Gaps in Science and Technology Activities for the IT Acquisition of Business Systems

Arun Seraphin
DoD Cancels Defense Integrated Military Human Resources System After Spending $1 Billion and 12 years of effort

$1 billion was spent with little to show for it.
BELOW SIX FIGURES

VA Achieves Major Backlog Reduction Milestone

PEAK: 611,000
March 2013

5 YEARS IN A ROW
Over 1 MILLION claims processed each year—
Setting new record each year
On track for historic record this year

This week, the disability claims backlog reached a significant milestone and is now 98,535—an 84% reduction from its peak and a historic low.

VA Secretary adds 3 conditions associated with Agent Orange

Transformation launches
USMC Reversal a Hitch in DoD Audit Plans

By Joe Gould and Hope Hodge Seck  5:27 a.m. EDT March 30, 2015

WASHINGTON — A Pentagon watchdog agency is withdrawing a clean audit report it gave the US Marine Corps in 2013, an embarrassing snafu for the Defense Department’s endeavor to become auditable, and one which drew head-shaking in Congress.

The DoD Inspector General (IG) pulled the audit March 23 after learning of Marine Corps transactions in US Treasury “suspense accounts,” set up for transactions where some piece of missing information prevents it from being posted properly. While the DoD IG has made no accusations of wrongdoing, it is monitoring efforts to determine the sources, quantity and value of the mystery transactions.

The episode hints at the difficulty for DoD as it strives to become audit-ready by 2017, an undertaking the Government Accountability Office (GAO) described as making mixed progress. The GAO has since 1996 placed DoD on its “high risk list” of reforming programs or agencies because it cannot account for an inventory...
Some Challenges

• Lack of business process re-engineering and excessive customization of commercial code
• Shortfalls in workforce and testing capabilities
• Lack of sustainment or transition strategies for new and legacy systems
• Slow technology refresh
<table>
<thead>
<tr>
<th>Challenge</th>
<th>Very great, great, or moderate challenge</th>
<th>Slight or none</th>
<th>Not applicable/no basis to judge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural resistance to change</td>
<td>71</td>
<td>21</td>
<td>8</td>
</tr>
<tr>
<td>Parochialism (i.e., focusing on one’s own sub-organization rather than having an enterprisewide view.)</td>
<td>67</td>
<td>25</td>
<td>8</td>
</tr>
<tr>
<td>Availability of skilled staff</td>
<td>67</td>
<td>25</td>
<td>8</td>
</tr>
<tr>
<td>Availability of training</td>
<td>67</td>
<td>25</td>
<td>8</td>
</tr>
<tr>
<td>Quality of business process reengineering compliance guidance</td>
<td>63</td>
<td>33</td>
<td>4</td>
</tr>
<tr>
<td>Business process reengineering compliance review process</td>
<td>63</td>
<td>33</td>
<td>4</td>
</tr>
<tr>
<td>Timing of business process reengineering relative to system development work</td>
<td>63</td>
<td>21</td>
<td>17</td>
</tr>
</tbody>
</table>


Note: Numbers might not add to 100 percent due to rounding
Some Challenges

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What role can “S&T” play?

• Leverage labs, test centers, UARCs, FFRDCs, ...
• Intramural and extramural research programs
  – Business process reengineering
  – Personnel and financial management innovation
  – Systems engineering of business systems
  – Cloud computing for business processes
  – Software & Hardware: reduce interfaces and simplify customization
  – Testing and Analysis tools
  – Information security tools
• Create the workforce of the future