

General Fund
Enterprise Business System
(GFEBS)

Wave 5
Change Management Deployment (CMD)
Network Kick-off

-- Call 1 --

2 March 2010



ASA (FM&C)



CMD Kick-off Conference Call 1

Objectives

- **Provide an overview of GFEBS**
- **Introduce you to future state GFEBS processes**
- **Familiarize you with key deployment activities, roles and responsibilities**
- **Explain your role in assisting with GFEBS deployment**
 - **You will help prepare your organization for this scheduled deployment**

Wave 5 go-live is 1 April 2011

- **Overview of Call Series**
- **GFEBS Leadership Comments**
- **GFEBS Overview**
- **Your Responsibilities**
- **Lessons Learned**
- **Conclusion**

Overview of Call Series

Ms. Melissa Scott
GFEBs Communications Team

GFEBS Leadership Comments

Ms. Kristyn E. Jones

Director,

Financial Information Management
Office of the Assistant Secretary of the Army
(Financial Management & Comptroller)

You Are Here Because ...

- **GFEBS is important to our Army and coming to your organizations**
- **Command change management agents are essential**
- ***You have been selected* by your command to be the Change Management Deployment (CMD) point of contact (POC) or alternate**
- **Your organization will rely on you to –**
 - ***Understand*** deployment strategy and deployment events
 - ***Receive and communicate*** information
 - ***Monitor and oversee*** progress to go-live

***GFEBS Project office
will support you continuously
through CMD Network***

Implementing GFEBBS Requires A Partnership

- Partnership among all organizations going-live and the GFEBBS Project Team
- GFEBBS Project Team is responsible for --
 - *Explaining* the implementation strategy and plans
 - *Developing and presenting* training
 - *Conducting* data coordination and conversion
 - *Providing* initial operational support
- Organizations going-live are responsible for –
 - *Learning* about GFEBBS
 - *Identifying* their training requirements and getting end users to training
 - *Providing* their data

Your participation is essential!

The Partnership Begins With The CMD Network

- **Partnership includes:**
 - More than 100 CMD POCs from commands in this Wave
 - More than 400 other CMD POCs in Waves 1-4
 - GFEBS Project Team
- **Reach out to them -- share experiences & lessons learned**
- **Participate in monthly CMD conference calls**
 - Participation is mandatory
 - Discuss current deployment activities
 - Answer questions and provide guidance

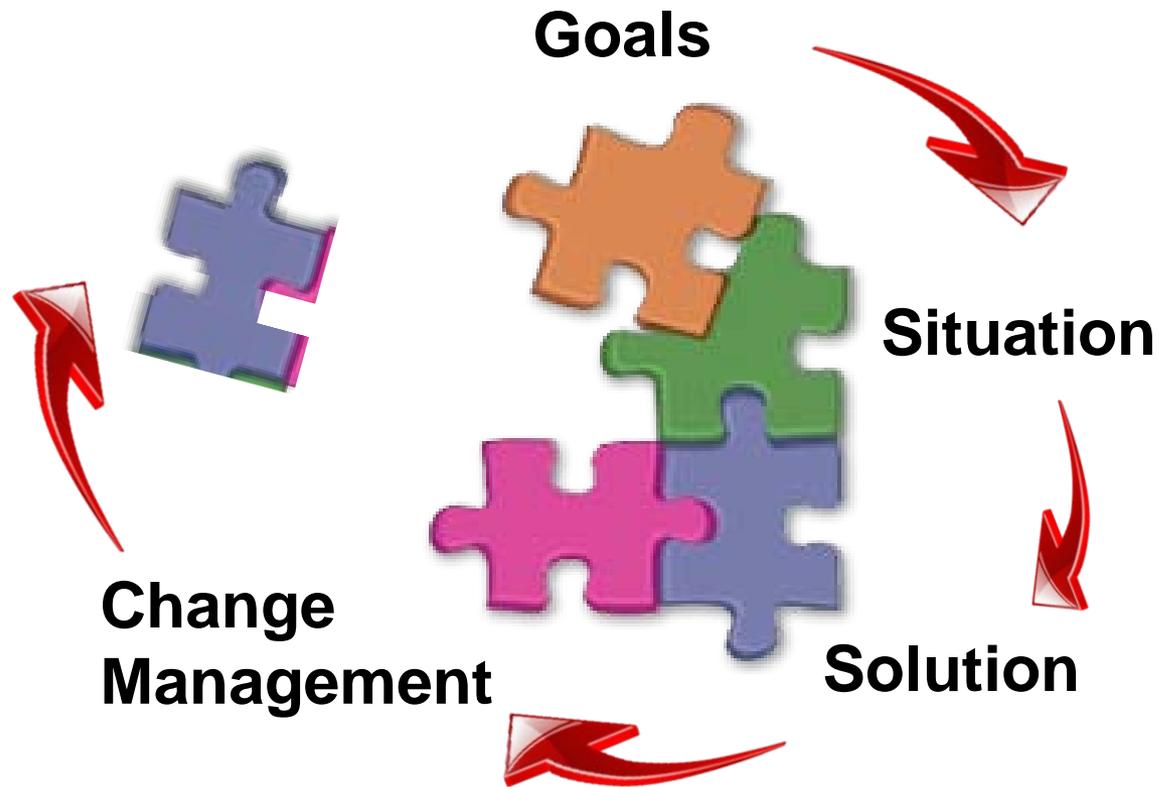
You are not alone!

