

2011 DoD BIOMETRICS COLLABORA TION FORUM

Operational Metrics

Providing information needed to support
critical decisions in DoD Biometrics
Operations



BIMA BIOMETRICS
IDENTITY
MANAGEMENT
AGENCY

Purpose

- Report current status (from then to now)
- Discuss data collection and reporting mechanisms
- Identify high-level strategic effort...5 year outlook
- Socialize Biometric Enterprise Strategic Plan (BESP)
- Operational Metric Strategy
- Review/develop action plans for key aspects
- Challenges
- Open discussions

Last Year; Session Objectives

- Challenges:
 - Synergize existing efforts to build a strategic approach for the Biometrics Enterprise
 - Recognize *“perfect can be the enemy of the good,”* scope the problem space and provide initial guidance
- Objective 1: Identify performance criteria, indicators, descriptors, and candidate measures to positively impact the spectrum of end-to-end interoperability
- Objective 2: Identify a governance process to capture and integrate critical information related to performance and metrics (performance metrics are driven by strategy)

Last Year; Findings and Insights

- Met Objective 1; provided, discussed, and modified an initial set of performance criteria, indicators, descriptors, and candidate measures
 - Tasked participants to identify additional measures
 - Estimated Completion Date (ECD): 2 Mar 10
- Met Objective 2; identified a governance way ahead to capture and integrate critical information related to performance and metrics
 - Feed results to existing governance processes
 - ECD: 6 Apr 10

Last Year; Findings and Insights (cont)

- Breakthroughs
 - Identified way ahead to successfully answer three significant issues:
 - Who measures and how?
 - Who uses metrics data and for what?
 - What tools are available?
 - Consensus reached:
 - Consolidate enterprise metric efforts; get it done!
 - Provide feedback mechanism via community dashboard
 - Oversee process; metrics collection, analysis, and reporting is not a finite effort with an end point
 - Various tools identified; just scratched the surface
 - Presented seven performance areas and four domains

Last Year; Next Steps and Timeline

- Align Enterprise Metric efforts with BESP
 - Refine goals, strategies, and constraints; and
 - Refine applicable standards, policies, and procedures as needed
- Build upon identified operational metrics for success
- Put governance mechanisms into place
- Develop, collaborate, and finalize an Enterprise Metrics Management Plan by 1 Jun 10

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BESP

Levels of Metrics

Leaders at all levels need accurate, complete and useful information to assist in making critical decisions and improve results.

Levels of Metrics



Update to Previous Way-Forward

- Align Enterprise Metric efforts with Biometric Enterprise Strategic Plan (BESP)
 - Refine goals, strategies, and constraints; and
 - Refine applicable standards, policies, and procedures as needed
- Build upon identified operational metrics for success
- Put governance mechanisms into place specific to Operational Metrics
- Develop, collaborate, and finalize an Operational Metrics Management Plan

Operational Metrics Strategy

- **Static Metrics**
 - Key metrics that support reporting needs on a regular basis
 - Daily – Lower level managers – Program and Project Managers
 - Weekly – Leadership meetings
 - Monthly – PMR's
 - Quarterly – IPR's
 - Annually – EXCOM
- **Dynamic Metrics**
 - Present a unique “Operational Area of Concern”
 - Mission Biometric Operational Needs – Not being met

Require a consistent approach to communicate concern, analyze, collect and report information to support key operational concerns.

