

COMSCINST 5223.1B	COG CODE N61	DATE 30 OCT 1986
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DEPARTMENT OF THE NAVY
COMMANDER MILITARY SEALIFT COMMAND
WASHINGTON NAVY YARD BLDG 210
901 M STREET SE
WASHINGTON DC 20398-5540

COMSCINST 5223.1B
M-8
30 October 1986

COMSC INSTRUCTION 5223.1B

Subj: INFORMATION RESOURCE MANAGEMENT PROGRAM (IRMP)

Encl: (1) Information Resource Management Program

1. Purpose. To define COMSC policy for the Information Resource Management Program under which Information Systems are planned, designed, developed, implemented, operated, maintained, and approved.
2. Cancellation. COMSC Instruction 5223.1A.
3. Information. The policy and procedures outlined in the table of contents of enclosure (1) provide COMSC and Area Command personnel with guidelines for Information Architecture, Information Resource Management, and Information Systems Life Cycle Management (ISLCM) process.
4. Objectives. The major goal of MSC's Information Resources Management Program (IRMP) is to support mission accomplishments by providing Information Systems that are effective, affordable, efficient, manageable, and coordinated. The specific objectives of the IRMP are:
 - To implement a cohesive Information Architecture that fully supports the operational needs of the Command
 - To document MSC's complete information requirements by maintaining the Target Information Architecture (TIA)
 - To make the Target Information Architecture the reference point for all Information Systems (IS) development projects
 - To create and maintain the Command Database, which will be accessed by all authorized Information Systems defined in the TIA
 - To implement Information Systems that operate on the data in the Command Database and satisfy the planning and operational requirements of the users mission

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- To provide Project Management Plan for all involved personnel to insure integration of Command (IS) projects
- To provide planning and implementation policies, procedures and standards so (IS) project managers apply them to the requirements of each phase of the Information Systems project
- To maintain the ISLCM process and obtain approvals for all (IS) projects, both large and small.

5. Action. The MSC Command Information Systems Office (M-8) is tasked with the development, implementation and maintenance of the MSC Information Resource Management Program and the ISLCM process. All offices and divisions of MSC will comply with the policies, procedures, and standards delineated in this instruction.

Distribution:

SNDL 41B (MSC Area Commands) (20)
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INTRODUCTION RESOURCE MANAGEMENT PROGRAM

1. INTRODUCTION

1.1. PURPOSE OF INSTRUCTION

The purpose of this instruction is to define the policy of the Information Resource Management Program (IRMP) under which MSC Information Systems (IS) are planned, designed, developed, implemented, operated, maintained and approved.

1.2. SCOPE OF INSTRUCTION

This instruction encompasses all Information Systems of the Command, whether non automated, automated or candidates for automation, and outlines MSC's information architecture policy, information resources planning system, and the Information Systems Life Cycle Management (ISLCM) process.

1.3. BACKGROUND

An Information Architecture (IA) documents the information requirements of an organization and the information systems that will meet the requirements. MSC's initial Information Architecture effort was completed in 1981. In 1985, the Information Architecture was validated and used to define MSC's Target Information Architecture (TIA). The TIA was approved for implementation by CNO (OP-04) on 6 November 1985. The TIA is the reference point for MSC's information resources planning and MSC's ISLCM processes. The TIA is continuously maintained to reflect the current MSC missions and responsibilities.

ISLCM is the standard management discipline for acquiring and using information resources in a cost effective manner through out the life of an Information System. ISLCM is a management methodology to help describe an information problem, develop alternative solutions, determine the best solution, and monitor progress toward implementation of that solution. While the full abbreviated approach may apply to many (IS) projects, an abbreviated approach may apply to others requiring fewer decisions or special project management techniques. Approval authorities may modify the ISLCM strategy as appropriate to accommodate the Information System need.

1.4. CANCELLATION

This instruction cancels COMSC Instruction 5223.1A

1.5. DEFINITIONS

The following terms are used frequently in this text.

