

## DoN FYDP Improvement Project

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### To-Be POA&M Write up

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## Department of Navy (DoN) Future Years Defense Plan (FYDP) Improvement Project PPBS Business Process Review

### I. Objective

The FYDP Improvement Project is a three year effort to recommend and implement constructive changes to the Planning, Programming, Budgeting and Execution processes within the DoN to reduce workload, improve data management, increase analytical capability and improve senior decision making support. As part of this initiative, KPMG Consulting is providing business performance improvement support to the FYDP Improvement Project Office. This work plan addresses KPMG Consulting's proposed approach to accomplishing the second phase of the PPBS Business Process Review – To-Be Performance Improvement Recommendations, and consists of a Work Breakdown Structure (WBS), detailed task descriptions and a Plan of Action and Milestones (POA&M). Following government review and discussions KPMG consulting will incorporate any changes into a final POA&M.

### II. Work Plan

Exhibit 1 depicts the proposed WBS for the second phase of the PPBS Business Process Review – To-Be Performance Improvement Recommendations. It consists of six Task Items 5.2 through 5.7. Task Item 5.1 addresses the As-Is model development portion of the project and is not included in the following To-Be detailed work plan. For a detailed work plan description of Task Item 5.1 see KPMG Consulting's As-Is Plan of Action and Milestones.

#### *Exhibit 1 - Work Breakdown Structure*

#### **Determine / Scope To-Be Focus Areas** (*As-Is/To-Be Transition*)

In order to maximize efficiency and effectiveness, the To-Be phase of the DoN FYDP Improvement Project must focus on problems that have been verified and documented, as opposed to areas whose need for improvement has not been rigorously substantiated. The As-Is model of the DoN FYDP process is the tool through which the improvement team can satisfy this need. Just as importantly, it can serve as an invaluable means through which the impact of process improvements can be assessed prior to implementation. Thus, it is critical that the transition from the As-Is to To-Be phases of this project include a thorough

analysis of the As-Is IDEF0 model.

*Step 1 Perform Analysis of As-Is Model.* Analysis of the As-Is model will focus on identifying how information management could be made more efficient and effective through various means such as changes in information flow, changes in controls, and changes in mechanism responsibilities. These assessments will be made with a special emphasis on addressing the issues identified in the Statement of Work and as outlined later in this POA&M.

*Step 2 Consolidate Critical Observations.* After analysis of the As-Is model has been completed, improvement opportunities will be consolidated into critical observations that address the issues outlined in the Statement of Work (i.e., PBIS, data warehouse, reporting requirements, etc.). These consolidations will also include observations gleaned from sources outside of the As-Is model such as stakeholder interviews departmental and/or independent publications.

*Step 3 Prioritize Critical Areas.* After critical observations have been developed, a priority for their resolution must be established. This will be determined through a combination of FYDP Improvement Project leadership, stakeholder, SME and contractor input. Such input will be weighed against two key factors: utility of improvement to the overall process, and feasibility of implementation.

*Step 4 Conduct Senior Management Review.* Following the identification and prioritization of critical observations and improvement opportunities, findings will be briefed at the executive level to selected senior leadership within the DoN. The purpose of this review will be to capture senior leadership direction and input regarding the priority and focus of To-Be solution development.

## **WBS 5.2 – Program/Budget Information System (PBIS)**

KPMG Consulting recognizes that the implementation of PBIS is a priority for the DoN FYDP Improvement Project. As a result, KPMG Consulting will begin development of improvement recommendations in this area an initial priority for the To-Be phase of this effort. As indicated below, the successful and effective accomplishment of this task demands a detailed analysis of PPBS information systems.

*5.2.1 Baseline Current System Functionality (PBIS, WINPAT, NBTS, etc.)* KPMG Consulting will assess existing functionality of major PBIS related information systems. KPMG Consulting will examine information produced by each system and will evaluate its utility in terms of accessibility, timeliness, readability and ease of production. Completion of this task will allow KPMG Consulting to determine the minimum information requirements necessary

for a PBIS system that is truly useful to its stakeholders, and not just a reconfiguration of data that is already accessible across the PPBS knowledge chain.