Overview

COL Pat Riley, USA

Director, Deployment & Transformation
General Fund Enterprise Business System

Overview -- We Will Discuss



***Success requires gaining organizations
to fit their pieces together
This is not business as usual!***

NOTICE

GFEBs Is In Your Future If ...

General Fund
Enterprise Business System
(GFEBs)

GFEBs
is here!

Do you buy/
purchase things?

Do you manage an
organization, program
or project?



GFEBs
is in your
future!

Do you prepare
a budget?

Do you employ
civilians or
contractors?





- **Provide decision support information to sustain Army warfighting capability**
- **Provide analytic data and tools to support the Army enterprise**
- **Reduce the cost of business operations**
- **Improve accountability and stewardship**

Enable decision-makers across the Army to –

- ***Better capitalize on the resources we have***
- ***Better determine and justify the resources we need***

Secretary of Army And Chief of Staff Objectives For 2010

a. Support the Accomplishment of Our Strategic Objectives in Iraq and Afghanistan

b. Continue Efforts to Restore Balance

c. Sustain Soldiers, Civilians and Families

d. Establish an Integrated Management System for Army Business Operations

“Effective stewardship requires an integrated management system for the Army’s business operations, and reformed acquisition and requirements processes. It also requires an information architecture that provides decision makers with timely and accurate information and efficient data management and automation processes. With these systems in place, we can generate the most capable and ready Army at the best value for our country.”

e. Implement the Army Leadership Strategy

f. Refine the Army of the 21st Century

**Memorandum, Subject: Calendar Year (CY) 2010 Objectives,
Jan 15, 2010, from Secretary of the Army and Chief of Staff**

Vice Chief of Staff Army To All Senior Army Commanders

General Fund
Enterprise Business System
(GFEBS)



DEPARTMENT OF THE ARMY
OFFICE OF THE VICE CHIEF OF STAFF
201 ARMY PENTAGON
WASHINGTON, DC 20310-0201

APR 21 2009

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Implementing General Fund Enterprise Business System (GFEBS)

LEADERS,

1. We are regularly required to make decisions that impact and consume resources. We need integrated, enterprise-wide data for informed decisions – The General Fund Enterprise Business System (GFEBS), which replaces our legacy financial system, will address these needs.
2. GFEBS is a web-based system with real-time visibility of financial and accounting data across commands, garrisons and headquarters organizations. Very significantly, GFEBS integrates financial, real property and cost data with related output and performance data from organizations and functions across the Army.
3. Your leadership is critical to successful implementation. GFEBS will impact policies, procedures and business processes in your resource management offices and every organization in your command that prepares a budget or manages funds to accomplish their mission. Implementing GFEBS requires participation from more than just your resource management offices. The task is massive and complex, and will occur over the next few years.
4. I ask that you and your leaders embrace the initiative and allocate “can-do” individuals to serve as points of contact for training, change management and system deployment. Implementing GFEBS requires a partnership to identify training needs, provide training facilities and equipment, support data cleansing and conversion, and many other enabling actions.
5. The project schedule, site readiness activities and other planning information are at <http://gfebs.army.mil/>. Questions may be directed to LTG Edgar E. Stanton III, Assistant Secretary of the Army (ASA), Financial Management & Comptroller (FM&C) as the executive sponsor for GFEBS. Thanks for your support in deploying this system which will help us transform how we do business.

“We need integrated enterprise-wide data for informed decisions.”

GFEBS integrates financial, real property and cost data with related output and performance data ...

GFEBS will impact ... every organization in your command that prepares a budget or manages funds to accomplish their mission.

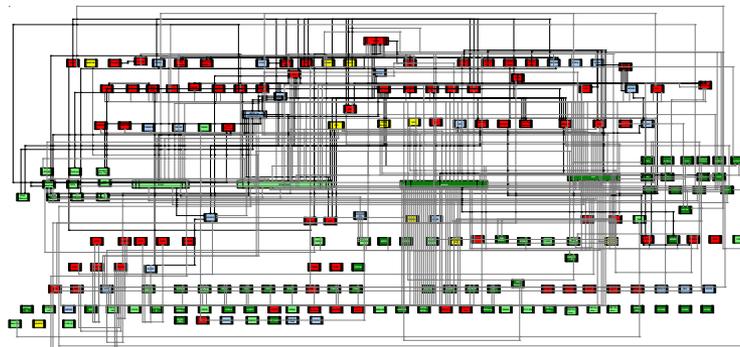
I ask that you and your leaders embrace the initiative and allocate “can-do” individuals to serve”

PETER W. CHIARELLI
General, U.S. Army
Vice Chief of Staff

Where We Are and ... Where We Are Going

Current Situation

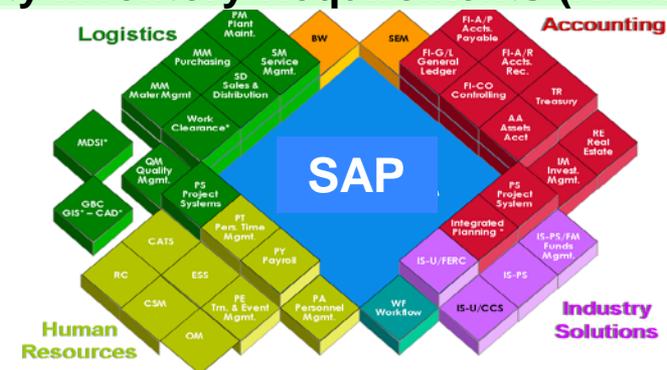
- Involves maintaining many systems
- Requires many costly interfaces
- Requires entering data in several systems
- Inhibits efficient sharing of data
- Impedes producing comprehensive and accurate decision data
- Hinders responding timely to questions
- Requires time-consuming and costly reconciliations