Approach

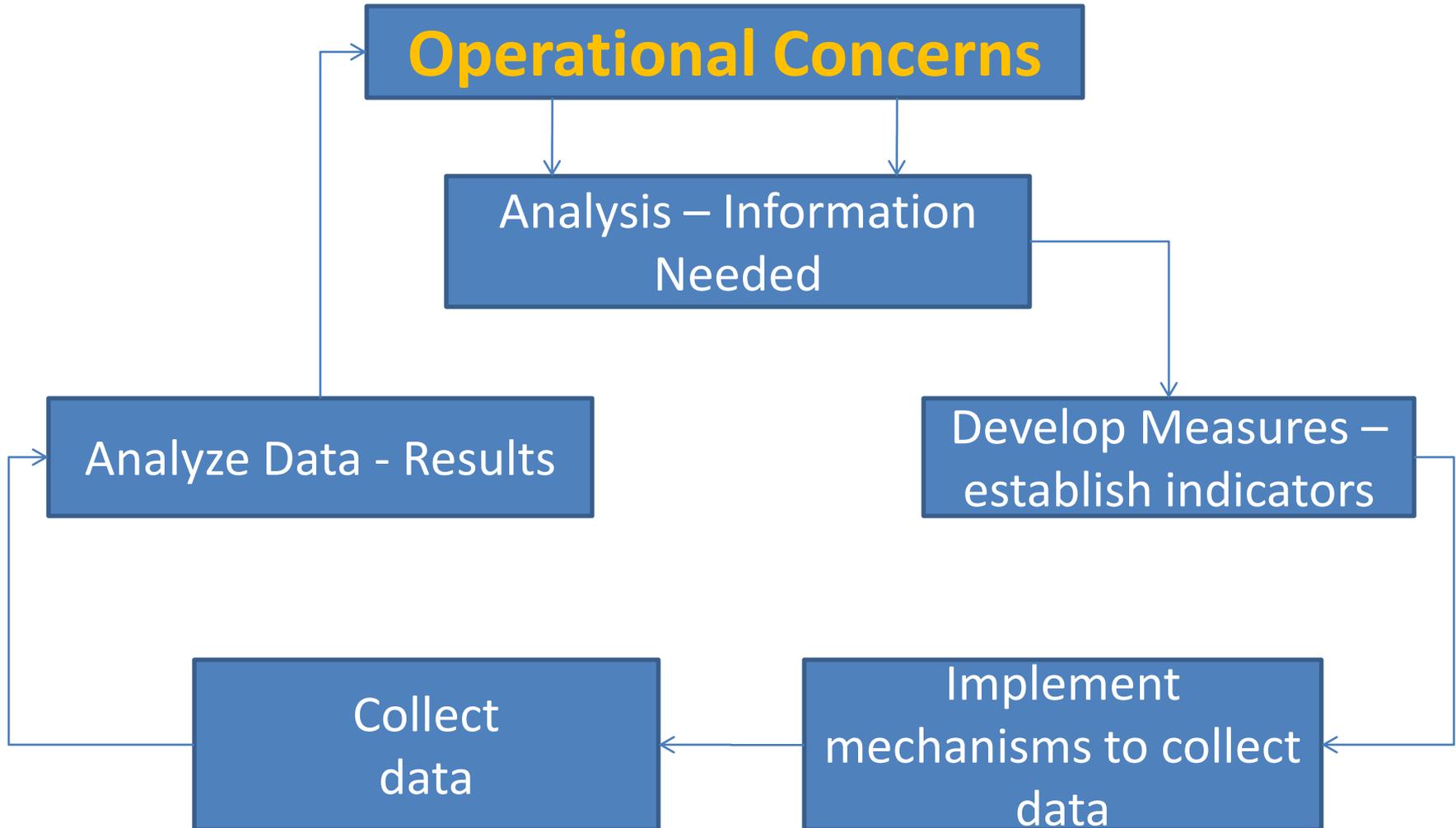
- Need to expand strategy throughout COI
- A team approach is recommended composed of:
 - Subject matter experts from various participants
 - COCOMS, etc
 - Program management
 - System operators
 - Decision makers
 - IT professionals
 - Architects
 - Business Process owners

Why Operational Metrics?

- Persons responsible for making critical operational decisions need accurate information in a timely manner to support their decisions
- Used to identify areas where use of biometrics can be improved
- Metrics can be costly and time consuming
- Develop “critical metrics” to address concerns, which is a subset of the body of metrics

Metrics provide information needed to support decision makers

Operational Metric Lifecycle



Biometric “Use” Factors

- Many factors impact the ability to use biometrics effectively and efficiently
 - Varying requirements across military operations (timeliness, etc.)
 - Data flows are difficult to capture
 - Operational concerns need technical analysis to identify information needed to resolve and improve
 - Differences exist in cultural areas where biometrics are used

Operational Areas of Concern

- Operational requirements that have a concern must be communicated – **CONCISELY** and **COMPLETELY**
- Current process can be time consuming to communicate concerns
- Information can get lost
- Information communicated not communicated correctly or misinterpreted with no communication to validate
- A process is needed to communicate operational concerns to the subject matter experts