5.2.2 *Analyze Organizational Workflow Processes and PBIS Information Flow Using the As-Is Model* KPMG Consulting will further develop the As-Is process model in areas that specifically affect the information that is, or will be included in PBIS. This will provide a more thorough understanding of the information requirements of processes that require PBIS information. This increased level of detail will serve as a means to justify the recommended functionalities that will be developed in Task item 5.2.5.

5.2.3 *Model Additional Process Detail (as necessary)* As KPMG Consulting executes Task item 5.2.2, it may become necessary to model in more detail those processes that indirectly affect the content and process of PBIS-related information flow. This documentation may prove necessary should PBIS implementation change the information needs of activities supported by indirect processes. In such a scenario, changes to indirect processes would be facilitated by the As-Is document.

5.2.4 *Conduct SME/User Interviews (as necessary)* As KPMG Consulting conducts more detailed process modeling in Task items 5.2.3, it will be necessary to interview Subject Matter Experts (SMEs) who are familiar with the processes that use PBIS-related information. SMEs will serve as an important source for adding detail to the As-Is model and will provide the insights necessary to develop useful recommendations regarding PBIS functionalities.

5.2.5 *Develop Recommendations/To-Be Solutions to Improve PBIS Functionality (iterative)* Based on As-Is analysis and SME feedback, KPMG Consulting will make recommendations to improve PBIS functionality so that it can automate value-added and/or redundant work processes and provide Brio report views customized to the PPBS information needs of headquarters decision-makers and staff offices, as well as Resource Sponsors and Budget Submitting Offices. KPMG Consulting will also document other recommendations it concludes are pertinent to improving the functionality of PBIS.

5.2.6 *Validation (iterative)* After recommendations have been documented, KPMG Consulting will present and discuss them with FYDP Improvement Project leadership, SMEs and stakeholders that affected, or would be affected by, their implementation. By this point, independent SME and stakeholder input will have already been incorporated into

the development of the recommendations. But the opportunities for cross-talk among SMEs and stakeholders will ensure that the final product is a set of recommendations that everyone can accept.

*5.2.7 Develop Implementation Plan (iterative)* The final product of WBS item 5.2 will be the delivery of a plan for implementing the recommendations established and validated in Task items 5.2.5 and 5.2.6. KPMG Consulting will work with developers and maintainers of the PBIS system to determine a feasible timetable for implementation. Immediate system needs for users of PBIS will also be reflected in the plan if possible.

### **WBS 5.3 - DoN Data Warehouse**

KPMG Consulting will review the existing DoN PPBS process, perform analysis, and make recommendations where a data warehouse may be used to streamline and enhance the PPBS process.

*5.3.1 Perform Business Assessment and Strategy* KPMG Consulting will assess the needs and requirements, as identified by the DoN, in establishing a data warehouse. Based on these needs and requirements KPMG Consulting will work with the DoN in defining the goals of the proposed data warehouse.

*5.3.2 Perform PPBS As-Is Process Analysis* KPMG Consulting will evaluate and analyze the current PPBS process leveraging work completed in Task 5.1 – As-Is modeling, to determine what factors affect information flow, information accessibility, and process flow relationships.

*5.3.3 Technology Assessment and Recommendations* KPMG Consulting will establish an architectural framework by defining the required hardware for the data warehouse. In addition, KPMG Consulting will also identify software and networking components that will make up the proposed data warehouse.

*5.3.4 Analysis and Planning Recommendations* KPMG Consulting will work with the DoN in defining the scope and objectives of the data warehouse. Using the scope and objectives as a foundation KPMG Consulting will then formulate a detailed plan for development of the proposed data warehouse.

*5.3.4.1 High Level Design Recommendations* KPMG Consulting will develop high-level design recommendations detailing the structure, content and required functionality of the proposed data

warehouse.

