



Enterprise Services Governance

16 August 2011

Enterprise Services & Integration
Office of the DoD CIO



DoD CIO Vision

(DoD IT Enterprise Strategy & Roadmap)

The vision for a more Effective, Efficient and Secure DoD Information Enterprise

Goals

- Dramatically increase our cyber security posture
- Increase our effectiveness across joint and coalition lines
- Reduce the resources our networks consume

Strategy Overview

- Common Enterprise Services
- Enterprise Identity and Access Management (IdAM) Service
- Single, agile Information Environment
- Anywhere, anytime access to information consistent with security classification and special access restrictions
- Consolidated IT infrastructure



Application & Data Services Initiatives

Roadmap Functional Areas

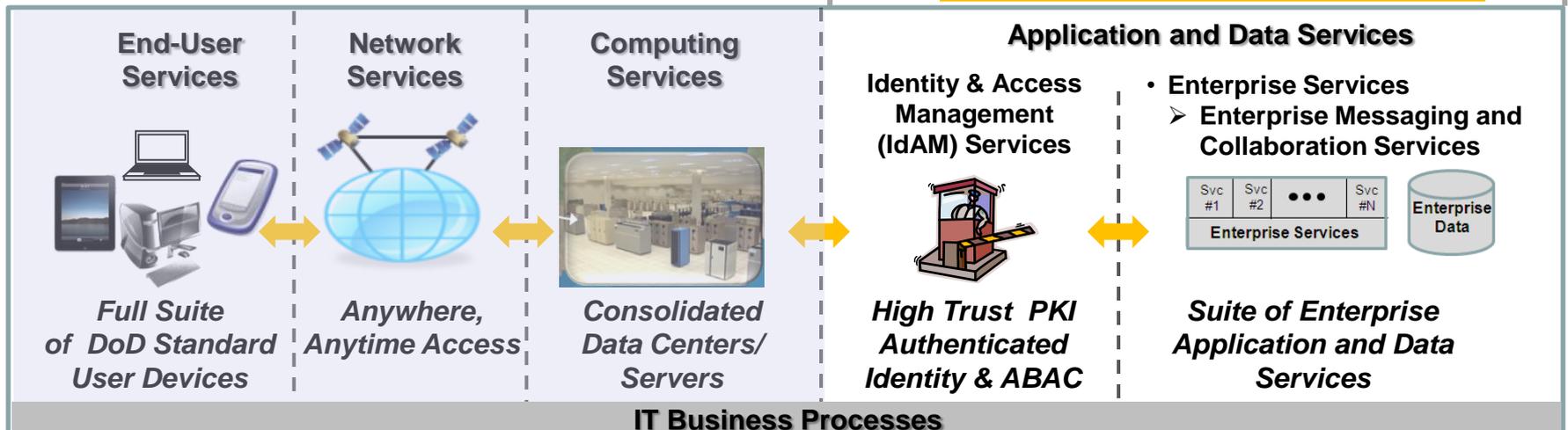
- End-User Services (EUS)
- Network Services (NS)
- Computing Services (CS)
- **Application & Data Services (ADS)**
- IT Business Processes (BP)



ADS Initiatives

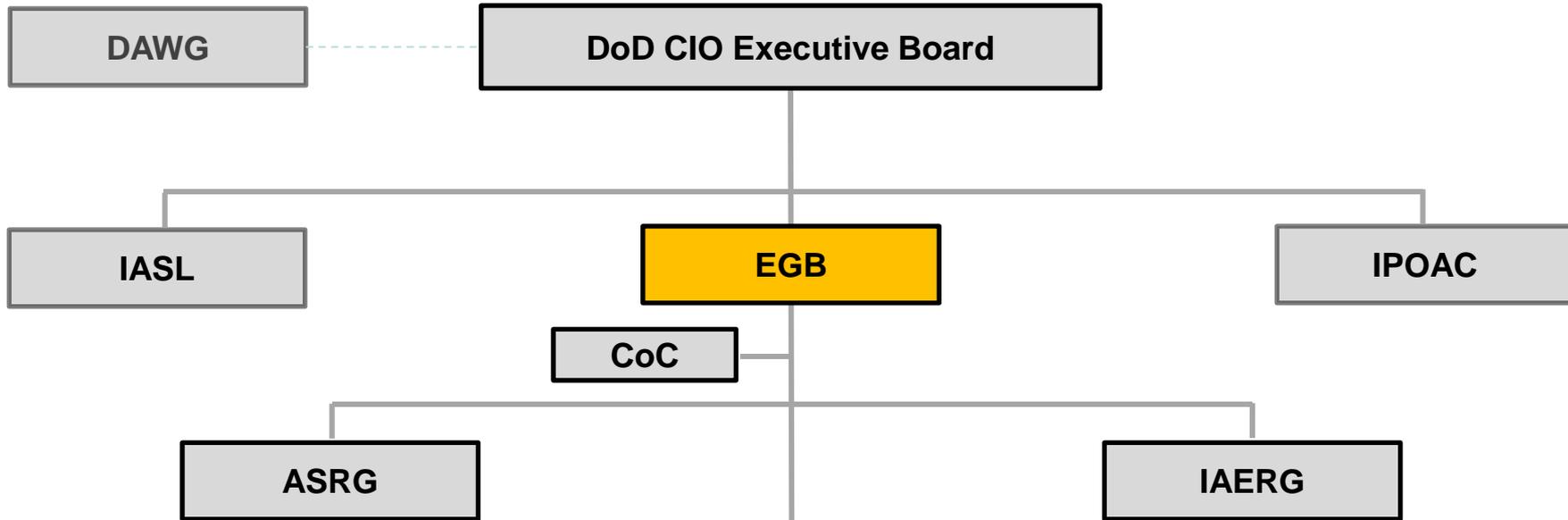
- Enterprise Services (ADS3)
- Enterprise Messaging & Collaboration Services (ADS1)
- Identity and Access Management (IdAM) Services (ADS2)