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- Information Resource - Information itself and all resources related to its management, including personnel, equipment, funds, and technology.
- Information Architecture - A structured, high-level documentation of all information requirements of an organization. This documentation is comprised of an organization's data classes, processes that operate on/with the data and external organizations that operate on/with the data. The architecture shows in graphic form how individual systems built to support the processes, data, and external interfaces fit together to form a comprehensive whole. Architectures are developed to show the target situation or ultimate desired information structure. Information architecture studies define Information System structure objectives.
- Information System (IS) - People, equipment, and facilities operating together in accordance with established procedures to collect, refine, combine, communicate, store or retrieve information, as documented in the Information Architecture.
- (IS) Program - The sum of all MSC (IS) projects documented in the Target Information Architecture and authorized for development.
- (IS) Project - One or more (IS) actions being managed as a unified undertaking.
- (IS) Program Management Organization - The policy management organization for the MSC Information Resource Management Program (IRMP) comprised of (1) the MSC Command Information Resource Program Manager, (2) the MSC Information Systems Review Board, (3) COMSC, (4) the MSC (IS) Functional Sponsor (DCNO (Logistics)), (5) the Naval Data Automation Command and (6) the Director, DONIRM (double-hatted as OP-945).
- (IS) Project Management Organization - The operating management organization for the information system projects are comprised of (1) COMSC, (2) the ISRB, (3) the Command Information Resource Program Manager, (4) Information System Project Managers, (5) User Sponsors, (6) User Support Staff, (7) Area Command Information System Staff, and (8) Area Command Support Staff.

1.6. DON/MSC INFORMATION SYSTEMS POLICY CHANGES

This instruction reflects DON and MSC changes in emphasis from managing various types of information technology to managing Information Systems. This change is necessary because: (1) distinctions among different types of information technology are becoming less clear-cut, (2) better coordination of limited resources is needed to perform expanding MSC missions, and (3) focusing on the end product information rather than the means to produce it will help to ensure effective and efficient use of scarce resources. The emphasis is now on Information Systems which use computer resources, command networks, user work stations, word processing, data interfaces, information display, information printing, reproduction, and distribution, and other information technology.

The MSC Information Resource Management Program (IRMP) is based upon: (1) the development and documentation of end-user information requirements in the form of the MSC Target Information Architecture (TIA), (2) the implementation of information systems and databases to support the MSC TIA, (3) the management of (IS) at the program level to insure that the TIA is implemented as a unified structure, and (4) use of the (IS) Life Cycle Management (ISLCM) process to manage the (IS) projects.

2. GOALS AND OBJECTIVES OF IRMP

The continuing goal of MSC's Information Resource Management Program is to enhance mission accomplishments by providing information systems that are effective, affordable, efficient, manageable, and coordinated.

2.1. MEASURES OF EFFECTIVENESS

The MSC Information Resource Management Program must:

- Improve readiness to meet operational needs in peace and war
- Improve ability to adequately forecast, justify, and defend requirements
- Improve ability to operate effectively in wartime; improve ability to operate efficiently and within budget in peacetime
- Improve ability of Commander to meet mission responsibilities
- Improve ability to monitor actual performance against defined objectives

2.2. IRMP OBJECTIVES

The objectives of the MSC Information Resource Management Program are:

- To implement a cohesive Information Architecture that fully supports the operational needs of the Command
- To document MSC's complete information requirements by maintaining the MSC Target Information Architecture (TIA)
- To employ the TIA as the reference point for all (IS) development projects
- To create and maintain the MSC Command Database, which will be accessed and maintained by all authorized systems defined in the TIA
- To implement application systems that operate on the data in the MSC Command Database and satisfy the operational requirements of the functional users

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- To make planning and implementation policies and procedures known to all involved personnel, ensuring integration of all Command information systems projects
- To standardize planning and implementation procedures so project managers will know what is required during each phase of the project
- To maintain the ISLCM process for all information system projects, both large and small.

3. ELEMENTS OF PROGRAM MANAGEMENT

The major management elements of MSC's Information Resource Management Program are: (1) the Target Information Architecture, (2) the Information Resource Program Planning and Implementation Process, and (3) the Project ISLCM Process.

Figure 3-1 provides an overview of the MSC IRM process. The inside box shows that the MSC IRM Program begins with the development and maintenance of the Target Information Architecture (TIA) that documents the information requirements of the Command. The Architecture drives both information resource program planning and the information system project LCM processes. The three major elements of the Program submit products to and receive guidance and approvals from various DON organizations; these organizations and their points of interface with the MSC IRM Program are also identified on the chart.

3.1. TARGET INFORMATION ARCHITECTURE (TIA)

The Target Information Architecture is a blueprint for MSC's future information systems. It portrays the total information requirements of the Command, including information that is now processing. It names the systems that will operate in the future and it defines the scope of these systems. It identifies the classes of data that will be created or used by each system. The Target Information Architecture is the reference point for all information systems planning and development.

3.1.1. DEVELOPMENT OF THE TIA

The MSC Information Architecture is documented in the MSC Target Information System Architecture (TIA) October 1985, approved for implementation by CNO (OP-04) on 6 November 1985.

