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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) The synopsis addressed the situations in which the Army staff has applied information management in various situations, how the Information Resource Management (IRM), concept can be applied to the Army's situation, and provides recommended organizational model for HQDA (overall) and its functional staff agencies for managing information as a resource.		

Information is a valuable resource of Headquarters, Department of the Army (HQDA). This fact is evidenced by HQDA's extensive reporting requirements levied on the Field, its many complex management information systems, and its large investment in data processing equipment, software, and personnel. In fact, the primary function of HQDA, as the major planning and resource management activity of the Army, is centered about the acquisition, distribution, processing, storage, use, and dissemination of information. The fundamental HQDA activities of program planning; operational decision-making; resource allocation and budgeting; tracking and control of resource utilization; reporting to OSD, JCS, Congress, and Federal regulatory agencies; and monitoring and coordinating Army Field activities all rely on accurate, timely, consistent, and comprehensible information. HQDA is, truly, an information-based agency; and, yet, HQDA is not effectively managing its information in support of the total HQDA mission.

HQDA has, for some time, been attempting to cope with the problems of information management through a variety of policies and organizational structures. Numerous organizations (e.g., MISD, AAD, ACSAC, and TAG) have attempted to focus on the management of various related aspects of information such as the medium used to store it, the equipment used to handle it, or the system constructed to process it. One result of these narrow, uncoordinated management views has been a series of "stovepipe" systems which, at times, produce inconsistent and conflicting information in the aggregate. Another drawback has been the inability to conveniently relate current management information with historical trends and staff actions.

The degree of success which HQDA has achieved in the area of information management can be observed in a variety of situations which are familiar to the Army Staff. For example:

- . Army testimony, at times, has been considered suspect by Congress because of conflicting figures, frequent revisions, and substantial delays in responding to Congressional inquiries
- . Data reported to OSD and OMB in conjunction with the annual budget preparation process has contained significant omissions resulting in operational program imbalance because of confusing and inconsistent internal reporting practices
- . Operational exercises have indicated significant shortfalls of supplies, equipment, and personnel due, in part, to conflicting and uncoordinated information reported to or by the respective HQDA Staff Agencies
- . The cost of information and related information processing systems is rising dramatically while the cost/performance ratio of ADP equipment continues on a favorable downward trend

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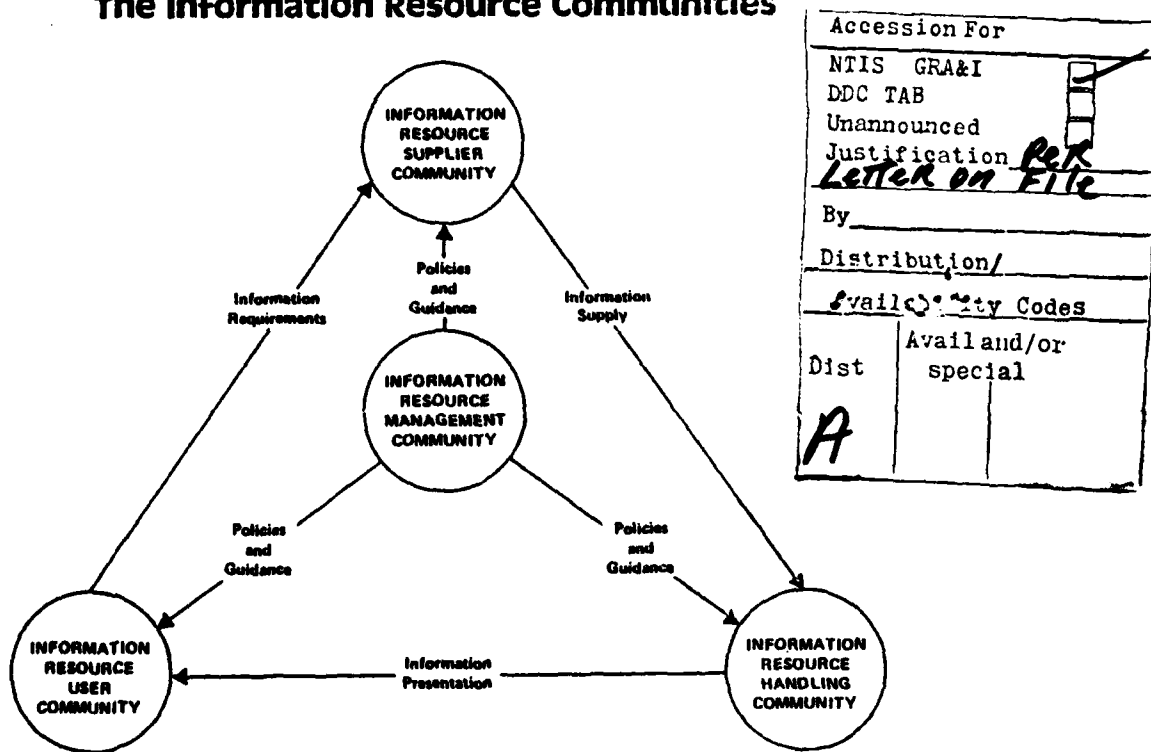
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- Valuable hours are consumed in reporting redundant information, performing extensive manual crosswalks, reconciling conflicting data, and redesigning HQDA information systems to accommodate changes in management information requirements.