The focus of this presentation





Current DoD Enterprise Services Governance Structure



LEGEND

- ASRG:** Architecture & Standards Review Group
- CoC:** Council of Colonels
- EGB:** Enterprise Guidance Board
- ES ERB:** Enterprise Services Engineering Review Board
- ESRG:** Enterprise Services Review Group
- IAERG:** Information Assurance Enterprise Review Group
- IASL:** Information Assurance Senior Leadership Forum
- IPOAC:** Information Policy, Oversight, and Alignment Committee

- ← • Tri-Chaired by DoD CIO, DISA, & IC
- ← • Co-chaired by DISA & IC
- ← • Wide participation by CC/S/As

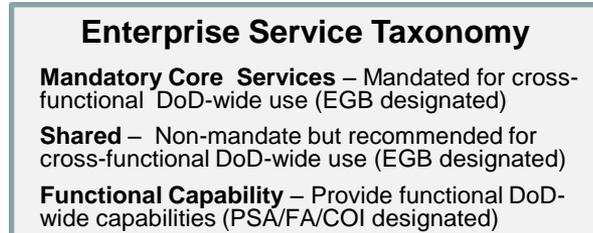
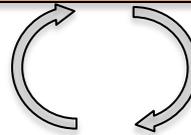
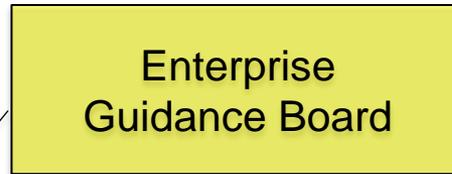


Enterprise Services Governance Approach

As of Jan 14, 2011

ES Designation Process

- Identify strategic gaps – validate goals
- Designate Mandatory Core & Shared Enterprise Services
- Identify candidate Enterprise Services
- Recommend designation of Enterprise Services
- Define governance for ES implementation and sustainment
- Provide critical review and assessment of ES candidates
- Resolve technology and engineering issues
- Recommend performance metrics



