receive, though the T3 will train the HR. | A: The additional info was a description of the training, not additional training. However, I deleted it as it was confusing. Also, the HR population will be trained by the NETT not by the T3. That information was removed. The info is on page 18. |

F-2

| Org / Reviewer | Page | Para | Line | Recommendation/Comment, Rationale | Recommended Action (A, R, P) |
|---|---|---|---|---|---|
| USASSI | 19 | 5.1.1.2.1 *Courseware.* | | The RDL is on-line. How are CD's going to be furnished through the RDL? | A: Text has been changed to reflect initial distribution of CD-ROMs through a BOIP and subsequent availability through ordering from the RDL. |
| USASSI | 20 | 5.1.1.2.4 *TSP*. | | Course map is a part of the CMP, not separate. | P: As per guidance from QAO: Leave the course map because although the CMP should include a course map, sometimes it is forgotten. |
| USASSI | 21 | Para 5.1.1.3 *TADSS.* | | The DIMHRS training database should be listed. | P: The status and the definition of the DIMHRS Training Base is still under analysis. Information will be provided in subsequent versions of the STRAP. |
| USASSI | 21 | 5.1.2 Architectures and Standards Component. | | TDD should read "Training Development Directorate" (not Division) | A |
| USASSI | 28 | 6.0 Institutional Training Domain. | | When referring to the proponent, should be AG (not HR) | A |

F-3

| Org / Reviewer | Page | Para | Line | Recommendation/Comment, Rationale | Recommended Action (A, R, P) |
|---|---|---|---|---|---|
| USASSI | 29 | 6.1 Institutional Training Concept and Strategy. | | "Army" to United States Soldier Support Institute | A |
| USASSI | 31 | 8.1 Self Development Concept and Strategy. | | SSI will further determine sustainment requirements vs. self-development? | A |
| USASSI | 38 | Glossary | | Change to Directorate vs. Division | A |
| USASSI | | Global | | Replace Finance Management with Financial Management | A |
| USASSI | 7 | 2.0 Target Audience. | | Correct Table 3 to read Table 2 | A |
| 84th USARRTC<br>POC: Debra Young<br>debra.young1@us.army.mil<br>(608) 388-7344 | | | | Throughout the entire STRAP, reference to "ARRTC" should be changed to read "84th USARRTC". | A |
| 84th USARRTC | 7 | 2.0 Target Audience. | Table 1 | Add the following to the Target Audience: 0301 Army Civilian (Military Reserve Technician) Staff Administrative Assistant<br>0303 Army Civilian (Military Reserve Technician) USAR Unit Administrator<br>0303 Army Civilian (Military Reserve Technician) Administrative Support Assistant | A |
| 84th USARRTC | 22 | 5.1.3.2.2. Assessments | | Add IAW TRADOC Pam 350 70 4, Systems Approach to Training: Evaluation and TRADOC Pam 350 70 10, Systems Approach to Training:<br>Course And Courseware Validation | A |

F-4

| Org / Reviewer | Page | Para | Line | Recommendation/Comment, Rationale | Recommended Action (A, R, P) |
|---|---|---|---|---|---|
| 84th USARRTC | B-1 | Annex B References | | Add TRADOC Pam 350 70 4, Systems Approach to Training: Evaluation<br>TRADOC Pam 350 70 10, Systems Approach to Training: Course And Courseware Validation | A |
| 84th USARRTC | | 6.0 Institutional Training Domain | | Specific responsibilities would be of great value. Though, I am at a loss to make specific recommendations. | P: Will be further clarified in subsequent versions of the STRAP. |
| ARNG-PEC | | | | No Comments Submitted | |
| IMCOM | | | | No Comments Submitted | |
| DFAS | | | | No Comments Submitted | |
| Comments From Previous Submission | | | | | |
| G-3/5/7 (DAMO-TRT) POC: Mr Crumling/703-692-7779 | D-4 | 2.3 New Equipment Trainers | | Add locations designated for training (J-3, STRAP Paragraph 2 – Target Audience, TRADOC Reg 350-70) | A: See Section 2.0 Target Audience (TSS) Table 3, Fielding and Support Personnel and Tester Population. |
| G-3/5/7 | D-4 | 2.4 Super Users | | Add who is to be trained by position (J-3, STRAP Paragraph 2 – Target Audience, TRADOC Reg 350-70) | A: See Section 2.0 Target Audience (TSS) Table 3. Fielding and Support Personnel and Tester Population. |

