

SECTION J-2 CONTRACT ATTACHMENTS

ATTACHMENT (2) DESIGN REFERENCE MISSION,  
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# Defense Integrated Military Human Resources System Personnel and Pay

(DIMHRS (Pers/Pay))

DEVELOPMENT & IMPLEMENTATION

DESIGN REFERENCE MISSION (DRM)



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## **Purpose**

This Design Reference Mission (DRM) provides a summary description of the intended Defense Integrated Military Human Resource System (DIMHRS) Personnel and Pay (Pers/Pay) environment and operation. It is provided for use by Industry Proposal Teams in their preparation of proposals for the development and implementation of DIMHRS (Pers/Pay) system.

This document describes DIMHRS (Pers/Pay) anticipated scenarios and environment as envisioned by the DIMHRS Joint Program Management Office (JPMO) in producing and fielding DIMHRS. This document also addresses pertinent technical and cultural issues that must be considered in developing and implementing the DIMHRS (Pers/Pay) solution. The goal of this DRM is to provide relevant information and operational concepts to companies that will potentially bid on the DIMHRS (Pers/Pay) Development and Implementation (D&I) contract.

## Goals

DIMHRS (Pers/Pay) will provide a single integrated human resources system for personnel and pay functionality that supports the four Military Services (Army, Navy, Air Force, and Marine Corps), a total of ten Components (Active, Guard, and Reserve), as well as Defense Agencies and the Unified Commanders in Chiefs. DIMHRS (Pers/Pay) will meet Department of Defense (DoD) requirements for functionality, technical architecture, performance, availability, accessibility, and flexibility.

DIMHRS (Pers/Pay) will support approximately 3.1 million military personnel from all of the military Services of which 2.5 million personnel may require pay servicing at any given time. In the event of mobilization, DIMHRS (Pers/Pay) will expand capacity to meet personnel augmentation of active duty, reserve, and guard organizations, and other designated groups in a wartime (surge) scenario. Projected expansion of personnel supported is 33 % during mobilization.

DIMHRS (Pers/Pay) will collect, store, pass, process, and report personnel and pay data for military personnel. In addition, DIMHRS (Pers/Pay) will also provide the capability to collect, process, and report data on military dependants, DoD-sponsored civilians, and designated foreign military personnel deployed to or in a theater of operations as required during specified contingency, wartime and non-combatant evacuation operations. DIMHRS (Pers/Pay) will maintain information on retirees and survivor personnel. Retirees and annuitants will continued to be paid by the Defense Retired Annuitant Pay System (DRAS).

DIMHRS (Pers/Pay) will establish a single integrated database for personnel and payroll that is common to all Services. Processes supported by targeted legacy systems will make up the core capability of DIMHRS (Pers/Pay) unless re-engineering eliminates the process. While the Services and DFAS retain their Congressionally mandated Title 10 (Armed Forces), Title 32 (National Guard), and Title 37 (Military Pay) responsibilities of the United States Code, DIMHRS (Pers/Pay) will provide common functionality, common information and data exchange, and associated common database capabilities. Required Service-specific practices not re-engineered will be incorporated into the DIMHRS (Pers/Pay) solution.

DIMHRS (Pers/Pay) will empower Service members to better manage their own personnel information. DIMHRS (Pers/Pay) facilitates service members ability to access to their personnel and pay information via self-service methods in order to change designated personal information such as mailing address, telephone number, number of dependents, tax info, etc., without visiting a personnel or pay office. DIMHRS (Pers/Pay) will allow service members to obtain needed support (e.g., duty status changes, pay and allowance updates) from any DoD personnel/pay office. DIMHRS (Pers/Pay) will enhance the support currently provided to each service member and make that support available in a greater number of circumstances and locations.

The goal of DIMHRS (Pers/Pay) is to provide a system that effectively and efficiently:

- ◆ Manage and pay Service members during peacetime, war, operations other than war, mobilization, and demobilization.
- ◆ Meet changing operational conditions and requirements for the individual and at the unit level.
- ◆ Support the full range of personnel life-cycle activities.
- ◆ Provide a one-stop administrative support capability.
- ◆ Provide for single one-time data entry.
- ◆ Generate standard and ad hoc reports to manage personnel and payroll functions.
- ◆ Reduce administrator, operator, and user workload. Although initial increases in effort may be experienced, the workload increase should not exceed two years.
- ◆ Support for DoD specific requirements:
  - Special categories of pay and allowances
  - Retroactive pay processing
  - Timely reaction to mandated personnel and pay changes
  - Service unique pay functionality where required

## Concept of Operations

DIMHRS (Pers/Pay); a standards-based DoD-wide military personnel management and pay system; uses best business practices leveraging the *PeopleSoft* HRMS product to include the *PeopleSoft* Global Payroll Module. Functionally, the environment provides a single logical personnel/pay record that supports the Service member from accession to retirement. DIMHRS (Pers/Pay) will provide access to information, via standardized interfaces, to authorized external users.