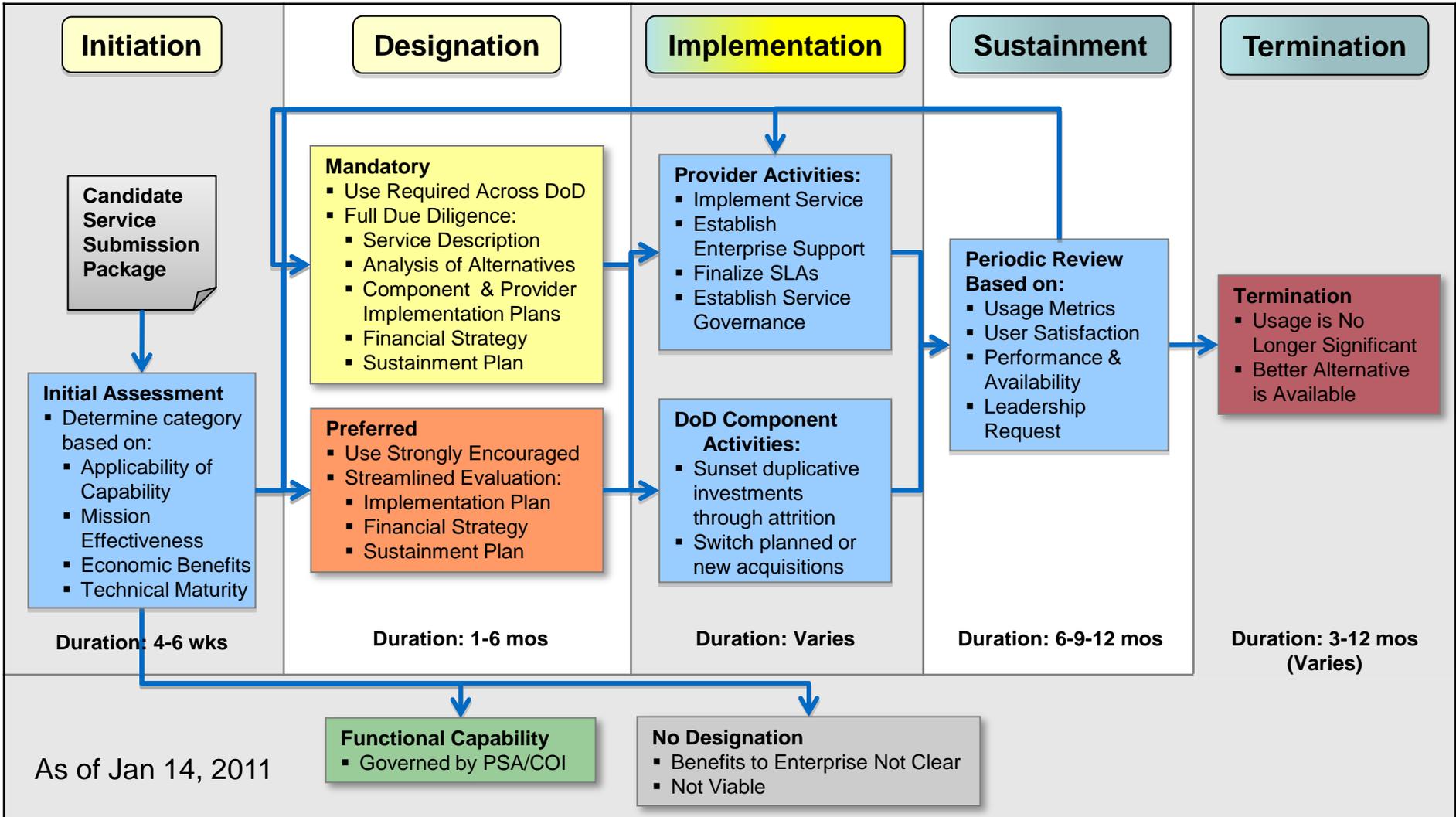
Charter / Responsibilities

- Establishes ES Strategy and Goals
- Arbitrates unresolved issues from ESRG.
- Manages the portfolio of established Enterprise Services – funding recommendations
- Coordinates and advises Component ES implementations
- Standardizes approach across all Enterprise Services
- Compiles and verifies data for decision processes
- Provides technology-based engineering assessments and recommendations



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Enterprise Services Lifecycle Governance



As of Jan 14, 2011



New Processes and Rapidly Expanding Scope of Work

Cumulative Services Curve

3

4

7

10 Plus

| Jan – Jun 09 | Jul – Dec 09 | Jan – Jun 10 | Jul – Dec 10 |
|--|--|--|---|
| <p>◆</p> <p>2 Feb (3-in-1 Memo)</p> <ul style="list-style-type: none"> • Collaboration • Content Discovery • Content Delivery | <p>◆</p> <p>14 Oct</p> <ul style="list-style-type: none"> • Geospatial Visualization Services | <p>◇</p> <p>In Process Candidates</p> <ul style="list-style-type: none"> • Event Mgmt (SKIWeb) • Tasker Integration Service • All-Partner's Access Network (APAN) | <p>Designation Candidates</p> <ul style="list-style-type: none"> • Machine-to-Machine Messaging Services • Meta-Data Repository (MDR) Service • Enterprise Service Discovery Services • Enterprise Service Management Services • Enterprise Directory Service • Enterprise Attribute Service • Forge.MIL • Enhanced-ISP • Others |

Implemented strong on-ramp process to screen candidates:

- Well defined criteria
- Reflect leadership objectives/priorities
- Realistic assessment of work required versus available resources
- Expose the “value proposition”
- Align to correct process swim-lanes

To EGB for Endorsement

As of July, 2010



Proposed Enterprise Services Funding Approach

In conjunction with DASD(R), formulated an Enterprise Services (ES) portfolio-base funding approach