System View (SV) 1

GFEBS Solution

- Implements a single web-based system
- Standardizes processes Armywide
- Implements standard data structures
- Records transactions in real-time and provides real-time access to data
- Integrates financial and non-financial/performance data from functional areas
- Applies commercial-off-the-shelf (COTS) Enterprise Resource Planning (ERP)
- Applies DOD Standard Financial Information Structure (SFIS) line of accounting and Real Property Inventory Requirements (RPIR)

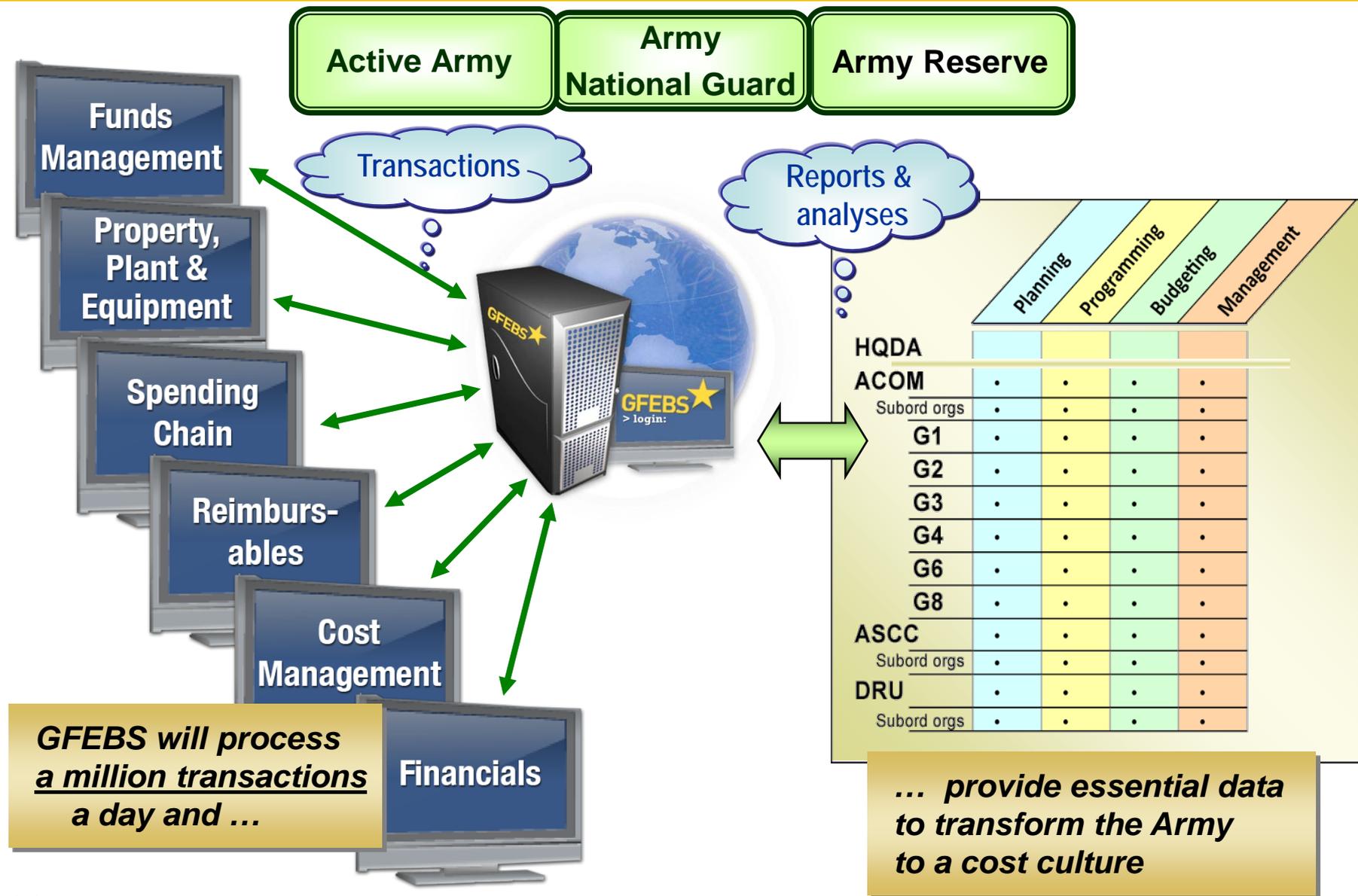


- **Commercial Off-the-Shelf (COTS)**
 - Configure and not custom-building software
 - Provides ‘best practices’ inherent in software
 - Enables system updates and enhancements without re-writing code
- **Enterprise Resource Planning (ERP) Systems**
 - Integrates and optimizes business processes across the enterprise
 - Includes most business processes for an optimized solution
 - Enables sharing of common data among all business processes
- **SAP’s Product**
 - The most widely used ERP solution in the world
 - Customers include DLA, Navy, NASA, IRS, Wal-Mart and Daimler AG
- **Benefits Include --**
 - Complies with over 1,100 accounting and real property requirements
 - Enables transformation to a cost culture