The Services and DFAS must retain existing missions for personnel and pay support, ensuring personnel operational readiness. DoD Human Resources organizations will use DIMHRS (Pers/Pay) at all echelons of command to support the personnel and pay functions. Future users of DIMHRS (Pers/Pay) capability include personnel/pay specialists, headquarters manpower programs, joint commanders receiving data, and authorized members. Managers and analysts in the Office of the Secretary of Defense (OSD), the Joint Staff, and other Federal Agencies will also use DIMHRS (Pers/Pay) data. DIMHRS (Pers/Pay) will support authorized users to securely access personnel and payroll account information via the web.

DIMHRS (Pers/Pay) facilitates management of individual and/or unit level mobilization, activation, contingency operations, and assignment information in any operational condition. The system will support personnel life-cycle activities such as accessing members, pay and benefits administration, tracking Service members in deployment and garrison status, separation, retirement, or transfer of members to other Services or Components.

## Development Environment

This section identifies and describes the anticipated environment for DIMHRS (Pers/Pay) development and the initial implementation of DIMHRS (Pers/Pay).

DIMHRS (Pers/Pay) will replace approximately 80 legacy DoD and Service systems. The DIMHRS (Pers/Pay) will enable phase-out and replacement of these legacy systems. Additionally, DIMHRS (Pers/Pay) must interface and interoperate with many other systems and provide for the exchange of DIMHRS (Pers/Pay) data via system interfaces.

A majority of the DoD and service systems interfaced with and/or replaced utilize a mainframe/terminal architecture utilizing COBOL and legacy database tools. The necessary and appropriate DIMHRS (Pers/Pay) interfaces to be developed are expected to employ Application Programmer Interface (API) mechanisms from the *PeopleSoft* HRMS package or alternative industry standard data exchange mechanisms. DIMHRS (Pers/Pay) developed interfaces will generally fall into one of two categories. The first category involves the development of an interface or data transfer mechanism required for a data transfer prior to phase out of the legacy system. The second category involves the development of an interface for an ongoing transfer of data between DIMHRS (Pers/Pay) and the persistent DoD systems.

DIMHRS (Pers/Pay) system will be developed and implemented using *PeopleSoft* HRMS software. The DIMHRS (Pers/Pay) development and implementation strategy is based on the fundamental approach that DIMHRS (Pers/Pay) will be fielded to the greatest extent possible utilizing the inherent capabilities of the *PeopleSoft* HRMS package with minimum custom modifications by adopting – not adapting – the business processes within the *PeopleSoft* HRMS package. Adopting is interpreted as the limited use of third party software, *PeopleSoft* extensions and/or writing custom software.

The DIMHRS (Pers/Pay) program includes the re-engineering of business practices that capture the best of both the private and public sector experiences. The DIMHRS (Pers/Pay) functional sponsor is the Joint Requirements and Integration Office (JR&IO) of the Office of the Undersecretary Secretary of Defense for Personnel and Readiness (OUSD P&R). JR&IO is leading the DIMHRS (Pers/Pay) business process re-engineering (BPR) efforts within the Military Services and Components for the DoD, sponsoring and leading a series of analyses efforts and activities related to organizational change management within the personnel and pay arena.

Functional teams from the JR&IO, DIMHRS (Pers/Pay) Joint Program Management Office (JPMO), The Defense Finance and Accounting Service (DFAS), and representatives from the Military Services are performing comprehensive analyses of the *PeopleSoft* HRMS package functionality and the DIMHRS (Pers/Pay) requirements. The Comprehensive Analysis Teams (CAT) are reviewing the functional, data, and architectural aspects of *PeopleSoft* HRMS for selected business areas as they relate to the personnel and pay requirements as detailed in the DIMHRS (Pers/Pay) ORD. The output from the CAT processes will include further refined DIMHRS requirements derived from the ORD at a level of detail that will support the

development and implementation of DIMHRS (Pers/Pay). The CAT outputs will be provided to the DIMHRS (Pers/Pay) JPMO for assignment and execution by the appropriate activity.

DIMHRS (Pers/Pay) will take an evolutionary approach to system development with incremental integration and deployment. A primary goal of the early increments is to implement required personnel and pay functionality that is common to the Services and Components, using the inherent capabilities of *PeopleSoft* HRMS without source code development or modification. Custom code development or modification of the COTS product will be strongly discouraged through the use of contracting incentive mechanisms.

Using the design derived from the contract requirements, the D&I contractor will develop, implement, and deploy the DIMHRS (Pers/Pay) for the Military Services and their components. Program and technical reviews will be conducted on a regular basis by the DIMHRS (Pers/Pay) JPMO. Technical reviews will be held to include design and development progress reviews (Preliminary Design Review (PDR), Critical Design Review (CDR), Interim Users Testing (IUT), Interim Progress Review (IPR) etc.). Program management reviews will cover cost, schedule, and performance.

## Development Cycle

DIMHRS (Pers/Pay) D&I contract requirements evolve from operational requirements, other program requirements, and JPMO analysis. The DIMHRS (Pers/Pay) program receives the system operational requirements from the functional sponsor through the Operational Requirements Document (ORD). The ORD is validated by the Joint Requirements Oversight Council (JROC) through a formal requirements generation process. The program is required to deliver a system that meets or exceeds the requirements of the ORD, or formally obtain a change to the ORD through this process.