Define Enterprise Services Portfolio

- Establish baseline portfolio structure
- Establish sub-portfolio objectives, resource requirements
- Establish initial investment guidelines

Mod 1: Leverage Enterprise Architecture

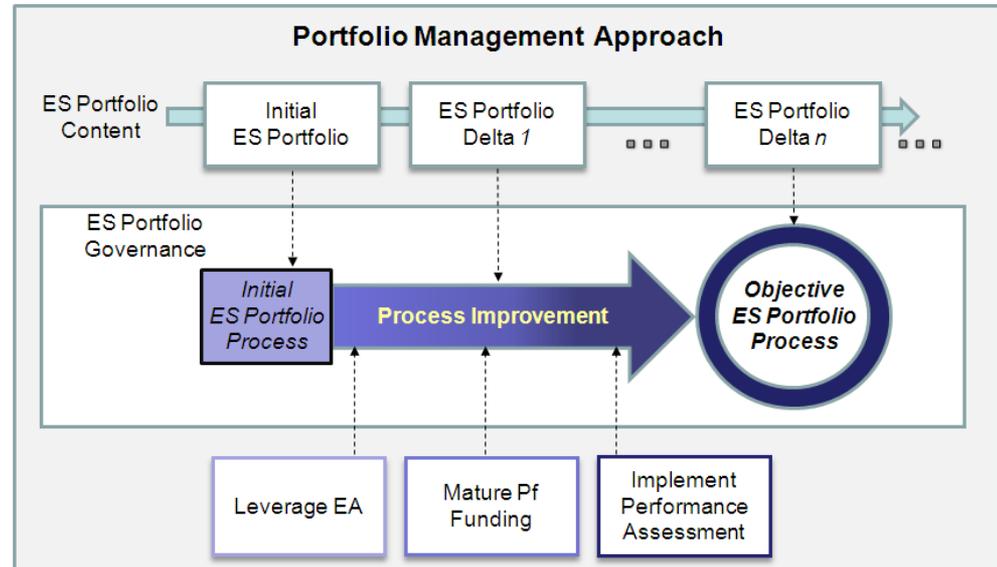
- Architectural alignment drives portfolio structure
- Prioritize and categorize investments through architectural analysis

Mod 2: Mature Portfolio Funding

- Allocate resources and structure investment decisions through sub-portfolios
- Recover cost savings to the portfolio to fund future investments

Mod 3: Implement Performance-Based Assessment

- Compare investments across the portfolio using standardized measures and techniques
- Inform initial and subsequent investment decisions by ES on target and actual performance measures



Notional Portfolio Structure

- Collaboration
- Enterprise IdAM
- Workflow & Business Process Management
- Security
- Service Oriented Architecture Foundation
- Content Management
- Data Transfer
- IT Management