These, and similar instances, repeated time and time again, are symptomatic of a problem of significant proportions for HQDA - the problem of managing information.

Over the past two years Arthur Young & Company has been studying problems related to information management practices at HQDA while also assessing the world-wide Army Accounting System. From this broad exposure Arthur Young & Company recommends that HQDA formally recognize the value of its information resource by establishing a program for Information Resource Management (IRM) to coordinate and direct HQDA's efforts toward achieving more cost-effective information in support of meeting the Army's mission. A conceptual overview of the HQDA information resource environment highlighting the relationships of its member communities is shown below.

The Information Resource Communities



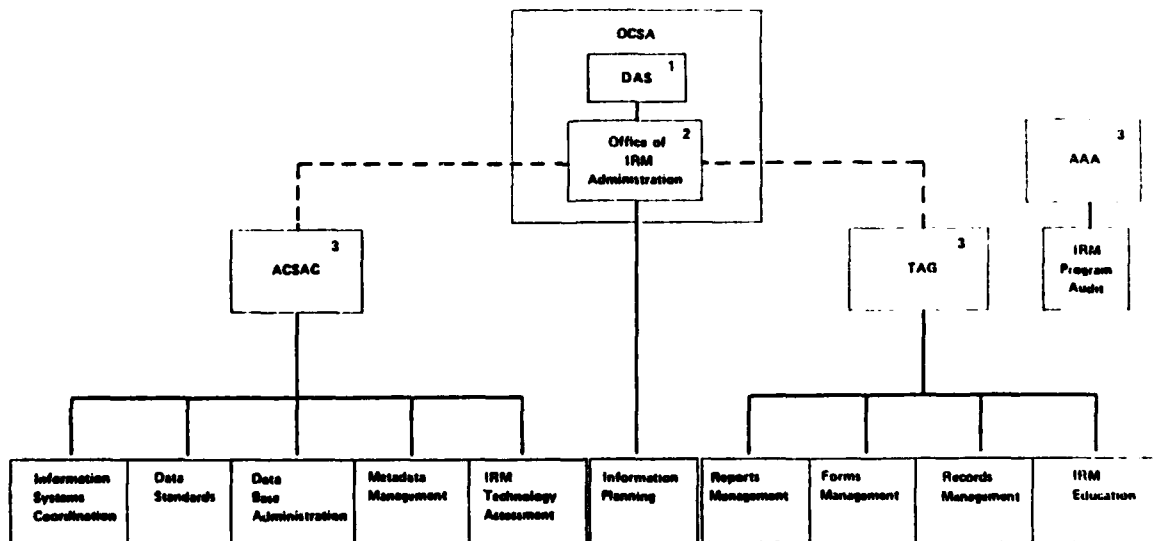
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The IRM concept requires the explicit identification of the roles and responsibilities of the users, handlers, suppliers and managers of HQDA's automated information resource, and the definition of the functional relationships which exist between them.

Information resource management will be a new way of doing business for HQDA which would recognize the vital and costly nature of information to the entire organization. The management of information as a resource focuses on the management of information regardless of its storage medium, irrespective of the equipment which handles it, and horizontally across systems, uses, and subject areas. Information resource management addresses the establishment of coordinated data representations, common definitions, and accountability for the cost and quality of information to the individual benefit of the respective Staff Agencies as well as to the mutual benefit of HQDA as an organization.

Arthur Young & Company has carefully defined an IRM program and developed an implementation plan which takes advantage of current HQDA and DA information management initiatives, distributes IRM functions and responsibilities across HQDA components, and is sensitive to the current trend for reduced resources on the Army Staff. The IRM program will formalize the relationships between the various HQDA information communities by assigning explicit responsibilities and defining specific procedures for the functions to be performed. The program will require the establishment of an Information Resource Management Community to manage the IRM functional programs and to provide guidance, direction, and coordination to the suppliers, users, and handlers of information from an overall HQDA perspective. A unified and identifiable IRM Community does not currently exist in HQDA. The exhibit below presents the recommended organizational structure for the Information Resource Management Community, designed to support administration of the IRM program.