5.3.4.2 *Identify Information that Should Be Stored in Data Warehouse* Based on analysis of the PPBS process and As-Is process modeling efforts, KPMG Consulting will leverage work completed to date in identifying necessary data that should be accessible through the proposed data warehouse solution.

5.3.4.3 *Identify Responsible Parties/Sources of Data* KPMG Consulting will identify and link the information that is to be accessed and stored in the data warehouse to the responsible parties maintaining the identified sources of data.

5.3.4.4 *Identify Input and Output Requirements of Data Warehouse* Based on process model analysis defined data warehouse scope and objectives potential performance improvement opportunities and user requirements, KPMG consulting will identify specific input and output requirements for the proposed solution.

5.3.5 *Develop Recommendations for a Data Warehouse* Based on work completed and information collected in Task Items 5.3.1 through 5.3.4 above, KPMG Consulting will develop recommendations for the implementation and use of a data warehouse to improve information access and sharing across the PPBS process.

5.3.6 *Validation* Upon conclusion of the initial analysis, KPMG Consulting will work with FYDP Improvement Project leadership and DoN personnel to verify that the overall structure, design and capabilities of the proposed data warehouse meet the goals and objectives of the DoN. Recommended changes will be examined and incorporated as necessary into the final proposed solution.

5.3.7 *Develop Implementation Plan* After the data warehouse design and overall structure has been validated by the DoN, KPMG Consulting will develop a proposed implementation plan outlining the actions required to develop and implement the data warehouse.

#### **WBS 5.4 - Reporting Requirements**

KPMG Consulting will ascertain the various information submissions and reporting requirements performed throughout the PPBS process. During this analysis, KPMG Consulting will also identify any areas where there are duplicative efforts and/or data submissions. Recommendations on how duplicative requirements can be eliminated where possible, and the reduction of associated workload will be provided by KPMG Consulting.

- 5.4.1 *Perform PPBS As-Is Process Analysis* KPMG Consulting will evaluate and analyze the current PPBS process leveraging work completed in Task 5.1 – As-Is modeling, to identify areas where there are duplication of efforts and any potential opportunities to streamline or automate data submission and reporting requirements.
- 5.4.2 *Perform Additional Process Modeling (as necessary)* Additional process modeling will be conducted as necessary to provide more detailed and complete information on process and information/data flows as they relate to reporting requirements.
- 5.4.3 *Conduct SME/User Interviews (as necessary)* KPMG Consulting will conduct SME/User interviews, as necessary, to collect additional information and clarification on existing reporting processes. SME/User interviews will also enable further investigation into any duplication of efforts and/or data submissions and provide user insight on how to best improve reporting processes.
- 5.4.4 *Identify Duplication of Data and Reporting Requirements* Leveraging work completed in Tasks 5.4.1 through 5.4.3 above, KPMG Consulting will identify and document areas within the PPBS process where duplication of effort in reporting and/or data submission may exist.
- 5.4.5 *Develop Recommendations to Eliminate/Streamline Reporting Requirements (iterative)* Based on analysis and evaluation of As-Is modeling and additional PPBS process information including SME/User interviews, KPMG Consulting will develop recommendations for performance improvement to eliminate, reduce, or streamline inefficient reporting requirements.
- 5.4.6 *Validate Recommendations (iterative)* KPMG Consulting will work with FYDP Improvement Project leadership and DoN personnel to verify that the recommended process changes to effect performance improvement are consistent with the goals and objectives of the DoN and overall PPBS process.
- 5.4.7 *Develop Implementation Plan (iterative)* Subsequent to the validation of the proposed recommendations, KPMG Consulting will develop a proposed implementation plan outlining the actions required to develop and implement recommended performance improvement process changes.

### **WBS 5.5 – Decision Support**

The objective of the FYDP Improvement Project is to increase the efficiency of the PPBS process, allowing for improved decision making.