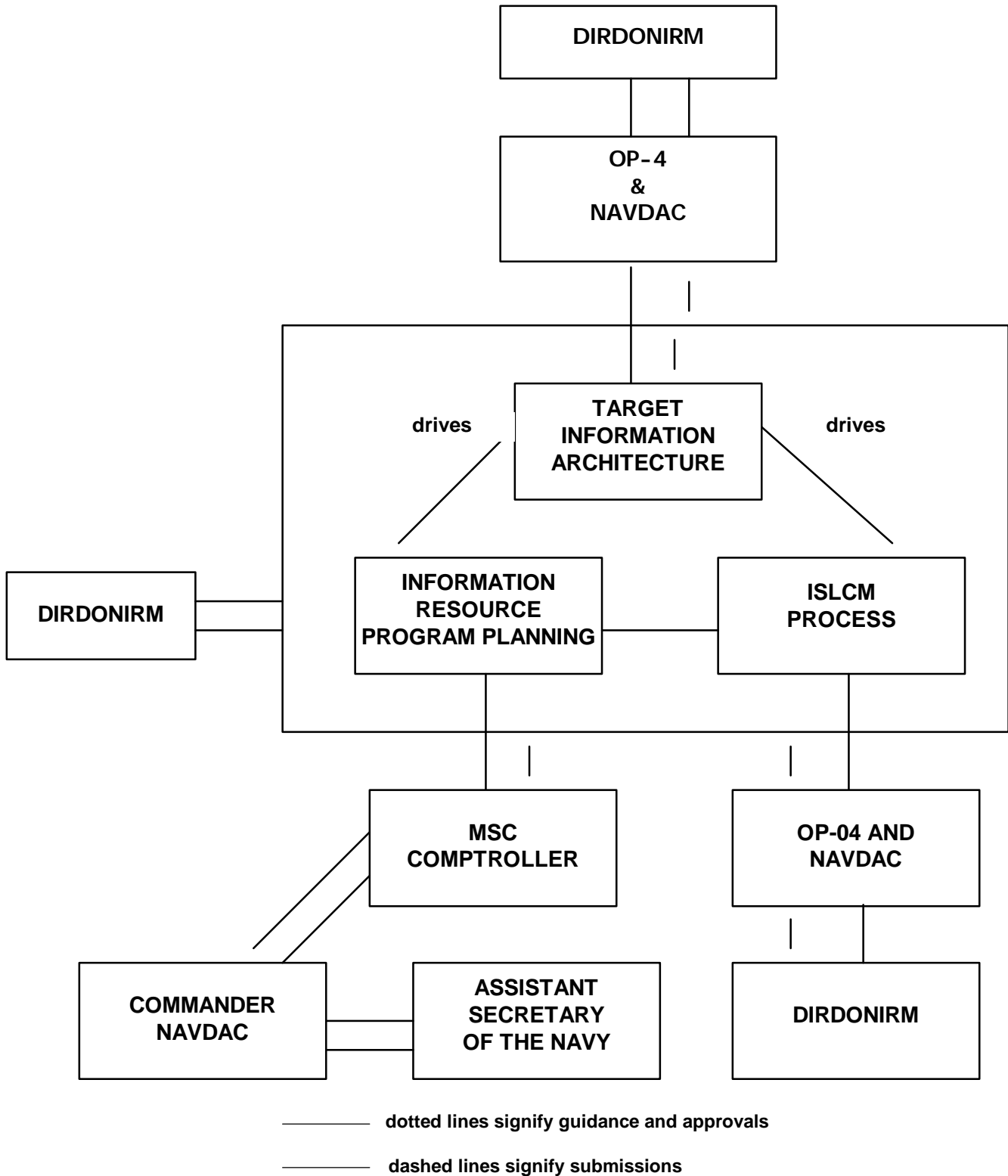


Figure 3-1: IRM Process for Information Systems (IS)

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3.1.2. REFINEMENT TO SUBSYSTEM/PROJECT LEVEL

Specific systems within the TIA are refined to subsystem or project level by further defining the core processes and data classes that make up the system. Core processes are broken down to sub-processes, and data elements within each data class are identified. It will then be determined which components of the system will be automated, and subsystem project planning can begin.

3.2. TIA MAINTENANCE

The Target Information Architecture evolves from missions and responsibilities. If the Command receives a new mission, new information architecture may be developed to support that core processes that will be performed and to identify the data classes that will be created or used by the new core processes. Furthermore, the responsibilities, functions, and activities of MSC sometimes change, and the TIA must be updated to reflect such changes. The TIA must always provide an accurate picture of MSC's "targeted" (i.e. future) information requirements and data flows.