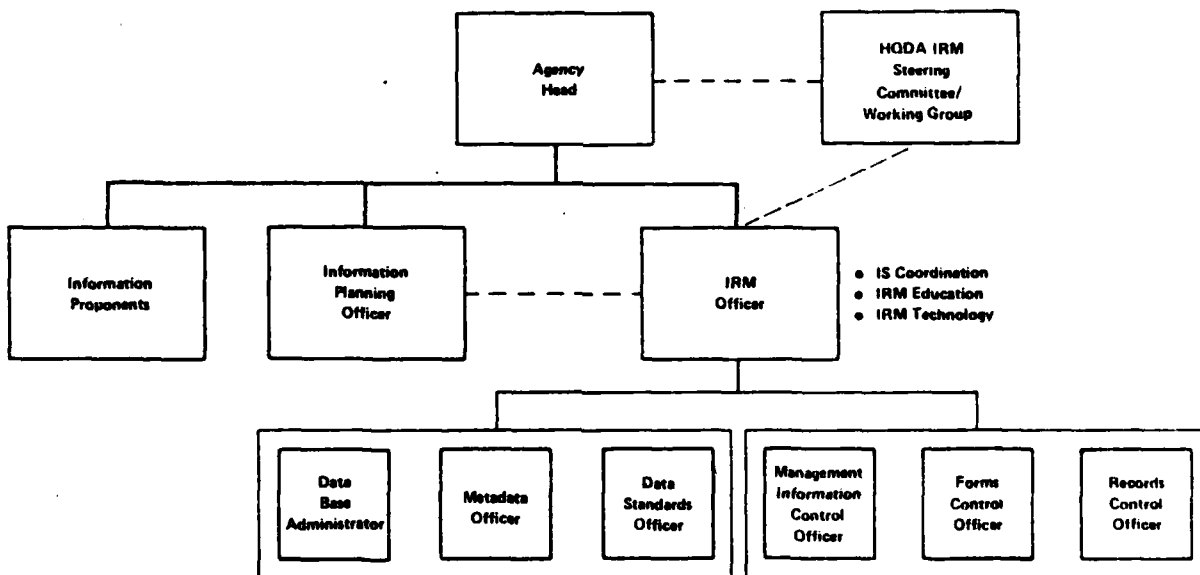
HQDA IRM Program Organization



- 1) The DAS is Appointed the Official HQDA Information Resource Management Administrator.
- 2) The IRM Program is Managed by an IRM Program Manager Located in the Office of IRM.
- 3) Selected Staff Agency Heads Are Designated Program Managers for Individual IRM Functional Programs.

While some resources will need to be committed to establishing and maintaining the IRM Community, there will be a concurrent impact upon each Staff Agency and its associated DPI(s) that will vary depending upon the progress each organization has made, to date, in managing its internal information resources. Most Agencies and DPIs perform some IRM-related functions either under existing Army programs (e.g., data standards) or as a result of their own initiatives (e.g., data base administration). The HQDA IRM program will build upon established DA programs, not duplicate them; but, it will also introduce new functions and concepts. To aid Staff Agencies in implementing the IRM program, a model organizational structure has been developed as a guide.

Possible IRM Functional Model for HQDA Staff Agencies



The IRM program developed for HQDA by Arthur Young & Company is a first step in the direction of managing information as a resource. The scope of the initial program has been limited to information processed by automated means in HQDA and its supporting DPIs. However, the program has been designed to provide flexibility should an extension of scope beyond automated information or to the Army at large be deemed desirable by HQDA management. The time-phased implementation plan developed by Arthur Young allows for a gradual commitment over a 5-year period which permits the reallocation of resources from the savings incurred as a result of the program.

The purpose of establishing information resource management in HQDA is to improve the cost-effectiveness of information within and among the Staff Agencies in support of the overall HQDA mission. Adopting the IRM approach is expected to benefit:

- . HQDA top management by facilitating the process of maintaining consistent information for more effective operational decision-making, improved planning and resource management, increased responsiveness to requests for information, and more effective reports to OSD and Congress
- . Suppliers of information in the Field and within HQDA by reducing the reporting burden, coordinating the user's requirements for information with the suppliers own needs, and providing a model program for IRM in the field
- . Individual Staff Agencies by helping Staff Action Officers to locate and assemble information, encouraging Staff Agencies to plan their information needs and budgets, establishing user's rights to information, and assisting users in formulating their requests
- . HQDA DPIs through developing more cost-effective information systems, facilitating the application of data standards, supporting the transition toward distributed processing, and contributing to the DPIs progress toward installing new information handling technologies
- . HQDA as a whole through accounting for information costs, facilitating information sharing, coordinating information plans, promulgating consistent information policies, and complying with recent Federal IRM initiatives

Information resource management is an idea whose time has come. As HQDA moves toward the implementation of distributed systems and automation/telecommunications networks, the management of the information shared by these network systems becomes increasingly important. Earlier attempts by HQDA to manage information were thwarted by the lack of needed managerial processes for information storage media, processing equipment, and systems development. Now that HQDA has those processes in place, it can turn its attention to the management of information as it prepares to move forward in the Information Age of the 1980's.

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