The DIMHRS (Pers/Pay) JPMO then consolidates other program requirements, identifies system constraints, and generates documents intended to aid the D&I contractor in analyzing the contract requirements. However, only contractual documents specifically provided under the DIMHRS (Pers/Pay) solicitation and contract shall be relied upon by the D&I contractor. The development process starts with the ORD and allocation of the requirements for DIMHRS (Pers/Pay) functionality. Other program requirements come from DoD policy, program direction, interface & infrastructure constraints, and operational resolution from the DIMHRS (Pers/Pay) functional community and the system operational environment. The DIMHRS (Pers/Pay) D&I contract will also have a GFE constraint, as the Government has previously selected and procured a suite of COTS products, formed around the *PeopleSoft* HRMS, that is intended to meet the DIMHRS (Pers/Pay) ORD requirements. A separate selection of this suite, and its use as GFE in the D&I contract was done to resolve critical technical concerns in the area of scalability, cost effectiveness of a COTS –based system development, separation of the database from the processing to support a broader use of the data base in an Enterprise IT environment, flexibility for support of rapid changes in response to mandated personnel and pay policy changes, and security. The D&I contractor will ensure that these same concerns are addressed in the system design.

DIMHRS (Pers/Pay) technical constraints cited in contract requirements include commercial engineering and development standards (IEEE, ANSI, etc.), and Government standards and policies for Interoperability and Information Assurance (e.g. Defense Information Infrastructure - Common Operating Environment (DII-COE), Joint Technical Architecture (JTA), DoD Financial Management Regulation (DoD-FMR), and DoD Public Key Infrastructure (PKI), etc.).

The D&I Contractor is required to make best use of the *PeopleSoft* HRMS software in developing and implementing the DIMHRS (Pers/Pay) system. The DIMHRS (Pers/Pay) development and implementation strategy is based on the fundamental approach that DIMHRS (Pers/Pay) will be fielded to the greatest extent possible utilizing the inherent capabilities of the *PeopleSoft* HRMS package with minimum custom modifications by adopting – not adapting – the business processes within the *PeopleSoft* HRMS package.

Comprehensive Analysis Teams (CAT), overseen by JR&IO, are currently working to identify improved business processes by comparing the delivered COTS functionality to the current DoD methods in order to identify ‘Fits’ and ‘Gaps’. Review of the capability of the COTS - based commercial approach for pay and personnel management allows further evaluation of alternative delivery methods for required functionality. The CAT outputs include refined requirements

derived from the ORD, which will be provided to the DIMHRS (Pers/Pay) JPMO for assignment and execution by the appropriate activity. Additionally, CAT outputs will be used by the Services and Components to assist in planning for DIMHRS (Pers/Pay) implementation.

Requests for personnel and pay extensions to the *PeopleSoft* HRMS product are anticipated to provide a large portion of the anticipated issues submitted to the Issue Resolution Process described later. The Issue Resolution Process validates the necessity of any data extension requirements and, at a high level, identifies the relationship between those extensions and core personnel and pay functionality. DIMHRS (Pers/Pay) must include the ability to accommodate required non-core data extensions, their input and simple editing, extraction and an analysis capability to facilitate access to the data by the non-personnel and pay systems.

The D&I contractor may identify further opportunities for BPR during its work. These opportunities and the appropriate Government approval to modify the requirements will be addressed under the Issue Resolution Process, described in a following section. For any requirement modification, the D&I contractor will identify the change, its impact on program schedule, the development and total program cost, and a required decision date with an estimate of the extent of impact. These impacts may range from a simple extension of the data model to incorporate new fields for enhanced processes, to complex changes to law.

DIMHRS (Pers/Pay) requirements will be allocated against one or more DIMHRS (Pers/Pay) increments for development and implementation. The allocation will be determined by a number of factors including the source/applicability of the requirement (common vs. Service unique), the degree of Fit/Gap, any legacy system retirement implications, and the ease of implementation. The D&I contractor will develop the allocation of functionality based on their experience with the implementation of COTS-based systems.

Effective requirements management minimizes multiple and redundant processes across Services and Components. The unification of processes and requirements creates consistent meaning and use of data. Minimizing the tailoring and modification of the COTS product directly reduces the impacts to the cost of implementing software upgrades and maintenance for the fielded DIMHRS (Pers/Pay) solution. Management of “Requirements Creep” will be facilitated by the issue resolution process, which will address and coordinate those issues, which could expand the requirements of DIMHRS (Pers/Pay).

Analysis of the best methods for the development of required functionality will include assessing of impact to program total ownership costs. This approach should provide the best overall solution set, and minimizes total cost of meeting the gaps while minimizing negative impacts to system performance. The Government expects that experience in implementing the *PeopleSoft* HRMS will allow the D&I contractor to leverage existing products to reduce program risk areas such as data migration, security and the gaps identified in the various studies.