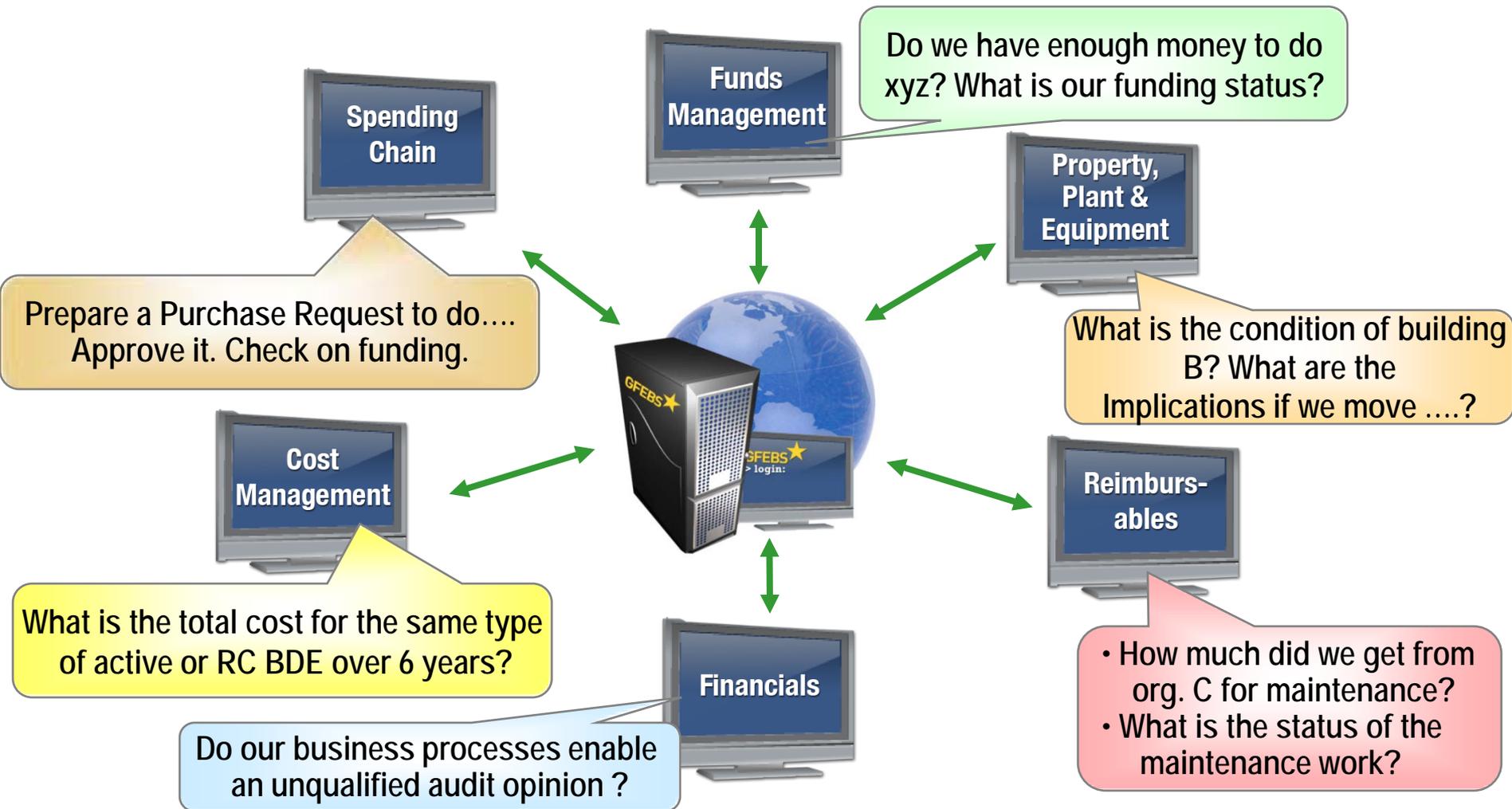
Capitalizing on COTS and ERP benefits requires accepting business process changes

General Fund Enterprise Business System Overview

General Fund
Enterprise Business System
(GFEBs)



More Than A New Accounting System



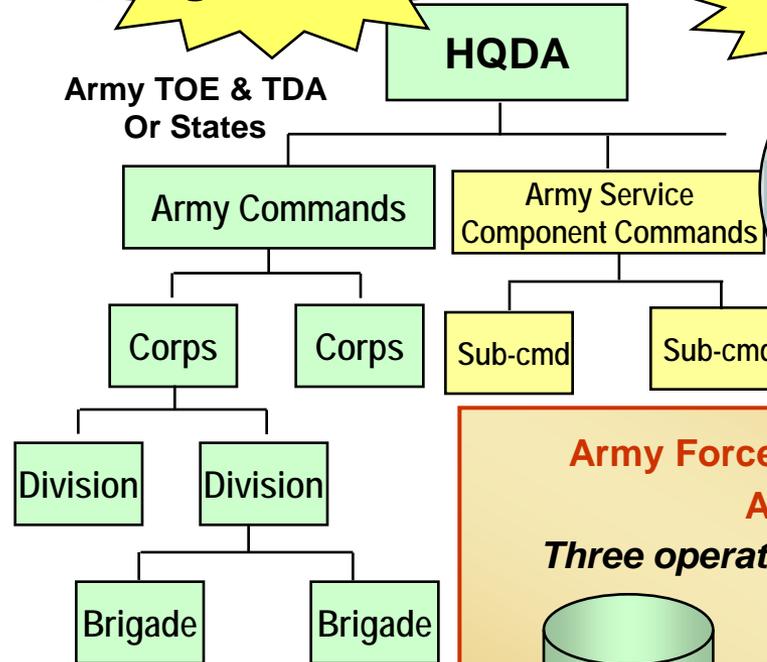
***Includes users from across the Army –
Not just resource management and accounting users***