3.3. DON INFORMATION RESOURCES (IR) PROGRAM PLANNING

SECNAVINST 5230.9A contains the DON Policy for Information Resources Program Planning. A brief summary is included here to show how the MSC Information Resource Management Program supports the DON program. Figure 3-2 shows the annual information systems planning cycle and the plans generated at each level and step of the planning process.

3.3.1. PLANNING PROCESS

The IR program planning process addresses strategic planning and requirements planning. Line managers and IR managers at both departmental and component (i.e., MSC) levels participate. Planning begins with the DON Strategic Plan for Information System Management (ISM).

DON Strategic Plan for ISM. DON strategic IR planning is a continuous process. Its primary function is to analyze the total DON information support environment and to develop strategies in response to that environment. Major policies, goals, and management strategies that influence IR-related decisions within DON and that provide the framework for IR planning at departmental, component, and activity levels are developed. This broad strategic framework provides the direction for individual initiatives, such as systems development. The results of the strategic planning process are documented in the DON Strategic Plan for Information Systems Management (ISM).

Functional Sponsor Plans (FSP). FSPs document DON-wide requirements for IR support within major functional areas. Requirements planning is the process of analyzing major organizational functions. Current and anticipated information needs are evaluated, and plans for meeting these needs are made. From January through April, requirements planning is done at the