As of November, 2010

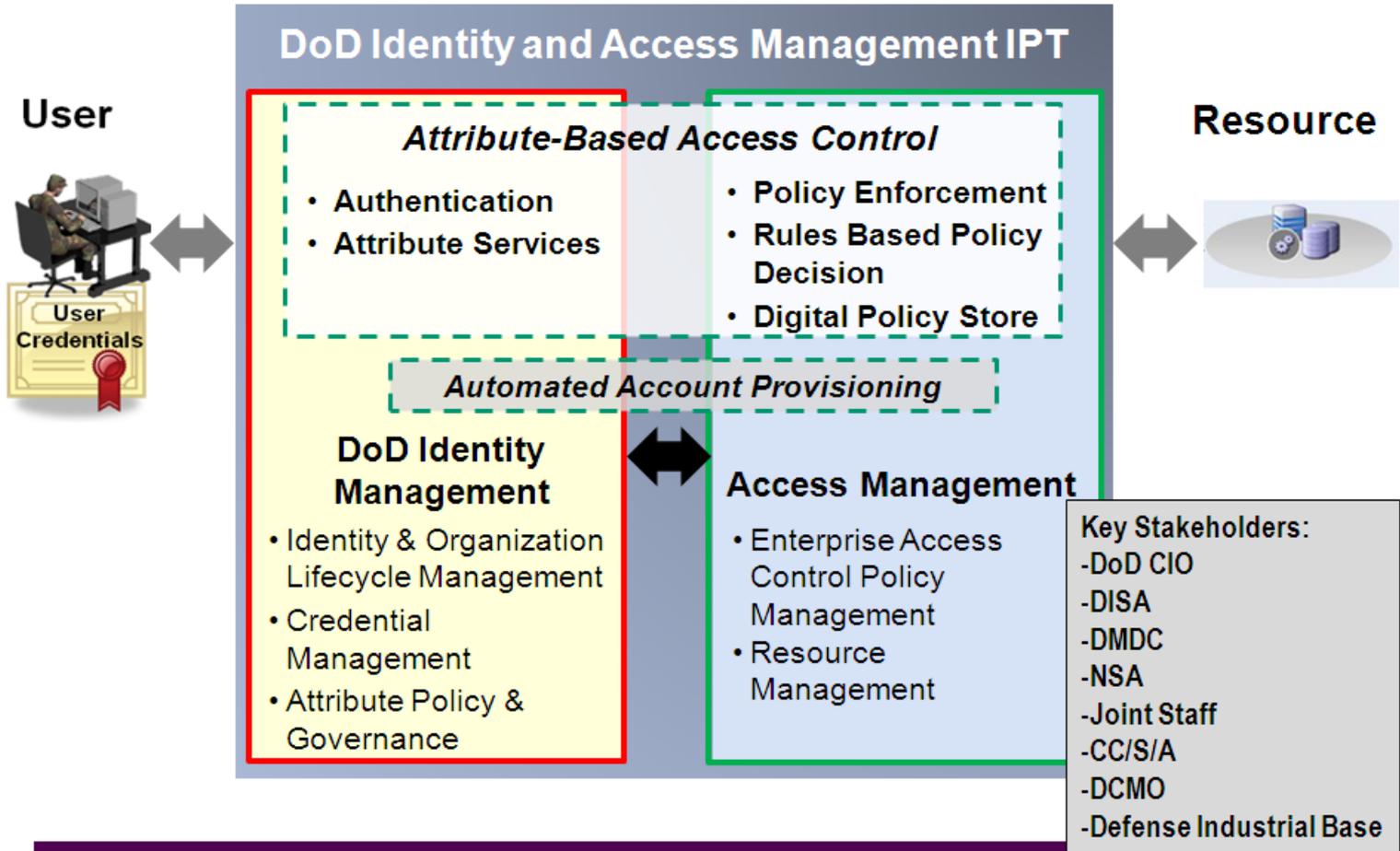


Enterprise Messaging and Collaboration Services

- Participates in the Discussion of all messaging capability within the Department and in close coordination with the IC and other Federal Agencies
- Enterprise Email initiative
 - Consolidate Army Exchange into the DoD Exchange
 - Scope: 1.4M CAC NIPRNet users
- Enterprise Email Initiative Working Group
 - In support of the DoD IT Enterprise Strategy and Roadmap
 - Goal: Develop an implementation plan in support of consolidated Department messaging



Identity and Access Mgmt. (IdAM) Enabling Access Control



IdAM TF aligning efforts; co-chaired by DoD CIO and DISA



IdAM Approach

ES&I has established an **IdAM Task Force** that works on behalf of the DoD CIO to perform the following actions:

- Define the IdAM baseline and target environment for DoD
- Develop an incremental plan to achieve the IdAM target, with milestones tied to operational capabilities for PoRs
- Utilize tiger teams and pilots that recommend IdAM solution sets and reference implementations (working with DFAS, BTA & NCES)
- Coordinate IdAM governance requirements and alignment recommendations with the IPMSCG
- Highly coordinated with the IC and other Federal Agencies

Current IdAM Efforts

Non-Material

- Supporting POM 13 IdAM requirements
- Developing “Commander’s Intent” IdAM Memo
- Establishment of Enterprise Attribute Governance

Material

- DoD PKI Hard Token (NSA, DISA)
- Enterprise Attributes Service (DMDC, GFM DI)
- Enterprise Policy Store (NSA, DISA)
- Reference Implementation (PEP, PDP, Attribute Cache/Service) (DISA)



Challenges

- Successful execution requires significant cultural change but activity to date is encouraging
- Funding model for joint and enterprise initiatives must be developed
- Model for current expenditures must be developed to enable tracking of savings
- Savings potential can be realized faster with up-front investment
- Development of technical approach must be a collaborative process
- Planning and execution must be accomplished by the Services and COCOMS



Next Steps

- With the Services, continue to develop detailed technical specifications and implementation plans
- With USD(C) and CAPE, develop alternatives for funding joint efforts
- With AT&L, develop processes for contract and purchasing consolidation
- With DCMO and AT&L, develop processes to incorporate into IT acquisition reform
- With approval, publish IT Enterprise Strategy and Roadmap, and include language in Defense Planning & Programming Guidance



Summary

- All programs exist to enable secure sharing of information – Need to make this from the edge (the user) perspective back into the Enterprise.
- Build programs utilizing Enterprise Services.
- Get capability faster and more often.
- Program architectures must fit in the DoD Enterprise Architecture.