## **Functional Requirements Issue Resolution Process**

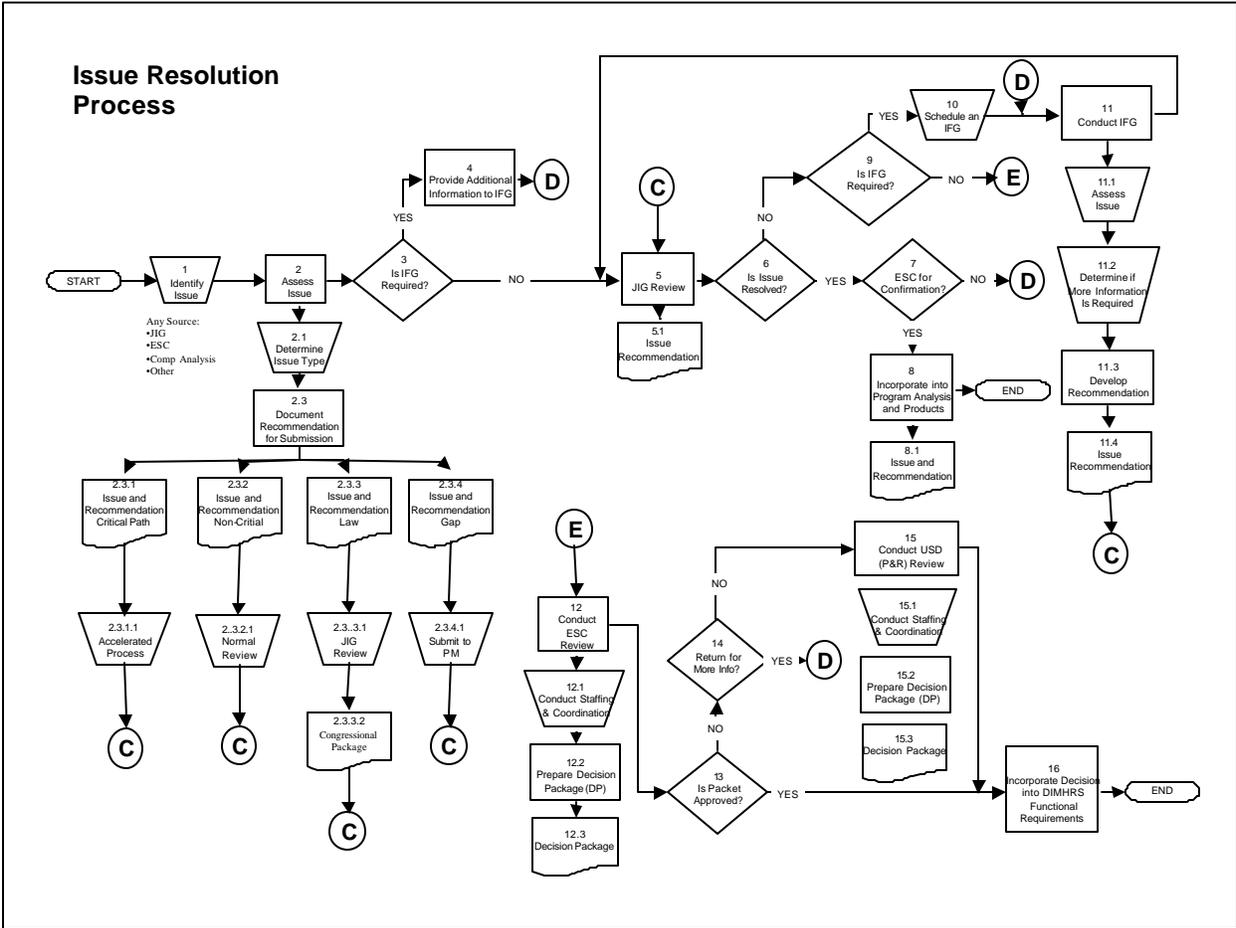
A key to successful execution of the DIMHRS (Pers/Pay) program lies in functional requirements management. Functional requirements are the detailed description and rules by which a particular process is to be conducted. JR&IO has defined a process to facilitate timely resolution of issues related to functional requirements. The DIMHRS Program functional requirements issue resolution process is depicted in the figure 1.

The process provides the path that will be followed to resolve requirements issues. The intent is to resolve issues at the lowest level possible. Issues are categorized as Critical Functional Issues, Non-Critical Functional Issues, Law Issues, and Gap Issues. This categorization provides the priority as Critical Functional Issues are accelerated throughout the process. The D&I contractor's role in the Functional Requirements Issue Resolution Process is that it will identify issues to the DIMHRS (Pers/Pay) JPMO. The DIMHRS (Pers/Pay) JPMO will then elevate the issues to the JR&IO for resolution.

The DIMHRS Joint Integration Group (JIG) first reviews issues. Requirements involving changes to statute may ultimately be elevated to Congress. The JIG may resolve issues and if so will attain DIMHRS Executive Steering Committee (ESC) concurrence. The Issue Focus Group (IFG), an ad-hoc group sponsored by the Principal Staff Assistant (PSA)/Agency lead, provides issue assessment and resolution recommendation as requested by either the JIG or the ESC.

Issues that cannot be resolved by the ESC will be forwarded to OUSD P&R for review and decision. Issues will be resolved in a timely manner as to minimize Program schedule risk. The JPMO will communicate to the JR&IO the date that the issue must be resolved and will develop a risk mitigation strategy for any risks created by delay in issue resolution. If the resolution requires a change or addition to the Program's functional requirements, the JPMO will assess the impact to cost, scope, and schedule, and provide the results of this analysis to OUSD P&R.

The IFG is modeled on a completed series of Compensation Focus Groups sponsored by the Deputy Assistant Secretary of Defense (DASD) Manpower and Policy (MPP) and supported by the JR&IO. Regardless of which level an issue is resolved, reports of disposition of closed issues will be provided to the ESC.