DEPARTMENTAL LEVEL

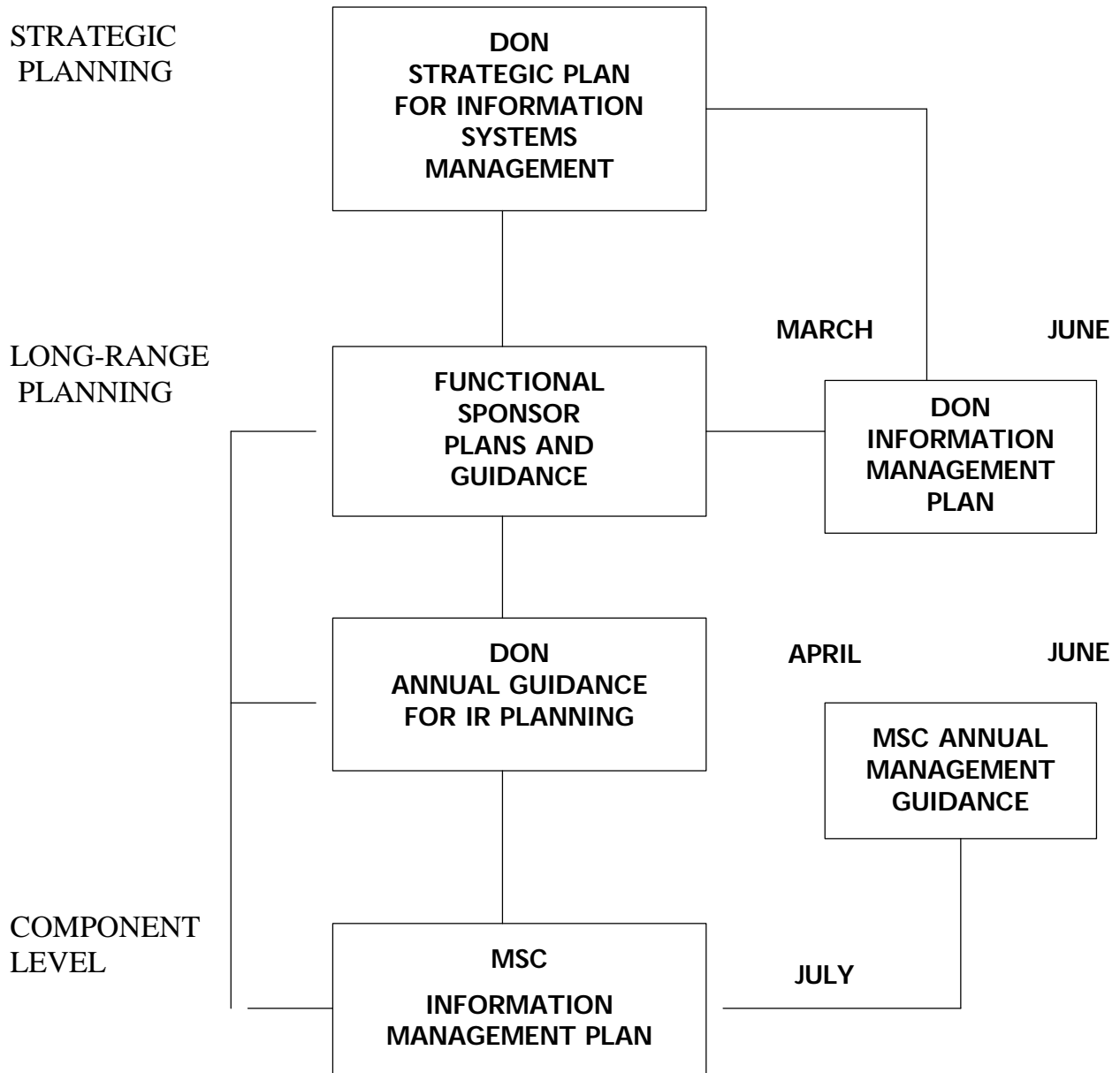


Figure 3-2: DOD/MSC Information Resource Program Planning

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departmental level. In January, functional sponsors develop DON-Command-wide Functional Sponsor Plans (FSP). Tentative FSPs are submitted to the IR Planning Committee in mid-February for review. In mid-March, MSC's Functional Sponsors submit formal FSPs to the Director, DON Information Resources Management (IRM). These FSPs are distributed to components as part of annual planning guidance published each April.

During requirements planning, strategic direction is coordinated with component IR requirements. Requirements analysis involves dialog between DON functional managers and departmental-Command level functional sponsors who exercise DON-wide functional policy oversight.

DON Annual Guidance for IR Planning. DON Annual Guidance for IR Planning is a call for Command component-level plans. This guidance transmits the results of long-range planning at the departmental level, which are officially published in July/August as the Information Resource Management Plan (IRMP). Primary contents is an approved FSP and specification of areas of emphasis. It is distributed to components in April of each year.

DON Information Management Plan. The DON Information Management Plan is a top-down view of the Navy's information requirements and associated IR support plans, published in June each year. This document publishes the results of one-range planning at the departmental level.

Information Resource Management Plans (IRMP). Requirements planning at the component level begins each April, when the Director, DONIRM issues a call for plans (i.e., the DON Annual Guidance for IR Planning).

The MSC IRMP is developed and continuously maintained by the Command Information Systems Office. The MSC IRMP (titled Global Program Management Plan documents MSC information resources management guidance, progress, and plans. The MSC Global Program Management Plan is used to both direct the individual (IS) Project Management Plans (see Section 5) and provide detailed information for status reporting of the MSC IRM Program. In mid-August, the IR Planning Committee meets to review IRMPs at the DON (IS) Conference. At the conclusion of this review, the Senior Official for ISM provides guidance individually to each component for use in the following year's IRMP update.

MSC Annual Management Guidance. MSC's Annual Management Guidance is prepared and distributed each June. It identifies COMSC management objectives from July 1 of that year to June 30 of the following year. The developers of the IRMP follow this Guidance in making plans for the upcoming year.

MSC Information Requirements Plans. (IS) Project Managers, representing each user area of the MSC Command, prepare and present an Information Requirements Plan (IRP) each June. The IRPs will be included in the annual IRMP. Each IRP contains: and executive overview; a statement of information requirements; current and planned information resource support, including plans to implement total command (IS)'s; and a statement of information

resource requirements. Some of the data contained in the resource requirements is used to determine MSC's annual input to the Program Objective Memorandum and the Budget.

3.3.2 ORGANIZATION

Figure 3-3 shows the relationships of the major DON and MSC organizations involved in Information Resource Management Program Planning.

3.3.3. ROLES AND RESPONSIBILITIES

Roles and responsibilities of the organizations include:

Director, DONIRM/OP-945. The primary responsibilities of the Director, DONIRM, are: (1) to chair sessions of the IR Planning Committee, (2) to develop the DON Strategic Plan for Information Systems Management and the DON IMP in coordination with the IR Planning Committee, the Marine Corps, and Component Command functional sponsors, and (3) to develop annual IR planning guidance for reporting components.

IR Planning Committee. The IR Planning Committee will assist in DON-wide IR planning and will meet twice a year. A functional sponsor planning session will be held in mid-February to review sponsor FSPs. A planning session and Information System Conference will be held in mid-August to review IRMPs.

