# The Computerworld Honors Program

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## Final Copy of Case Study

**Status:**
Laureate

**Year:**
2013

**Organization Name:**
HQDA Deputy Chief of Staff G-3/5/7 DAMO-FME Enterprise Management
Decision Support (EMDS), Pentagon

**Organization URL:**
https://www.intelink.gov/wiki/Enterprise_Management_Decision_Support

**Project Name:**
Enterprise Management Decision Support

**Please select the category in which you are submitting your entry:**
Innovation

**Please provide an overview of the nominated project. Describe the
problem it was intended to solve, the technology or approach used, how it
was innovative and any technical or other challenges that had to be
overcome for successful implementation and adoption. (In 300 words or
less.)**

The Enterprise Management Decision Support (EMDS) system is a Secret
Internet Protocol Router Network (SIPRNet) integrated, data-driven, commercial-
off-the-shelf (COTS) business intelligence system designed for the Department of
the Army (military, government and civilians), to achieve faster and more
dependable access to critical Army-wide and unit-level readiness, resourcing and
force generation information (Appendix 1). EMDS provides Army decision makers
a common access point for Army operating force critical metrics, including the
HQDA G-3/5/7's Army Force Generation (ARFORGEN) and Readiness Common
Operating Pictures (ACOP & RCOP) for Active Duty, Active Army Reserve and

the National Guard components. EMDS was prototyped by the Deputy Undersecretary of the Army Business Transformation (DUSA-BT) office for workload planning (particularly to produce improved budget forecasts and warfighter resourcing through what-if analysis and solution packet design), and ultimately sponsored by the HQDA G-3/5/7 to become a robust enterprise decision-support operating force system. The EMDS mission has expanded to support contingency operations around the world and rotational force movement. EMDS has also benefited the Army in other ways, including advocating for and implementing greater system interoperability and data quality, while reducing data duplication and de-conflicting data inconsistencies across source systems. Not long ago, soldiers spent hours to locate critical total Army and unit readiness and resourcing information using multiple databases and sifting through paper trails. With EMDS ability to automate data aggregation and integration from more than 18 source systems, the Army has demonstrated that a Soldier's manual efforts can be decreased by 2,000+ manual data collection hours/month, and the system is widely accepted by the Army. In 2008, EMDS was just a concept. EMDS now is a near, real-time database that offers a one-stop information technology solution

**When was this project implemented or last updated? (Please specify month and year.) Has it incorporated new technologies and/or other innovations since its initial deployment? (In 300 words or less.)**

In 2007, Army leaders decided they needed a data system which provided Army readiness and resources a system that would provide actionable data quickly and eliminate the hassle of manual data collection and analysis. Thus, the EMDS system program was born. By December 2010, the EMDS system reached full operating capability. EMDS continues to improve. In 2012, EMDS had 12 product enhancement releases including integrating a new COTS solution that provided new information technology capabilities, such as: - Advanced search, filter, and data exploration tools. Makes finding accurate data easy and fast. Intuitive screens, key words, and bookmarking capabilities. Ability to share information across the enterprise via integrated e-mail. Accurate and timely Army Enterprise Reports are accessible with one-click of the mouse to review and determine unit readiness, personnel, equipment, training, and information resources. Most recently, in November 2012, EMDS Release 13.0 gives users personnel metrics by Service Component Command and access to world-wide locations; a new Army Force Generation View (displays current Army operational strength and deployment status by location, component, and unit specialty); and historical readiness reference information. EMDS is delivering near real-time data in a single access environment offering Army decision makers the information they require to make informed decisions.

**If this is a previously submitted project that has been significantly updated and/or expanded, please describe the nature of the update here. (In 300 words or less.)**

No. This is the first time EMDS has been submitted for the Computerworld Honors Award.

**Is implementation of the project complete? If no, please describe the project's phases and which phase the project is now in. (In 300 words or less.)**

EMDS is now in the institutionalize phase and is widely accepted by the Army's senior leaders. For the past year, EMDS has delivered 12 new enhancement releases based from customer feedback and needs. And, within the foreseeable future, system enhancements will continue as needed. To keep stakeholders aware of EMDS progress, the director and deputy director meet with headquarters leadership from the personnel, intelligence, operations planning, logistics, equipment, operations contingency, readiness and mobility, plans and strategy, force management, and training divisions (G-1, G-2, G-3/5/7/, G-4, G-6, G-8, G-33, G-35, G-37, and other organizations) to update them on EMDS. In turn, requirements are gathered from stakeholders for future design enhancements. Looking ahead to 2013, as EMDS expands its customer outreach EMDS will continue to evolve and sustain to meet stakeholder objectives. On the EMDS horizon is: Leader's Enterprise Dashboards, graphs that paint a realistic, holistic picture of unit readiness, manning, equipment, and training options for the Army at various levels (Army-wide or down to the unit-level.) with just a few clicks of the mouse; SRU Milestone Timeline & Report, a report that presents the readiness levels, projected-aim-point readiness levels, training, and deployment information for units that will deploy within the next 180 days. EMDS will complete an in-house data warehouse to provide historical data, as well as trend analysis reporting capability.