**FIGURE 1 — Functional Requirements Issue Resolution Process**

## **Operational Expectations**

DIMHRS (Pers/Pay) interoperability will provide authorized external systems with the personnel and pay data they require. This capability will provide increased levels of service and accuracy through timely receipt of information.

DIMHRS (Pers/Pay) will operate within the DoD environment. This includes compatibility with existing standards as specified in the Joint Technical Architecture (JTA), the DoD Financial Management Enterprise Architecture, and other DoD mandated standards.

DIMHRS (Pers/Pay) will maximize efficiency and performance in adverse environments, and integrate/or interface with DoD and external systems. DIMHRS (Pers/Pay) will also meet DoD security guidelines and prohibit unauthorized access to or disclosure of personnel data. DIMHRS (Pers/Pay) will support rapid implementation of legislative and policy changes.

DIMHRS (Pers/Pay) implementation within the US Army is planned to be first, followed by the Navy, Marine Corps, and Air Force. The DIMHRS (Pers/Pay) JPMO will maintain configuration management authority and oversight for fielded DIMHRS (Pers/Pay) releases and updates of fielded configurations.

## Data Migration

DIMHRS (Pers/Pay) will become the authoritative data source for all personnel and pay data within DoD for uniformed personnel. Legacy data will be migrated from legacy systems to DIMHRS (Pers/Pay) by the D&I contractor. The data transfer mechanism will be developed by the D&I contractor and will accommodate the diversity of the legacy systems and the operational environment in which they operate. There are several areas requiring careful consideration in order to provide a for a successful transition scenario. These include:

- Identification of authoritative source data in legacy systems (Legacy Data Steward's responsibility)
- Preparation of accurate and current data for migration (Legacy Data Steward's responsibility)
- Creation of a mechanism to migrate the legacy data (D&I responsibility)
- Migration of the data into the DIMHRS (Pers/Pay) (D&I responsibility)
- Planning, scheduling, and execution of data migration (D&I responsibility)
- Support to the Services for data validation (JR&IO responsibility)

When DIMHRS (Pers/Pay) has the ability to support legacy data migration, data will be migrated by the D&I contractor from the legacy system to DIMHRS. The data for each Service must be current and accurate at the beginning of OT&E or FOT&E, as applicable, based on the preparation of data by the Legacy Data Steward and the migration of such data by the D&I contractor. The D&I contractor must maintain currency of the data until such time as the legacy systems being subsumed within each appropriate CLIN are terminated. If warranted, parallel operations may continue as a risk reduction strategy after the data migration and validation period. However, parallel operations for legacy data support should not exceed six months for any Service or Component at any site.

Each Service may require specific guidance or support in producing the required output format necessary to export the legacy data properly. The D&I contractor will provide a data interchange mechanism to the JPMO and JR&IO for use by the Services and DFAS. As each legacy system is scheduled for data migration, a transition plan describing a detailed schedule, data content, staff requirements and transition format will be prepared by JR&IO to expedite the process in the most economical and efficient manner possible, reducing impact to the Service. This plan will be provided to the D&I contractor by the DIMHRS (Pers/Pay) JPMO. The Services are ultimately responsible for management and retirement of their legacy systems.

## Testing

The D&I Contractor will conduct required testing activities related to the development and implementation of DIMHRS (Pers/Pay). The D&I Contractor will be responsible for conducting Unit Testing, Software integrated testing, system integrated testing, Interim Users Testing (IUT) and Development Test and Evaluation (DT&E). The D&I Contractor is the approval authority on Unit test, and the test authority for software and system integrated testing. The D&I Contractor is the primary administrative and technical support for the testing tasks. The D&I Contractor will propose a testing schedule that meets the requirements of the D&I contract.

The table below shows the roles for testing of the DIMHRS (Pers/Pay) program. The D&I Contractor will fill each role for which “D&I” is listed:

Activity	Agent	Authority	Approval	Independent Authority	Admin. And Tech. Support	Activity Monitor
Unit Test	D&I	D&I	D&I	N/A	D&I	JPM
SW Integration Test	D&I	D&I	D&I	N/A	D&I	JPM
System Integration Test	D&I	D&I	D&I	JPM	D&I	JPM
System Acceptance Test	D&I	D&I	JPM/ Contracting Officer	OPTEVFOR	D&I	JPM
IUT	D&I	JPM	JPM/ Contracting Officer	OPTEVFOR	D&I	JPM
DT&E (See DIMHRS (Pers/Pay) TEMP)	D&I	JPM	OPTEVFOR/ Contracting Officer	OPTEVFOR	D&I	OPTEVFOR
OT&E	OPTEVFOR	OPTEVFOR	OPTEVFOR	IV&V	D&I	OPTEVFOR
FOT&E	OPTEVFOR	OPTEVFOR	OPTEVFOR	IV&V	D&I	OPTEVFOR
OTA	Services	Services	N/A	JPM	JPM	JPM

The following is the legend describing each of the elements and roles from each column and row of the table above.

### Row descriptions:

Activity—is the test activity.

Agent—is the responsible party for conducting tests.

Authority—is the responsible party for controlling the test environment.

Approval—is the authorized party to pass or fail any test event.