Deputy Chief of Naval Operations (Logistics) (OP-04). The DCNO (Logistics) (OP-04) is the MSC (IS) Functional Sponsor. OP-04 develops and documents Functional Sponsor Plans and annual functional planning guidance which contains special instructions and items of particular interest to components (including MSC) in their annual IR planning. Both the FSP and annual planning guidance will be submitted to the Director, DONIRM, by 15 March each year. The DCNO also participates in IR Planning Committee sessions in February and August each year and assists in the reviewing of IRMPs.

Commander, MSC. The Commander, MSC, (COMSC) defines organizational requirements for IR support. He is responsible for the preparation and submittal of the MSC IRMP, which is reviewed by the Assistant Secretary of the Navy (Financial Management). The IRMP is updated annually.

Information Systems Review Board. The MSC Information System Review Board (ISRB) acts in the role of the policy review authority for the MSC IRMP. Program documentation transmitted outside the Command is approved by the ISRB in the name of the Commander, MSC.

Command Information Resource Program Manager (IRPM). The MSC Command Information Resource Program Manager (M-8) recommends IRMP policy and structures the IRMP to conform with external guidance and internal requirements of the Command.

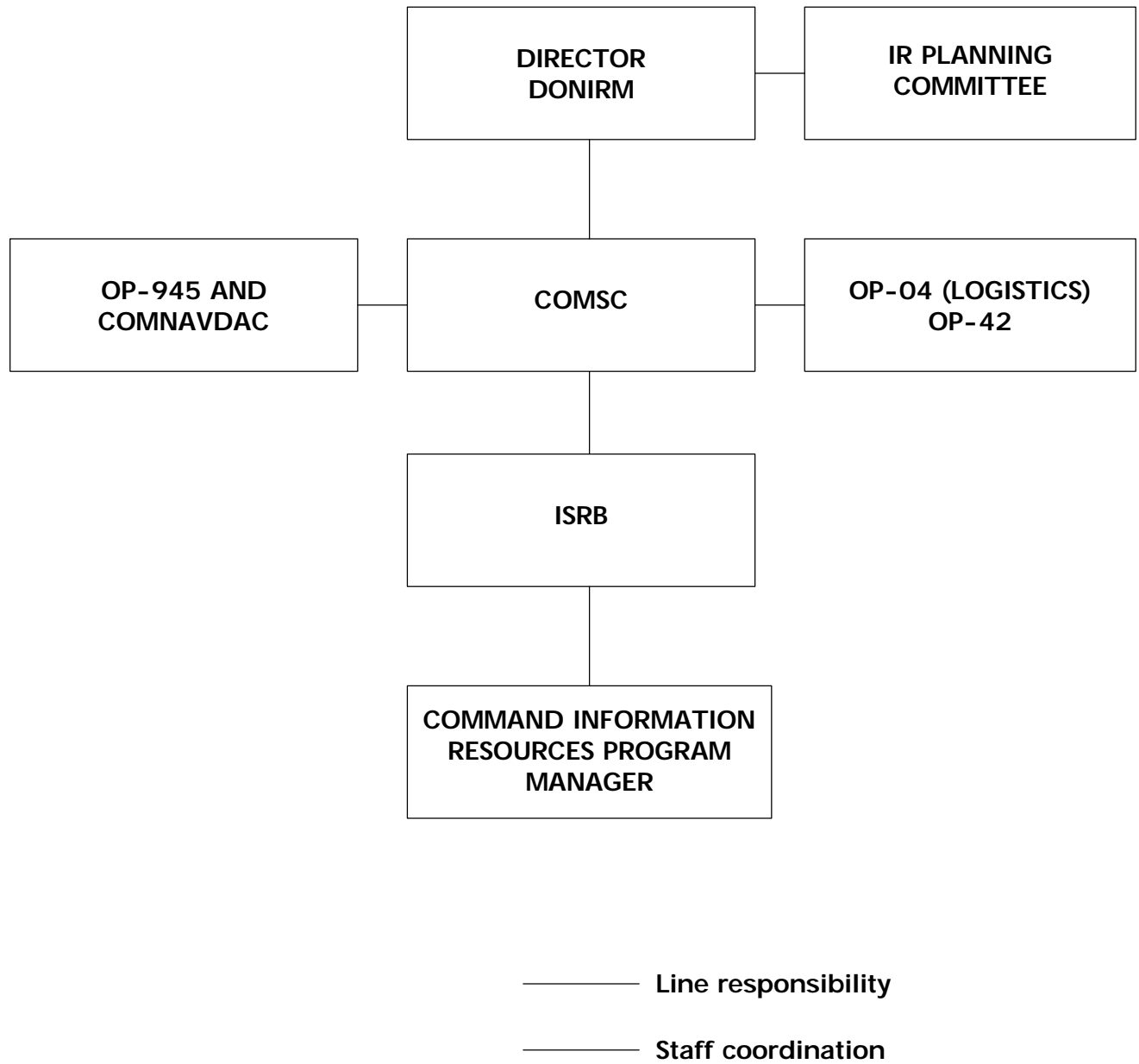


Figure 3-3: Organization for IRMP Planning

The Information Systems Review Board (ISRB) and the Command Information Resource Program Manager are also component level entities of COMSC and are further discussed in section 4, MSC Organization for Program Management of (IS).