**Please provide at least one example of how the technology project has benefited a specific individual or organization. Feel free to include personal quotes from individuals who have directly benefited from the work. (In 300 words or less.)**

With each EMDS release customer needs are being solved. EMDS delivers a significant readiness and resourcing enterprise business intelligence solution to support the Chief of Staff of the Army's (CSA) Strategic Readiness Update. Users like and express their appreciation of EMDS' system ease-of-use and the time savings it provides to find actionable data. Users are realizing that EMDS eliminates the need to spend countless hours sifting through file drawers and visiting multiple online databases to search for information. With EMDS,

stakeholders have access within a few key strokes of the mouse pad, precise information and statistics so they can make informed decisions on Army readiness and resources, Army-wide. Today, EMDS provides the only U.S. Army decision support capability that aggregates data from multiple authoritative data sources in order to efficiently and accurately: Provide Department of the Army (DAMO) Strategy Plans and Policy (SS) current and future year Army Force Generation (ARFORGEN) force pool alignment in support of AR 525-29 automation Provide DAMO-SS unit Aim Point progression in support of ARFORGEN Sync Order Fragmentary (ASO FRAGO) #5 Provide DAMO-SS unit and Career Management Field (CMF) current Boots-on-the-Ground (BOG:Dwell) and historic deployment analysis Provide DAMO Force Management (FM"s) modular force structure Automate Headquarters (HQDA's) G-1, G-3/5/7, G-4 and G-8's resource reporting for manning, equipping, and training Centralize DAMO Operations Readiness and Mobilization OD's key readiness reporting to provide near, real-time readiness data to the desktop As one Senior Army General Officer stated, "Wow" on aim point timeline and graphically unit displays thru ARFORGEN. "EMDS supports the CSA's intent to have dashboards for readiness in real time -- Touchdown!"

**Would this project be considered an innovation, a best practice or other notable advancement that could be adopted by or tailored for other organizations and uses? If yes, please describe that here. (In 300 words or less.)**

EMDS is an innovative information technology system program that strengthens national security and prevents debilitating actions against the United States and its allies. EMDS delivers Department of the Army leaders with accurate and critical information to evaluate and make decisions on defense-related readiness and resourcing information that can have a direct impact on the security and welfare of the public. EMDS is led by LTC Bobby Saxon and Mr. Chris Barnes, and is available Army-wide (Active Duty, Reserve, and National Guard component). No other automated capability integrates multiple data sources into one central place to support analytics-based decision making. Since its design inception in 2008 and full operations milestone in December 2010, EMDS maintains high development standards, a high-tempo release cycle, and delivery of actionable, precise data to provide the Department of the Army with timely, sensitive information -- all within a shrinking federal budgets. While EMDS is 95 percent smaller than the Army's largest IT investments, the program upholds development standards; and, maintains a budget management reserve. EMDS operates at this level by conducting acquisition planning and in-progress system release gate checks to review integrated baselines, test readiness and analysis, and apply operational readiness and agile development techniques. EMDS leaders, LTC Saxon and Mr. Barnes, together champion EMDS advantages and implement acquisition and agile development methodologies that work for the

Army. Both focus on engaging stakeholders and they are involved with the release cycle gate checks that include approval of Internal Configuration Control Board results, System Requirement Reviews, Critical Design Reviews and Operational Requirement Reviews. Due to their selfless sacrifice and dedication to the EMDS program they contribute to a more efficient, effective, and agile Army and ultimately the security of the Nation. EMDS could be adapted for all uniformed services of the Department

**If there are any other details that the judges should know about this project, please note them here. (In 300 words or less.)**

Soldiers' jobs don't change -- despite shrinking federal budgets. Solders will remain on course and vigilant, 24-7, 365 days per year to protect our Nations' interests. LTC Bobby Saxon, Division Chief, EMDS, is a soldier and he leads the Army EMDS system program. Along with his deputy director, Mr. Chris Barnes, who is an Army veteran and has supported the program since 2007, has a unified vision that EMDS will be the readiness and resourcing system for Department of the Army senior leaders. Together, LTC Saxon and Mr. Barnes understand the complexities the Army faces to be a more agile, flexible and effective during federal downsizing. Now, more than ever, is the time for EMDS because the system produces information in less time, with fewer hands, and information is shared electronically across boundaries for collaborative decision making. The Enterprise Management Decision Support (EMDS) system is managed by HQDA G-3/5/7 DAMO-FME. FME manages EMDS' acquisition and system development lifecycle, including procedures for operations and training. FME has contracted all required system integration support from Communications-Electronics Command's (CECOM) Software Engineering Center (SEC). Hosting support is provided by Program Executive Office Enterprise Information Systems (PEO EIS) Acquisition, Logistics and Technology Enterprise Systems and Services (ALTESS). Recent interest in the EMDS program is high as EMDS is featured in national news articles and radio interviews: Army News Services (ARNEWS), Defense Media Activity, "Army data tracker improves unit readiness"
http://www.army.mil/article/91113/Army_data_tracker_improves_unit_readiness evaluations/ Army Times, Gannett, "Dashboard of data set to boost visual readiness" http://www.armytimes.com/news/2012/11/army-dashboard-of-data-set-to-boost-re adiness-112012/ Pentagon Newspaper and DCMilitary.com, "Soldiers do more with less"
http://www.dcmilitary.com/article/20121121/NEWS10/