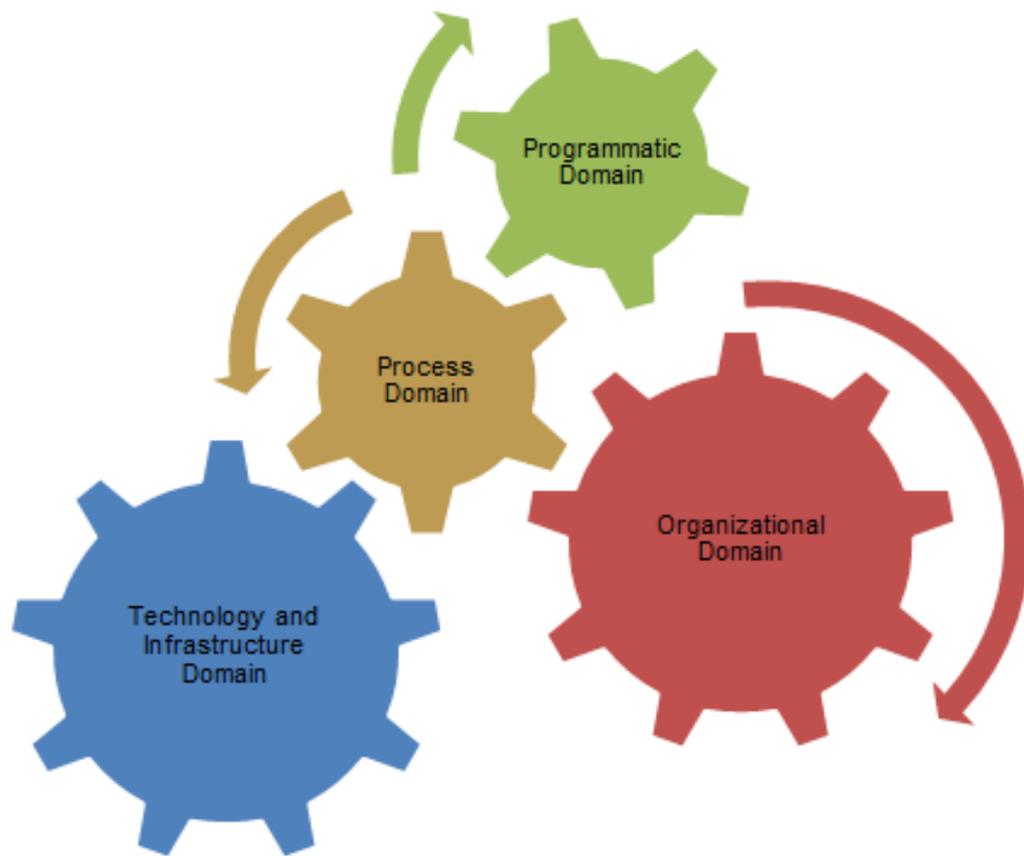
Communicating Information

- There are many uses of biometrics in the DoD and many variables impact their successful use and end value per each unique mission
- Operational requirements vary depending on mission needs
- When operational requirements are not being met an “Operational Concern” exists – (*Focus Area*)
- Capture the concerns of commanders and leaders to get complete, correct information of concern

***Problem must be communicated and understood
to develop a solution!!!!!!***

Determine Information

- Subject matter experts identify the indicators that can be measured from mission objectives
- Identify the data needed for the indicators
 - Where in the process can data be collected?
 - Does the data currently exist?
- Identify possible obstacles that may exist in the biometric collection and usage process or informational flow
- Collect Data
- Subject Matter Experts analyze data collected



Organizational Domain

Organizational Domain

- Includes the managerial, structural and cultural ability and competence to absorb, apply, and review technology and processes in order to achieve strategic goals
 - Management Performance; focuses on issues of management relevance and user quality of service
 - Human Factors Performance; focuses on issues of mission relevance and user quality of service