3.4. INFORMATION ARCHITECTURE BASED ISLCM

The Target Information Architecture (consisting of the Process Architecture, the Data Architecture, and the Interface Architecture) serves as the reference point for all MSC information resource planning and all information system development. The TIA not only portrays the scope and the scope and the interrelationships of all MSC systems, but will be the initial source of all subsystem and project planning. No system, subsystem, or project development work will be approved unless the requirement for the work is shown or updated in the TIA. If the requirement is shown, the next step is to: (1) determine the approval threshold, and (2) select the Full ISLCM Process or the Abbreviated ISLCM Process to manage the project development and implementation.

3.4.2. ISLCM APPROVAL OF THE (IS) PROJECTS

SECNAVINST 5231.1B establishes the ISLCM approval requirements and authorities for (IS) projects. Figure 3-5 specified authority level and identifies the responsibilities for reviewing and recommending (IS) project requests to the appropriate approval authority. COMSC is assigned Approval Authority Level 4 (\$1M) and has delegated this approval authority to the ISRB. The Information Resource Program Manager holds Approval Authority Level 5 (\$500K). All actions related to (IS) projects must be approved by the appropriate ISLCM approval authority. Approval is not required for a specific action if it was previously approved as part of broader (IS) project action request.

Approval authority thresholds are determined by the total estimated cost of an individual (IS) project from mission analysis and project initiation through deployment and installation at all operating sites. Including are costs for: functional, technical, management and support personnel: maintenance, training and support services; facilities; and information technology (computer hardware, communications software, etc.), provided either from in-house or contracted resources. Development, modification, or maintenance of systems through multiple small procurements to remain below approval thresholds is prohibited.

All acquisitions of (IS) resources, whether from in-house sources or by contract, require some level ISLCM approval. The approval authorities cited in SECNAVINST 5231.1B are intended to supplement, rather than replace, other applicable acquisition approval, requests for the approval and acquisition of contracted support services (consulting, studies, management support, etc.) for (IS) projects shall be forwarded to the Contracting Officer (M-10), via the Vice Commander (M-01), in accordance with COMSCINST 4200.11.