As such KPMG Consulting will recommend improvements to the existing information system environment currently supporting the PPBS process and recommend the introduction of new decision support systems (DSS) or improvements to established DSS tools as necessary.

*5.5.1 Perform PPBS As-Is Process Analysis* KPMG Consulting will evaluate and analyze the current PPBS process leveraging work completed in Task 5.1 – As-Is modeling, to identify areas where the improvement of existing DSS tools or the introduction of new DSS would significantly improve the PPBS process.

*5.5.2 Research/Identify DSS Tools* KPMG Consulting will perform research leveraging its internal company wide resources to identify information systems and DSS tools that could improve the flow of information through the PPBS process and increase efficiency. Recommendations of SMEs related to specific systems or sub-processes in need of improvement or replacement will be used to help focus this research.

*5.5.3 Conduct SME/User Interviews (as necessary)* KPMG Consulting will conduct SME/User interviews, as necessary, to collect additional information and clarification on existing processes and decision support requirements as they relate to the PPBS.

*5.5.4 Develop Recommendations For PPBS DSS Tools (iterative)* Based on the information gained through research and SME interviews, as well as an evaluation of potential solutions impact to the PPBS process, KPMG Consulting will develop recommended system changes and/or upgrades.

*5.5.5 Validate Recommendations (iterative)* KPMG Consulting will work with FYDP Improvement Project leadership and DoN personnel to verify that the recommended process and/or system changes are consistent with the goals and objectives of the DoN and overall PPBS decision support objectives.

*5.5.6 Develop Implementation Plan (iterative)* Subsequent to the validation of the proposed recommendations, KPMG Consulting will develop a proposed implementation plan outlining the actions required to develop and implement recommended DSS performance improvements.

#### **WBS 5.6 – OSD and External Interfaces & Reporting**

Building upon work completed in previous Task items including As-Is process modeling, KPMG Consulting will develop recommendations for performance improvement in two specific areas of concern: automation of DoN data submits to OSD and automation of OSD reports.

- 5.6.1 *Perform PPBS As-Is Process Analysis* KPMG Consulting will evaluate and analyze the current PPBS process leveraging work completed in Task 5.1 – As-Is modeling, to identify areas where there are potential performance improvement opportunities with regards to OSD and other external interfaces and reporting requirements.
- 5.6.2 *Refine As-Is Model To Include OSD Interfaces* KPMG Consulting will refine the PPBS As-Is process model developed and refined in Task Item 5.1 through 5.5 to include DoN PPBS process interfaces with OSD.
- 5.6.3 *Conduct Interviews with OSD SMEs* As necessary, KPMG Consulting will interview OSD PPBS SMEs to obtain detailed information regarding DoN automated data submits. These interviews will focus on identifying opportunities to reduce the workload involved in preparing the submissions while increasing the accuracy and reliability of the data submitted.
- 5.6.4 *Identify Opportunities To Automate OSD Reporting* Utilizing information captured through SME interviews, As-Is process model refinement, and other sources, KPMG Consulting will identify opportunities to automate OSD reporting.
- 5.6.5 *Develop To-Be Performance Improvement Recommendations (iterative)* KPMG Consulting will use the validated As-Is process model in conjunction with information gained through SME interviews as the foundation for the development of broad process improvement recommendations aimed at streamlining and improving PPBS processes as they relate to OSD and external interfaces and reporting.
- 5.6.6 *Validate Performance Improvement Recommendation (iterative)* KPMG Consulting will work with FYDF Improvement Project leadership and DoN personnel to verify that the recommended process and/or system changes are consistent with the goals and objectives of the DoN and OSD reporting requirements.
- 5.6.7 *Develop Implementation Plan (iterative)* KPMG Consulting will develop an implementation plan to document the specific steps that will be taken to effect the agreed upon process and/or system changes.

### **WBS 5.7 - Provide Monthly Progress Reports**

KPMG Consulting will provide monthly progress reports and monthly status briefings to promote ongoing communication with the FYDF

Improvement Project team on project status and timely identification and resolution of issues.

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