F-5

| Org / Reviewer | Page | Para | Line | Recommendation/Comment, Rationale | Recommended Action (A, R, P) |
|---|---|---|---|---|---|
| G-3/5/7 (DAMO-TRT) | D-4 | 2.5 HR Specialist/ Professionals | | Add who will be trained by position and show total program load to be trained (J-3, STRAP Paragraph 2 – Target Audience, TRADOC Reg 350-70) | A: See Section 2.0 Target Audience (TSS format) Table 1. DIMHRS NET Training Target Audience.. |
| G-3/5/7 (DAMO-TRT) | D-5 | 3.0 (c) Assumptions | | Change "Training time in the institutional environment may change and will require further analysis" to "Training time in the institution will remain the same or be reduced based on a TRADOC task analysis." (J-3, STRAP Paragraph 3 – Assumptions, TRADOC Reg 350-70) | A: Section 3.0 (TSS format) Assumptions, Bullet D. |
| G-3/5/7 (DAMO-TRT) | D-6 | 5.0 Training Concept | 4 | "Just-in-time" approach can apply to unit-level training, but not to other domains, especially institutional training. Institutional training should be provided as early as possible. (J-3, STRAP Paragraph 5 – Training Concept, TRADOC Reg 350-70) | A: Section 5.1 New Equipment Training (NET) Concept (TSS format) sub paragraph 5.1.1.2 Training Products. |

F-6

| Org / Reviewer | Page | Para | Line | Recommendation/Comment, Rationale | Recommended Action (A, R, P) |
|---|---|---|---|---|---|
| G-3/5/7 (DAMO-TRT) | D-6 | 5.0 Training Concept | | Need to clarify what deliverables D&I will produce and what ADO must to with these deliverables prior to use in field or training base. (J-3, STRAP Paragraph 5 – Training Concept, TRADOC Reg 350-70) | A: Section 5.1 New Equipment Training (NET) Concept (TSS format) explains that the ADPO will ensure product compliance with Army requirements and will develop associated Army New Business Process Training for DIMHRS application training. |
| G-3/5/7 (DAMO-TRT) | D-7 | 5.1 New Equipment Training (NET) | 1-2 | Need a more detailed description of "varied training products and delivery options." (J-3, STRAP Paragraph 7 – Training Products, TRADOC Reg 350-70) | A: Section 5.1 New Equipment Training (NET) Concept (TSS format) now delineates the products produced by NET effort. |

F-7

| Org / Reviewer | Page | Para | Line | Recommendation/Comment, Rationale | Recommended Action (A, R, P) |
|---|---|---|---|---|---|
| G-3/5/7 (DAMO-TRT) | D-7 | 5.2 Institutional Training | 1-2 | It is unclear what training products will be delivered by ADO and when they will be delivered. (J-3, STRAP Paragraph 7 – Training Products, TRADOC Reg 350-70) | A: Section 6.1 Institutional Training Domain Concept and Strategy (TSS format) now delineates the products delivered to the Institutional Domain. . |
| G-3/5/7 (DAMO-TRT) | D-7 | 5.2 Institutional Training | 6-7 | What institutional training products will be developed by USASSI?(J-3, STRAP Paragraph 7 – Training Products, TRADOC Reg 350-70) | P: Sections 5.1 and 6.1 (TSS format) state that NET products are developed for reusability by the Institutions. Additional institutional products were not provided for the STRAP. |
| G-3/5/7 (DAMO-TRT) | D-8 | 6.1 Institutional Training Domain (General) | 5-8 | Need to list AIT and PME curses by MOS/name and course loads. (J-3, STRAP Paragraph 6 – Net Implementation Strategy, TRADOC Reg 350-70) | P: Info still being analyzed. TBP in subsequent submissions. |
| G-3/5/7 (DAMO-TRT) | D-8 | 6.2 Institutional Training Domain (Resident) | 3-6 | Task analysis should be conducted prior to implementation of DIMHRS training. (J-3, STRAP Paragraph 6 – Net Implementation Strategy, TRADOC Reg 350-70) | A: Addressed in Section 5.1, (TSS format) Sub-paragraph 5.1.1.2 Training Products. |

| Org / Reviewer | Page | Para | Line | Recommendation/Comment, Rationale | Recommended Action (A, R, P) |
|---|---|---|---|---|---|
| G-3/5/7 (DAMO-TRT) | D-8 | 6.2 Institutional Training Domain (Other) | 3 | Need to clarify the term "non-military personnel," Does this mean DA civilian or contractors or both? (J-3, STRAP Paragraph 6 – Net Implementation Strategy, TRADOC Reg 350-70) | A: Section 2 – Target Audience (TSS format) Table 1 Breaks down the population. |
| G-3/5/7 (DAMO-TRT) | D-10 | 8.2 Self-Development Domain (Institutional Training Base) | 1 | Need to list the training products the institutional training base will produce. (J-3, STRAP Paragraph 7 – Training Products, TRADOC Reg 350-70) | P: All NET products are reusable in the Self-Development Domain. Products other than those provided by NET have not been identified or provided for this document. |
| G-3/5/7 (DAMO-TRT) | D-A-1 | Annex A: Milestones | | Need to plot on calendar for clarity and revise per J-14, STRAP Annex D, Training Development and Milestones Schedule, TRADOC Reg 350-70) | A: See Appendix A in (TSS format). |

F-9