Independent authority—is the agent, which observes test activities for integrity and completeness independently of the test agent, test approval body and test authority.

Admin and Tech Support—is the responsible party for ensuring the test facilities and system configuration are properly established and remain functional during testing activities.

Activity monitor—is the responsible party to observe conduct of the testing activities on behalf of the JPMO.

### **Entity identification:**

D&I—The Contractor is the Development and Implementation entity

JPM—Government Joint Program Manager

OPTEVFOR—Commander Operational Test and Evaluation Force (USN)

IV&V—Independent Verification and Validation

Activity column descriptions:

Unit test—The purpose of unit testing is to validate individual pieces of software function properly as a standalone unit.

Software Integration test—The purpose of the integration test is to validate that the software is operational when integrated. Primary considerations include the new software developed for the project and validation that vendor updates and fixes are correctly applied.

System Integration Test – The purpose of the System Integration Test is to verify the combined, previously tested software units produce a fully operational product and, through the use of test scripts, verifies the operational product changed by a SCR produces the desired outcome.

Systems Acceptance Test—The purpose of the acceptance test is to validate the processes and business rules implemented within the system to ensure they address the system requirements.

IUT – Interim Users Test –The scope of IUT is the initial functionality delivered using *PeopleSoft* native HRMS with Global Payroll capabilities. IUT also stresses the system under test to the limits of the Operational Mode Summary/Mission Profile by “pushing the envelope” to ensure expected operational performance requirements can be satisfied. The results of the IUT will be used by the Program Manager to determine the risk associated with exercising contract options associated with CLIN 0200, 0201, and 0202 for Navy, Marine Corps, and Air Force Personnel and Pay functionality. The successful completion of IUT prior to DT&E is required for DIMHRS (Pers/Pay) CLIN 0100, Army Personnel and Pay functionality. The contractor shall perform IUT in order to assist the Joint Program Manager in determining the initial readiness of the system to enter into the System Demonstration Phase. The Government will not exercise further development CLINS without successful completion of IUT for CLIN 0100.

DT&E—Development Test and Evaluation—DT&E is required for all developmental acquisition programs. DT&E is performed by the D&I contractor to assist the Program Manager in determining the readiness of the system for Operational Evaluation and Testing (OPEVAL or OT) by the designated OT agent (in this case COMOPTEVFOR). DT&E will test against OT&E requirements as detailed in the Test and Evaluation Master Plan (TEMP) in operationally relevant environments (simulated or actual). DT&E also stresses the system under test to the limits of the Operational Mode Summary/Mission Profile by “pushing the envelope” to ensure expected operational performance requirements can be satisfied.

OT&E— Operational Test and Evaluation— determines the operational effectiveness and suitability of a system under realistic operational conditions, including combat. OT&E is used to determine if the thresholds and objectives in the approved ORD have been satisfied; and assess impacts to combat operations.

FOT&E—OT&E is subdivided into initial OT&E (IOT&E) and Follow-on OT&E.

OTA—Operational Test Agency/Activity—The DoD Component OTA are the Services and perform operational tests to support Service and program decisions.

## **Human Resource Operations**

Each Service will stand up a DIMHRS (Pers/Pay) Support office that will facilitate DIMHRS (Pers/Pay) Implementation within those activities under the Services cognizance. The Service will maintain control of the data that will migrate to the DIMHRS (Pers/Pay) database. The Services DIMHRS (Pers/Pay) Office will coordinate with the JPMO to manage Human Resource data migration and DIMHRS (Pers/Pay) implementation. The Services will be responsible for coordinating with JR&IO to further define human resource requirements.

## Payroll Operations

The Defense Finance and Accounting Service (DFAS) has responsibility for payroll operations for the members of the Army, Navy, Air Force and Marine Corps active duty, reserve forces and National Guard. This constitutes a population of approximately 2.5 million service members in pay status with aggregated annual payments in excess of \$50 billion dollars.

The payroll structure and entitlements for the military is public information and is available in the public domain. There are approximately 115 different military pay entitlements at this time. The payroll structure consists of enlisted and officer pay grades in the active duty force, reserve force, and national guard along with special categories such as Service Academy, ROTC, JROTC, and Health Professional Incentive Program. In addition to basic pay, service members may receive additional allowances. Examples include housing allowances, food and meal allowances, and special or incentive pay. Tax consequences and tax treatment of pay is dependent upon circumstances and member location and varies widely by service member. Retroactive pay processing is critical, as the timeliness of pay is dependent on personnel input. Some differences exist between typical commercial pay calculations and military pay calculations. The amounts and conditions of pay entitlement and allowances are subject to some volatility. Annual legislative changes are a reality of DoD business, and changes can occur frequently.

Pay is issued with varying frequency, such as monthly, semi-monthly and schedule specific (e.g., the frequency of a drilling reservist's schedule). In addition, DIMHRS (Pers/Pay) will support the capability for daily payroll operations.

## Implementation Environment

DIMHRS (Pers/Pay) will operate within the operational communications and information infrastructure environment of the DoD. The infrastructure includes but is not limited to the Defense Integrated Switched Network (DISN) Non-classified Internet Protocol Router Network (NIPRNET), regionalized or centralized data centers, an evolving Defense in Depth Information Assurance environment, military and commercial satellite communications (SATCOM) for connectivity with mobile/deployed forces, and government/commercial partnerships providing IT services (Intranets) to the military services.