GFEBS Enables Many Different Analytic Views

By Funding

Appropriations
Budget Activities
Budget Activity Gps
Sub-Activity Gps
Projects
Systems
Commitments-Obligations-Expenses-Disbursements

By Organization

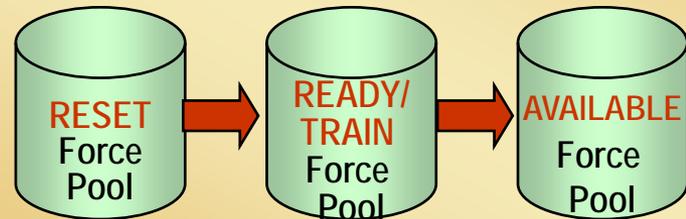


By Use

Missions
Functions Activities
Services Tasks
Systems Training
Deployments

Army Force Generation Model – ARFORGEN

Three operational readiness cycles



Flexible and responsive to enterprise and local decision-makers by integrating financial, cost and related output data

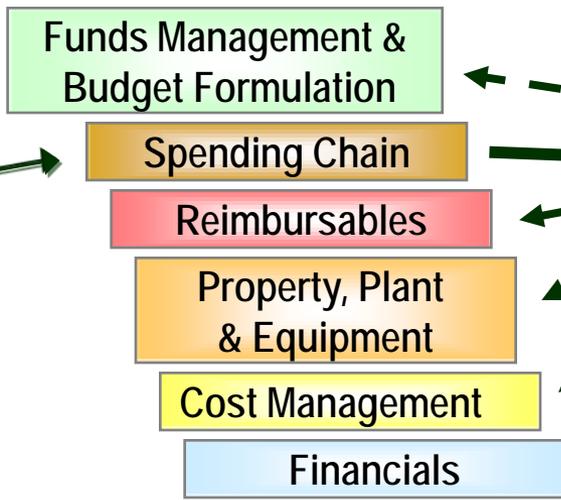
GFEBs Processes

Apply Universally Across the Army

1 Enter transaction, e.g., create Purchase Request



2 Use specific function



3 Simultaneous availability and sharing of data with all related records



6 Query Business Intelligence for reports & analyses



5 Moves data to GFEBs business warehouse

4 Interface with Standard Procurement System (SPS) For Purchase Request



First Year Evaluation: Successful

✓ Operational with 1,500 users at 21 organizations

✓ \$1.2 billion obligated in FY 2009

- 99% successful obligation rate
- 98% successful disbursement rate for nearly \$500M
- ~ \$100k expiring funds left

✓ ~1 million transactions (~ 69 million steps) processed successfully

- 192,484 with Funds Control Module (FCM) with 98.9% success rate
- 15,290 DTS Travel Voucher transactions with 95% success rate
- 32,107 DTS Travel Authorization transactions (821) - 99% success rate
- 4,853 PRs created 99% success rate



✓ Twelve fiscal months and three fiscal quarters successfully closed

✓ FY 2009 year end -- proprietary and budgetary accounts balanced

✓ 99+% system availability

✓ \$0 Negative Unliquidated Obligation (NULO)
\$6M Unmatched Disbursement (UMD)

✓ Less than 10 second average response time for ~99% of on-line transaction processing

