



COMMAND, CONTROL,  
COMMUNICATIONS, AND  
INTELLIGENCE

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WASHINGTON, DC 20301-6000



November 9, 1998

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING  
ASSISTANT SECRETARIES OF DEFENSE  
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ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF DOD FIELD ACTIVITIES

SUBJECT: DoD Chief Information Officer (CIO) Guidance and Policy  
Memorandum No. 1-8130 - 110998

This memorandum describes the DoD CIO's general approach to issuing timely guidance and policy over the next several months.

To put the Department on the path to achieving Information Superiority, we require improved and timely policy, effective strategic planning, and effective management control processes. In this memorandum, I am addressing the policy process because many of the formal DoD information management/information technology (IM/IT) policies have not kept pace with legislative and technological changes, or our own internal long term emphasis areas and priorities. Furthermore, these documents are scattered across a variety of subject groups in the DoD Directives System (DDS) (e.g., 3000, 4000, 5000, 7000, and 8000). This circumstance needlessly complicates the achievement of our goal.

We must correct this situation. As a first step, we developed an overall framework, in consultation with the DoD CIO Council, to consolidate IM/IT policies under the DDS 8000 subject group. The framework that we will use is at the Attachment. This framework structures our future IM/IT policies around the achievement of Information Superiority.

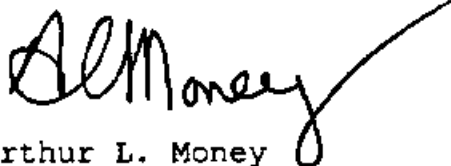


It will take several months to incorporate updated IM/IT policies in the DDS. In the interim, we will issue a series of CIO guidance and policy memoranda (G&PMs) on topics such as the ones shown at the Attachment. These G&PMs will be directive in nature for use throughout the Department. Where they supercede existing policies, this will be noted and an appropriate revision to the DDS issuance will be prepared.

As we develop these G&PMs, we will be guided by the following principles:

- Emphasize teamwork by working jointly with stakeholders to develop G&PMs;
- Cite existing Federal IM regulations, rather than repeating verbatim their policies in a DoD policy document;
- Cross reference DoDD/R 5000.1/2 for topics dealing with information technology acquisition matters;
- Issue G&PMs on topics where there is an immediate and urgent need for policy guidance; and
- Include the provisions of all G&PMs in appropriate DDS issuances as soon as possible.

If you have any questions, please direct them to my Director for Information Policy, Ms. Kim Corthell. She can be reached at (703) 604-1478, or e-mail: [kim.corthell@osd.pentagon.mil](mailto:kim.corthell@osd.pentagon.mil).



Arthur L. Money  
Senior Civilian Official

Attachment

**CHIEF INFORMATION OFFICER  
INFORMATION MANAGEMENT/INFORMATION TECHNOLOGY (IM/IT)  
POLICY FRAMEWORK**

**GOAL:** To attain and maintain information superiority at affordable costs.

**IM/IT POLICY FRAMEWORK:**

**DoDD 8000.1 and DoDI 8000.2 - Capstone IM/IT policy and procedures.**

- A. Information Resources Management - Preparing People and Processes for Success. **(8100)**
  - 1. IM Strategic and Business Planning
  - 2. Capital Planning and Investment Control
  - 3. Governance Processes & Management Control Structures
  - 4. Knowledge/Skills-based Workforce (e.g., education and training, and career development)
  - 5. Performance Measures & Assessment Activities
  - 6. Asset Inventory Management and Visibility
  - 7. Creating, Accessing, and Dissemination of Information
  - 8. Records Management
  - 9. Electronic Commerce
  
- B. Mission and Functional Processes - Understanding Information and Data Flows and their Value to the Defense Mission. **(8200)**
  - 1. Customer Requirements Generation Processes
  - 2. Suppliers and Competitive Sourcing
  - 3. Value-chain Analysis
  - 4. Business Process Re-engineering
  - 5. Process Change
  - 6. Data Management
  - 7. Architectures (e.g., operational)
  
- C. Information Infrastructure Design and Engineering - Building and Maintaining a Quality Information Infrastructure to Effectively and Efficiently Support Functional Processes. **(8300)**
  - 1. Building codes and standards
  - 2. Modeling and Simulation
  - 3. Integration and Interoperability
  - 4. Common Operating Environment
  - 5. Engineering
  - 6. Test and Evaluation
  - 7. Architectures (e.g., technical, systems)

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- D. Information Technology - Supplying/Enabling the Information Infrastructure with Quality Information Resources and Services. (8400)
1. Computing
  2. Telecommunication
  3. Software and Application Systems
  4. Other Information Technology
  5. Information Processing Services
  6. Telecommunications Services
  7. Software Services
- E. Information Infrastructure Protection and Safeguards. (8500)
1. Information Assurance
  2. Information Security
  3. Threat/Risk Assessment & Countermeasures
  4. Contingency Planning, COOP, and Recovery

**DEFINITIONS:**

- **Information:** Any communications or representation of knowledge such as facts, data, or opinions, in any medium or form, including textual, numerical, graphic, cartographic, narrative, or audiovisual forms. (Source: Office of Management and Budget (OMB) Circular A-130, "Management of Federal Information Resources")
- **Information Technology:** (A) Any equipment or interconnected system or subsystem of equipment, that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information by the executive agency. For purposes of the preceding sentence, equipment is used by an executive agency directly or is used by a contractor under a contract with the executive agency which (i) requires the use of such equipment, or (ii) requires the use, to a significant extent, of such equipment in the performance of a service or the furnishing of a product.

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(B) The term 'information technology' includes computers, ancillary equipment, software, firmware and similar procedures, services (including support services), and related resources.

(C) Notwithstanding subparagraphs (A) and (B), the term 'information technology' does not include any equipment that is acquired by a Federal contractor incidental to a Federal contract. (Source: Section 5002(3) of the Clinger-Cohen Act of 1996 (40 U.S.C. 1401(3))

- **Information Resources:** Information and related resources, such as personnel, equipment, funds, and information technology. (Source: Section 3502(6) of Title 44 of the United States Code)
- **Information Services:** A discrete set of information activities typically provided on a reimbursable basis. These activities include analysis, acquisition, test, delivery, operation, or management of hardware, software, and communications systems. (Source: DoDD 8220.1, "Single Agency Manager (SAM) for Pentagon Information Technology Services")
- **Information Processing Services:** A discrete set of personnel, information technology, and support equipment with the primary function of providing services to more than one agency on a reimbursable basis. (Source: OMB Circular A-130)
- **Information Resources Management:** The process of managing information resources to accomplish agency missions. The term encompasses both information itself and the related resources such as personnel, equipment, funds, and information technology. (Source: Section 3502(7) of Title 44 of the United States Code)

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POLICY FRAMEWORK**

- **Information Management:** The planning, budgeting, manipulating, controlling of information throughout its life-cycle (e.g., creation or collection, processing, dissemination, use, storage, and disposition.) (Source: OMB Circular A-130)
  
- **Information Superiority:** The ability to obtain and transmit information unimpeded to any destination as and when needed and to exploit or deny an adversary's ability to do so. This includes the ability to manage information throughout its life-cycle, i.e., to create, collect, process, disseminate, use, store and dispose of an unimpeded flow of information while exploiting or denying an adversary's ability to do the same.