Technology and Infrastructure Domain

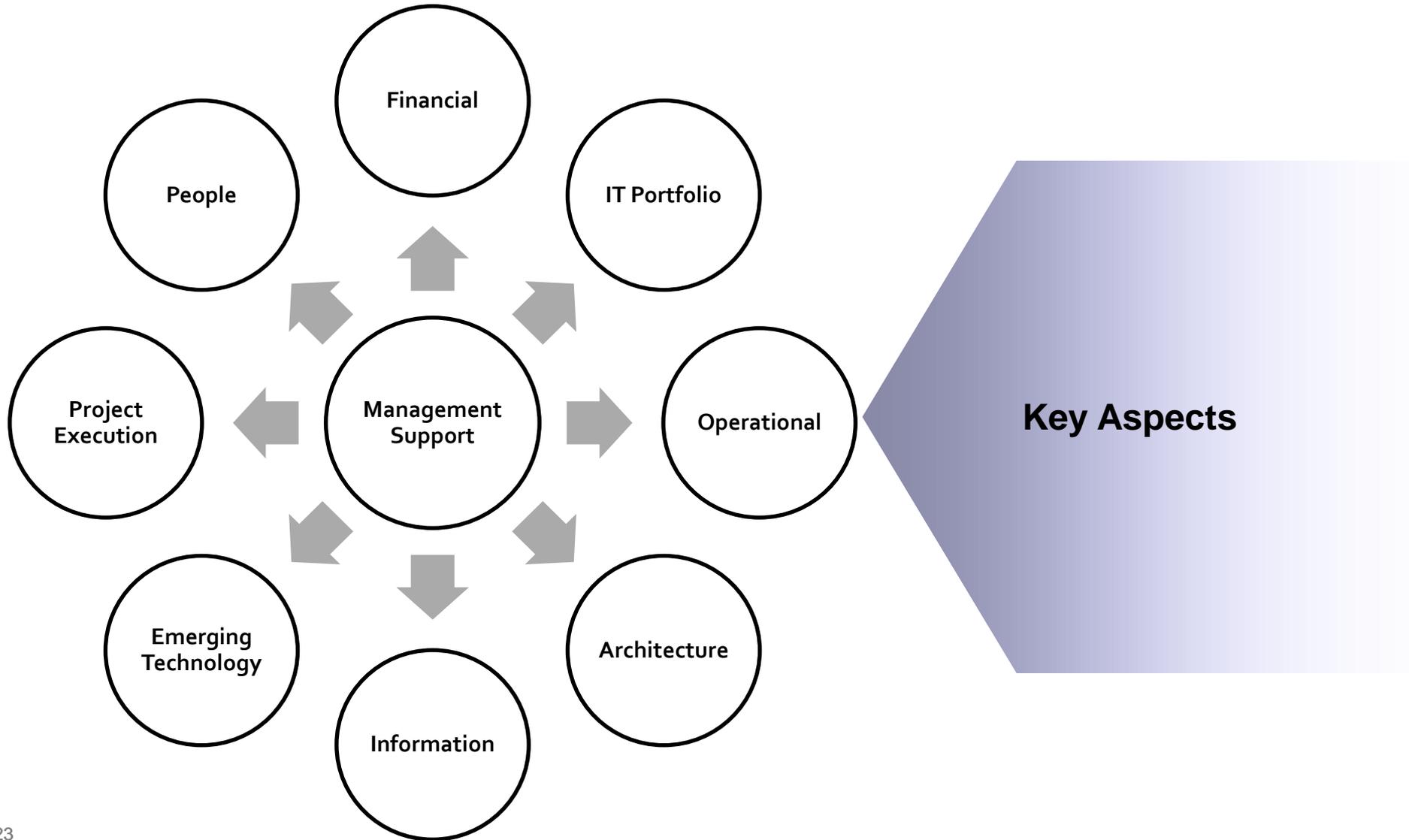
- Includes communications, technology, security, and application capabilities on which enterprise processes are built
 - Technical Performance; focuses on design time and includes the development phase of the lifecycle and data/content integration
 - Security Performance; focuses on core security services

Programmatic Domain

- Includes ongoing improvement opportunities used to monitor bottom-line impacts, maintain momentum, and re-establish performance targets
 - Financial Performance; focuses on issues of business value
 - Business Performance; focuses on issues of business viability and services

Process Domain

- Includes the working methods, procedures and systems by which the enterprise required outputs are delivered and strategic outcomes achieved
 - Operational Performance; focuses on run-time, and is targeted to fielded services and maintenance



Financial

- Identify key solutions and requirements that meet enterprise needs
- Funding of business and technical solutions support the needs of multiple customers across the enterprise
- Ensure funding for biometric related capabilities are not part of any existing projects
- Funding of a leading edge biometric capability representative as the center of excellence for biometrics capabilities and solutions

IT Portfolio

- Ensure a technology foundation exists that provides messaging, security, and other services
- Identify a governance platform that is part of the EA to enable the automation of policies where possible
- Ensure consensus is built regarding the migration of legacy systems and platforms
- Ensure enhancements coincide with the IT portfolio plan and business services plan
- Failure to enact policies on IT infrastructure will result in incompatible services with poor interoperability...not fit for enterprise wide use

Operational

- Biometrics capabilities are used across the DoD with operational implications required by policy
- Identify the operational services and resources where metrics can be identified, collected, analyzed and reported to improve performance across the enterprise
- Operational monitoring and planning ensures critical operational processes that rely on biometrics are measured, monitored and supported to ensure needs are met
- Ensure metrics policies, processes and results are in place and utilized

Architecture

- Ensure the product and application lifecycles (upgrade, enhancement, maintenance, and retirement) are consistent with DoD Architecture requirements
- Ensure standards exist and are exercised to enable interoperability
- Ensure hardware and software meet architecture requirements

Information Management

- Ensure data ownership is established
- Identify roles and responsibilities between data providers, customers, and users
- Create a single logical source for key enterprise information
- Eliminate custom interfaces and proprietary data formats
- Make data readily available, accessible and interoperable
- Realize policy driven IA and security for data

Emerging Technology

- Ensure a strong S&T program that focuses on the mid (7-10 year) to long term (11-15 year)

Project Execution

- Create projects to align applications and infrastructure with milestones and goals of the enterprise
- Plan the projects, foundations and technical portfolios such that can be phased in and synchronize with projects that will be utilizing them
- Ensure projects and applications which are a potential source can be leveraged for decisions on new application needed for strategic and enterprise direction

People

- Assigning and empowering employees with responsibility for driving process improvement through use of metrics to drive performance improvements
- Develop and ensure skills for building, testing and deploying metrics and information
- Create incentives to encourage building of performance improvement using metrics

Open Forum Discussion

Recommendations and concerns for furthering Operational Metric Strategy

Discuss/Develop Results