Where feasible, DIMHRS (Pers/Pay) will maximize use of existing computing and communication infrastructure (e.g., use of legacy systems within the Army, Navy, Marine Corps, or Air Force, etc.).

Phased implementation is expected in order to field capability rapidly, while managing risk and change. The implementation order will be by Service and Component, and may be structured geographically or organizationally, within each Component.

As with any large complex IT system and organization, it is anticipated that technical implementation may be driven by the various organization's ability to adopt cultural and procedural changes during fielding. Additionally, technical obstacles may exacerbate complexity of the DIMHRS (Pers/Pay) fielding strategy (e.g. communications connectivity of obtaining reliable and sufficient circuit bandwidth). Provision of user desktops and connection to the DoD intranet (Tier III) are the responsibility of the Services and the user community.

The large number of interfaces with persistent legacy systems (over 500) presents a complex requirement and continuing risk for DIMHRS (Pers/Pay). The majority of these persistent systems will use the authoritative data provided by DIMHRS (Pers/Pay) to perform other non-personnel or pay functions. For those interfaces, a risk mitigation strategy must be developed and executed.

The D&I contractor will provide an industry standard data exchange mechanism, to include supporting training and documentation, that will relieve the DIMHRS (Pers/Pay) program of the requirement to create and maintain separate interfaces to a majority of the identified persistent legacy systems—shifting the responsibility and authority for such interfaces to the owners of those systems after the initial development and deployment.

The D&I contractor is responsible for the initial end-to-end development, implementation and testing of persistent interfaces to legacy systems for each deployed CLIN. The D&I contractor is responsible for the development, testing and maintenance of temporary interfaces to legacy systems for each deployed CLIN, until these interfaces are phased out. Following successful completion of Operational Test and Evaluation (OT&E) or Follow-on OT&E (FOT&E), as applicable for each deployed CLIN, the legacy system owners will assume responsibility for their side of the interface.

For CLINs 0100, 0200, 0201, and 0202, as well as associated CLINS, the following addresses Tiers I, II and III support: The necessary Tier I and Tier II hardware performance will be specified by the Contractor. The Government will acquire, prepare the site, install and maintain the Tier I and Tier II hardware. The Contractor will be responsible for installing the DIMHRS (Pers/Pay) software solution on the Tier I and Tier II hardware. Tier I includes logical central corporate functionality including the database. Detailed design will be produced during the development period. Tier II includes servers required for disconnect operations. Tier II must have the capability for subsets of DIMHRS (Pers/Pay) functionality, up to the full Tier I functionality. The Contractor will consider inherent COTS functional support for portability or hand-held use in defining Tier II hardware performance requirements. Tier II connectivity will be a minimum of 56Kbps, although there may be circumstances where greater speed of connectivity is appropriate. Tier II requirements will be satisfied by maximum use of existing infrastructure. The Government will provide the services to sustain Tier I and Tier II hardware. Tier III is user level hardware and software (e.g., desktop workstations with internet access). Provision and sustainment of Tier III is the responsibility of the Government.

The actual number and location of Tier II sites will depend upon the solution offered by the D&I contractor. The requirement is for the D&I contractor to propose the architecture to support disconnected operations. For purposes of evaluation, the D&I contractor is to assume 100 Tier II servers to be configured in New Orleans, LA, with 25% allocated to the Army, Navy, Marines and Air Force, respectively.

## Deployment

The Government has selected a deployment strategy for the DIMHRS (Pers/Pay) program that is based on implementing integrated military personnel and pay functionality for a Service or Component as quickly as possible with no harm to the Service and its members. The sequence of deployment is expected to be the Army, Navy, Marine Corps, and then the Air Force. In conjunction with the selection of the D&I contractor and its proposed solution, the DIMHRS (Pers/Pay) Joint Program Manager may update the deployment strategy by considering the specific plans, tools, experience and facilitation offered by the D&I contractor. The DIMHRS (Pers/Pay) solution must implement an integrated product and data strategy. The strategy applies to deployment for each Service component, consistent with the provided program schedule.

The chosen deployment strategy must allow for population, stabilization and testing of the DIMHRS (Pers/Pay) database for each component prior to implementation of pay calculation functionality.

The current deployment strategy allows the affected service personnel organizations to stagger implementation, reduce risk and take advantage of any lessons learned. In some cases, for example in the Marine Corps, little change to operating procedures and no changes to organization is expected. In this scenario, a turnkey or simultaneous go-live of the entire system may prove optimal.

The D&I contractor will ensure the DIMHRS (Pers/Pay) application is deployed and implemented in the Department of Defense, to include user acceptance. The D&I contractor will also develop, prepare and conduct training for new equipment fielding for users and maintainers to support the Government's objective stated in Paragraph C.2.i of the Statement of Objectives (SOO). The training materials developed by the D&I contractor for field activities or individual users will accommodate formal, informal and on-the-job self-paced training. The primary training methodologies will be interactive and web-centered. Subsequent to training for new equipment fielding for users and maintainers provided by the D&I, the training material developed by the D&I contractor will enable the Government to provide training to end-users and maintainers of the DIMHRS (Pers/Pay) system.