✓ FY 2010 available to process transactions at 12:01 AM on 1 October

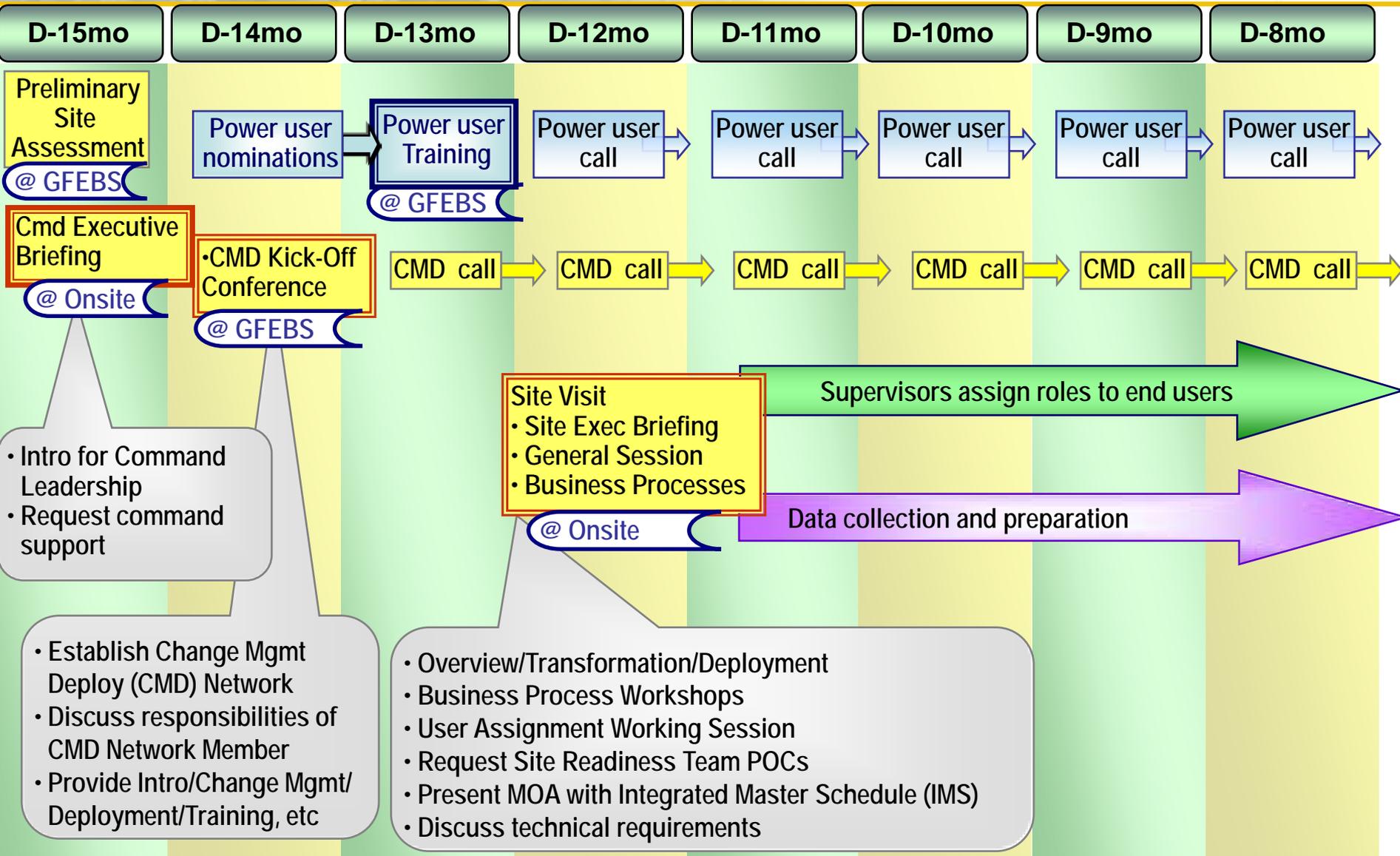
✓ 0 Standard Procurement System (SPS) IDOCs at year end, i.e., no contract interface errors

Lessons Learned From Experience And Key Actions Taken

- ✓ Using chain of command to inform and actively engage all levels of the Army in the deployment process
- ✓ Lengthened deployment timeline to 15 months for each “Wave”
- ✓ Created a GFEBS “Deployment and Transformation” Team
- ✓ Developed an integrated management schedule for deployment activities of both the program office and gaining organizations
- ✓ Implemented “Power User Program”
- ✓ Improved and proactively managing End User role assignment process
- ✓ Redesigning and revising end user training materials
- ✓ Revised way we engage organizations to collect and prepare data

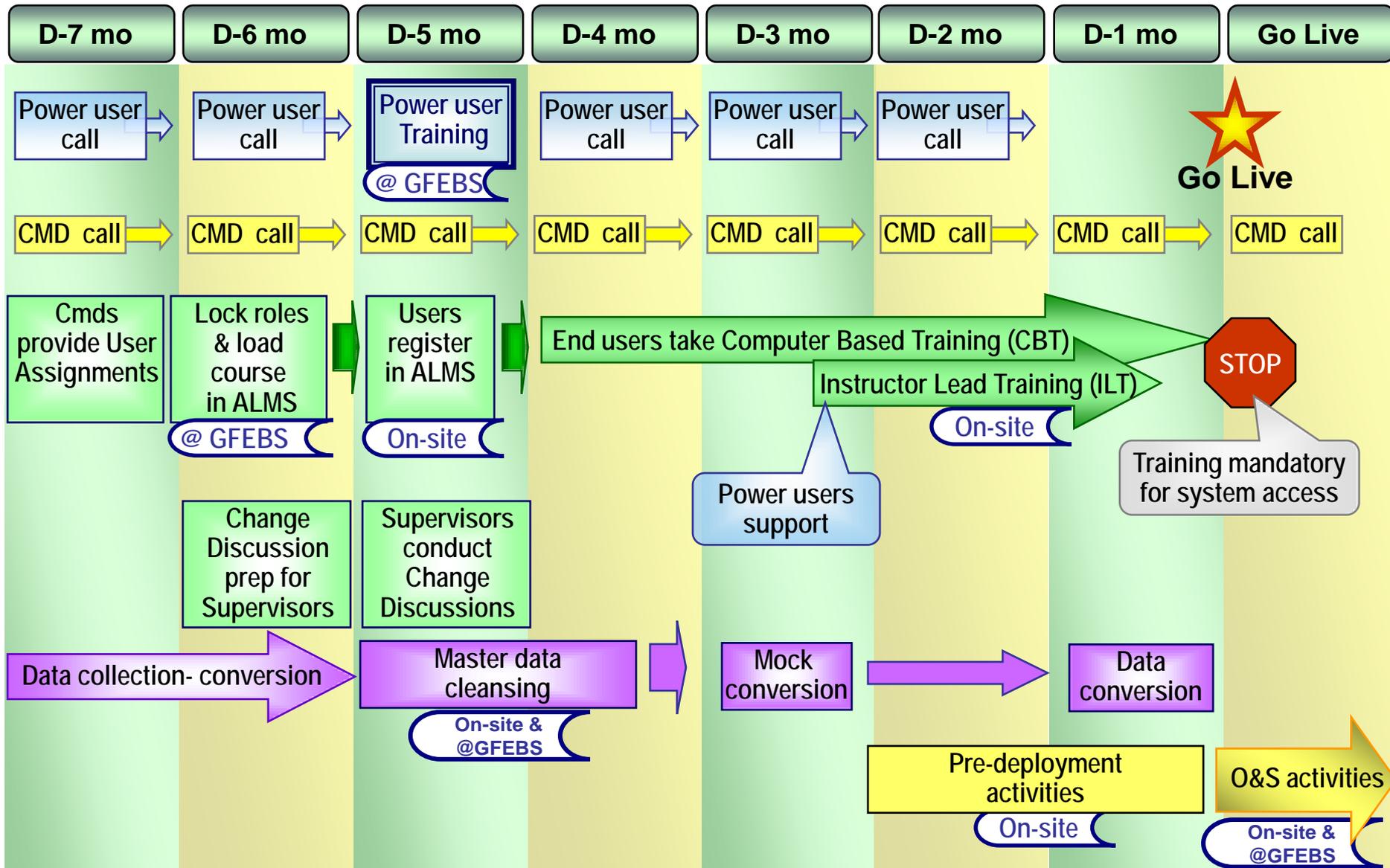
***Successful implementation requires actions by both --
the program office and the gaining organizations***