It is envisioned that the D&I contractor will support implementation of the DIMHRS (Pers/Pay) by Useful Asset, deploy and stabilize the application and data, and prepare the Useful Asset for sustainment.

## Sustainment

The D&I Contractor will sustain each Useful Asset where the option for sustainment has been exercised under the contract. Sustainment for any Useful Asset will commence following implementation within a Service.

Sustainment activities include but are not limited to:

- Changes and updates to training material
- Customer Service support to include a customer call center and mobile trouble shooting teams to handle both technical and functional issues. The Customer Support Center is expected to be manned 24 hours per day, 7 days per week by the contractor for troubleshooting and repair for the DIMHRS (Pers/Pay) software solution.
- Contingency planning and disaster recovery
- Security monitoring
- Maintenance and sustainment for development and production software
- Maintenance and sustainment for development hardware

Sustainment services by the D&I contractor for DIMHRS (Pers/Pay) software maintenance will include the incorporation of the *PeopleSoft* HRMS patches and fixes, upgrade releases, operating systems upgrades, and the development and implementation of emerging requirements.

DIMHRS (Pers/Pay) hardware infrastructure will be refreshed by the Government in order to keep pace with processing requirements and developments in commercial market technical standards. Infrastructure engineering upgrades will be planned with sufficient lead-time to allow for budgeting activities within the DoD budget cycles.

DIMHRS (Pers/Pay) solutions proposed by the D&I contractor will incorporate contingency planning and disaster recovery programs. The infrastructure will be optimized for data storage and continuity of operations. Disaster recovery will be tested annually.

## Personnel Mobilization Scenario

The following scenario is intended to describe an unlikely, but extremely challenging set of circumstances that required DIMHRS (Pers/Pay) to surge and adapt to a "near-worst-case" environment.

Several years in the future, the DIMHRS (Pers/Pay) system is at Full Operating Capability (FOC). Rogue leaders of Third World countries grasp what they consider as an opportunity to challenge a new and inexperienced President and Secretary of Defense.

Intelligence reports show that Country Red in Southwest Asia has amassed significant forces along the borders of its American ally and an invasion is imminent. The CINC immediately conveys a readiness status report to the Secretary of Defense, and it is decided that a significant augmentation of forces is required to avert a hostile takeover of a country that is key to the vital interests of the United States. The President invokes his authority to recall 200,000 Reservists and National Guard members. Corresponding orders are conveyed to the Commanders of the Reserve Forces and the National Guard. In the ensuing operation, many units find themselves in the desert in Southwest Asia for a long period of time without reliable high capacity communications links. Some are killed or wounded in action. Several have been taken prisoner and replacements have not been properly in-processed.

As this scenario unfolds, Country Green seizes the opportunity to reinitiate a Middle East conflict that threatens the world oil supply. Again the United States is participating in the effort to repress this aggression and restore order. Due to several years of downsizing of U.S. forces in the area, the CINC finds himself without the right mix and number of resources to carry out a wartime mission. The President asks Congress and is given the authority to invoke a full mobilization of Reserve forces, including the Individual Ready Reserve to augment the current personnel strength in the area of responsibility by another 200,000 personnel.

While the above scenarios are being dealt with, a major power in Southeast Asia begins to mobilize in an attempt to show support for our enemies. The majority of personnel assets have now been deployed to Countries Red and Green and if left unchecked, Country Black in Southeast Asia will present an ominous threat to their neighbors and the U.S. In an emergency session of Congress, the immediate reinstatement of the Draft is approved and Draft Notices are sent out to approximately 50,000 young men and women who are processed through the Military Entrance Processing Stations and placed on active duty for a period of two years. Simultaneously, 20,000 retired members who possess specialized skills are recalled to active duty for the duration of hostilities.

Within twelve months, hostilities in Countries Red and Green are suppressed. Country Black still represents a threat and a large contingent of U.S. forces remains in the area of operation. The recalled Reservists are systematically returned to inactive duty to their Selected Reserve units or to the Individual Ready Reserve.

The Retirees are released from active duty and returned to a Retired status. The Draftees are given the opportunity to remain on active duty or request release to the Reserve component.

The above scenario requires the DIMHRS (Pers/Pay) system to:

- Interact with GCSS to determine numbers, locations, and skills of available personnel within a specified theater to a CINC within minutes, so a decision can be made as to augmentation requirements.
- Process thousands of orders and execute the potential recall of the entire Ready Reserve Force within the parameters set by the National Command Authority.
- Track the status of personnel inbound to the Theater of Operations.
- Track and record the status of personnel to the lowest unit level while in the Theater of Operations.
- Be extendable to simultaneously recall reservists and retirees as well as access large numbers of draftees.
- DIMHRS must have the ability to reconcile entries from disconnected DIMHRS (Pers/Pay) units.
- Recompute service dates for those recalled to active duty from the Reserve and Retired status.
- Recompute retired pay for retirees called to active duty.
- Report and reconcile pay for extended periods of deployments as a result of the operation PersTempo, Family Separation Allowance, Hostile Fire Pay, etc.
- Update external agencies (e.g. Veterans Administration) of benefit entitlements as a result of service and the Selective Service for those drafted. Additionally, Electronic Funds Transfers (Direct Deposit) and Allotments must be timely and accurate for deploying members.