Deployment And Change Management Key Events



Deployment And Change Management

Key Events (cont)



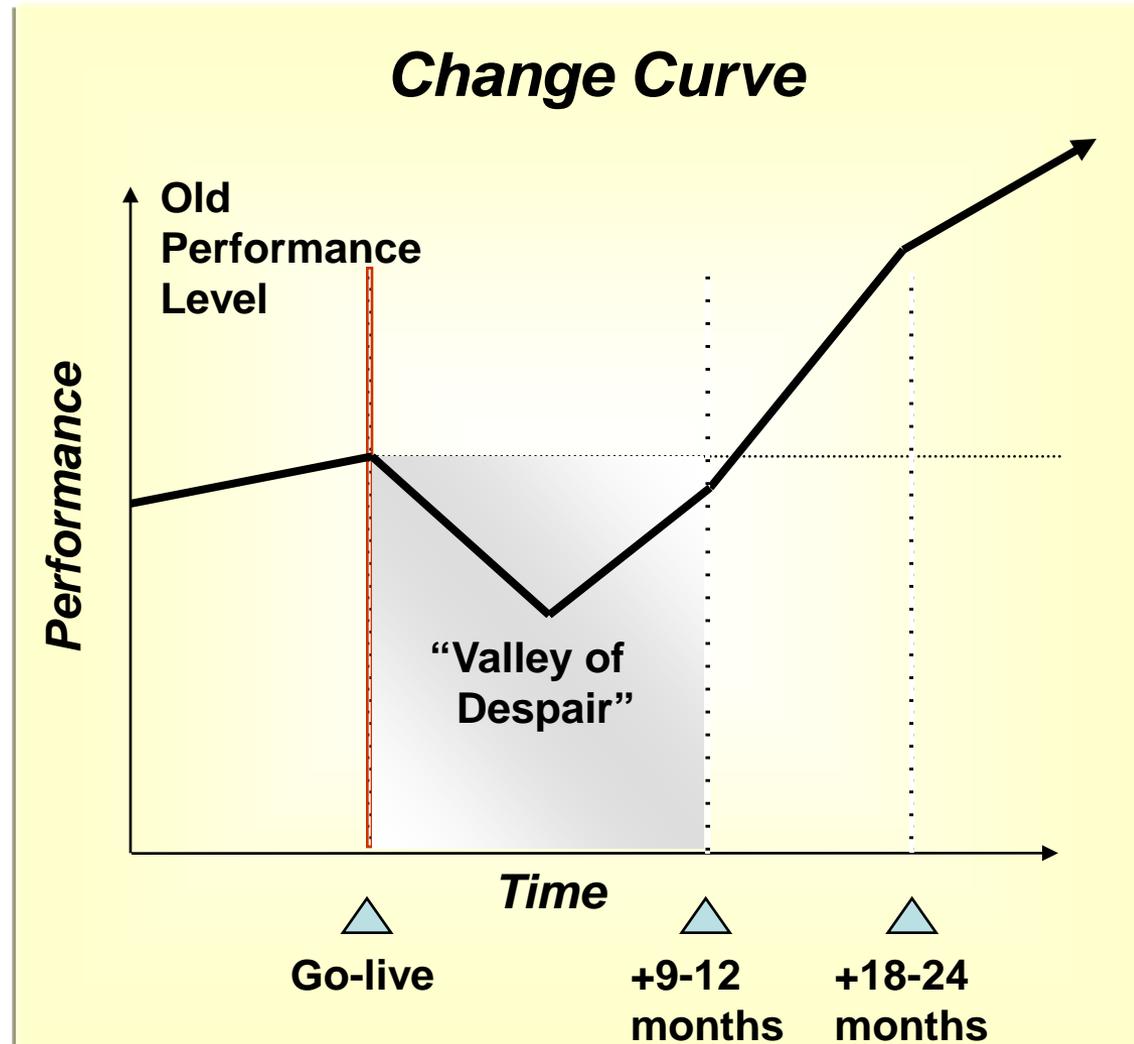
- **New system with analytic tools and capabilities**
- **New business processes**
- **New data concepts and structures**
- **New roles, skills and knowledge for end users**

GFEBs will transform financial management and also management practices in many functions

Implementing Change Is Not Easy

- Introduction of significant change requires time for users to absorb it
- During this time, performance initially declines
- Change Management can reduce both the depth and the duration of the dip

***Change Management
Is very important***



- Recognizes that resistance is a natural part of the change process, but can be reduced
- GFEBs Change Management approach applies activities to reduce resistance, including:
 - Development of *leadership alignment* around GFEBs
 - Development of *sponsors and change agents* for GFEBs
 - *Communications* to create awareness of GFEBs and understanding of its impacts
 - *Role and job alignment* consistent with GFEBs business processes
 - *Training and performance support* to prepare people to use the new system and perform new business processes
 - *Continual engagement* among the various GFEBs teams and their counterparts in each organization

CMD Network members regularly update their leadership on the status of the Project to foster leadership support

GFEBBS Change Management Examples

- **Leadership Alignment**
 - Execution Order (EXORD)
 - Command Executive Briefing
 - Memorandum of Agreement
- **Sponsors and Change Agents**
 - Executive Steering Committee (ESC) & Council of Colonels (CoC)
 - Change Management Deployment Network
- **Communications**
 - MilWiki
 - GFEBBS Mailbox: gfebs.info@us.army.mil
- **Role, Job & Organization Alignment**
 - User Assignment Activities
 - Supervisor Workshops
 - Change Discussion Workshops
- **Training and Performance Support**
 - Instructor Led Training, Computer Based Training courses
 - Job Aids, Online Help Procedures

GFEBBS Goals -- Consistent With Secretary of Defense Gates' Observations

“The responsibility of this department first and foremost is to fight and win wars – not just constantly prepare for them.

“It is simply not reasonable to expect the defense budget to continue increasing at the same rate it has over the last number of years. We should be able to secure our nation with a base budget of more than a half a trillion dollars – and I believe this budget focuses money where it can more effectively do just that.

“As you consider this budget and specific programs, I would caution that each program decision is zero sum: a dollar spent for capabilities excess to our real needs is a dollar taken from a capability we do need – often to sustain our men and women in combat and bring them home safely.”

**Secretary of Defense Robert Gates
Opening Statement to the
House Armed Services Committee
May 13, 2009**

General Fund Enterprise Business System Leadership Information

General Fund
Enterprise Business System
(GFEBS)

LTG Edgar E. Stanton III

Military Deputy for Budget

Assistant Secretary of the Army (Financial Management & Comptroller)

Robert M. Speer

Principal Deputy

A collaborative team of ASA (FM&C) and PEO-EIS



Ms. Kristyn E. Jones

Director,
Financial Information Management

COL Pat Riley, USA

Director, Deployment & Transformation

Mr. Roger A. Pillar

Director, Functional Program



Mr. Gary Winkler

Program Executive Officer for
Enterprise Information Systems

COL Simon L. Holzman

GFEBS Project Manager

www.gfebs.army.mil

**Your Responsibilities
As
CMD POCs**

Mr. Frank Distasio
GFEBS Communication Team

As The CMD Network Member

- **You are the CMD POC for your organization and you will work with Command leadership and the GFEBS Project team to --**
 - Provide accurate information on GFEBS and coming deployment actions
 - Assist with setting up the Site Visit
 - Notify supervisors of need to participate in Business Process and User Assignment Workshops during Site Visit
 - Identify other members of Command's Readiness Team
 - Schedule training facilities ASAP
 - Learn about the Integrated Management Schedule (IMS) and your responsibilities for tracking progress and reporting monthly to your higher headquarters on status

***You are a key player for a successful
and smooth transition***

Lessons Learned

From Command Perspective

Mr. Barry Hoffman
Director, Finance & Accounting
DCS G-8, HQs TRADOC

- **Supporting Site Visits and Engaging the Leadership**
- **Actions and Communications from the Field**
 - Site Readiness Scorecards/Executive Dashboard
 - Policy Changes vs. GFEBS Functionality
 - Championing Functional Issues and Requirements
- **Coordination with other ACOMs/DFAS/HQDA**
 - BRAC and Multiple Tenant Activities
 - Mission and Installation Contracting
- **Supporting the GFEBS Project Team**
 - Full-time SMEs dedicated for 12-24 months (Long-term)
 - O&S Rotation/Training Opportunity (Short-term)
 - Accenture Personnel and Government SMEs

- **Development of Power Users**
 - **Build GFEBS Expertise by developing Competent, Confident, and Capable Users**
 - **TRADOC Mentor Program**
 - **ECC Sandbox**
 - **Long-term Goal is to become Self-sufficient and Self-sustaining**

- **Managing the Culture Change and New Processes**
 - **Funding for potential over-hires, over-time, etc.**
 - **CBT and ILT training**
 - **CONOPS and Workarounds**
 - **Civilian Payroll (ATAAPS and DCPS)**
 - **Cost Management (Budget, PAE, DASA-CE)**
 - **ABO and Funds Distribution**
 - **Hard Stop (Commitments and Obligations)**

Conclusion

Ms. Melissa Scott
GFEBs Communications Team

Call 1 Objectives Review

- **Today's presentation was designed to familiarize you with the following:**
 - **Wave 5 CMD Kick-off Call Series**
 - **GFEBS Overview**
 - **Deployment Strategy and Approach**
 - **Your responsibilities as a CMD Network member**