FULL ISLCM IMPLEMENTATION PROCESS

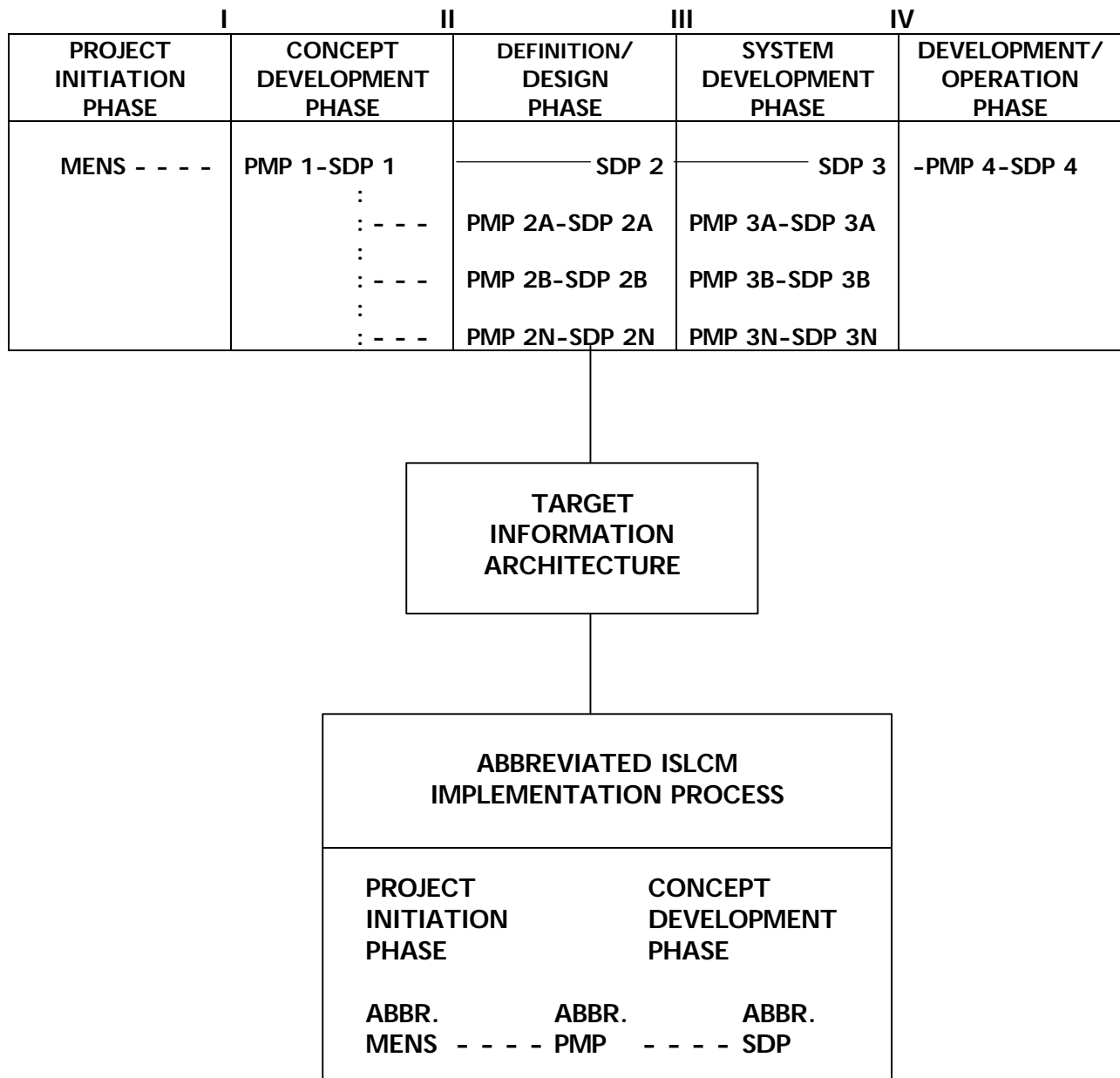


Figure 3-4: Information Architecture Based ISLCM Process

3.4.3. ISLCM PHASES

Each (IS) project will be managed by a five phase or two phase strategy under the direction of the Information Resource Program Manager (IRPM). The IRPM appoints a (IS) Project Manager who is responsible for carrying the project through the required phases to completion.

MISSION ANALYSIS AND PROJECT INITIATION (PHASE 0)

Identify and validate a mission element need, determine significant assumptions and constraints on solutions, and recommend consideration of alternative concepts of an Information System to satisfy the need. Approval of a Mission Element Need Statement (MENS) at Milestone 0 ends this phase.

INFORMATION SYSTEM CONCEPT DEVELOPMENT (PHASE I)

Evaluate, develop and propose alternative ways, consistent with MSC policy and standards, to satisfy the MENS, perform initial economic analyses of alternative solutions, and recommend one or more feasible concepts for further consideration. Approval of a System Decision Paper (SDP) at Milestone I ends this phase.

INFORMATION SYSTEM DEFINITION AND DESIGN SPECIFICATION (PHASE II)

Define and validate detailed Functional Requirements for (IS) performance, evaluate alternative designs for an operable (IS) to implement the recommended concept, refine economic analyses of the alternative designs, and recommend best design specifications for full-scale information system development. Approval of an SDP at Milestone II ends this phase.

INFORMATION SYSTEM DEVELOPMENT (PHASE III)

Develop, integrate, test, and evaluate an operable information system to satisfy the design specifications and mission element need, and update the economic analysis as required. Approval of an SDP at Milestone III ends this phase and indicates that the system is ready to be implemented.

INFORMATION SYSTEM DEPLOYMENT AND OPERATION (PHASE IV)

Deploy and implement the information system, operate and optimize the user performance of the system in accordance with specifications, maintain the system dependably and economically, and evaluate system performance and improvements periodically throughout its life. The SDP at Milestone IV approval is an iterative decision continuing periodically throughout this phase, which ends when the information system is terminated, migrated, or replaced.

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APPROVAL LEVEL	REVIEWED AND RECOMMENDED BY	APPROVAL AUTHORITY	TOTAL ESTIMATED COST OF (IS) PROJECT
0		Office of the Secretary of Defense	\$100M+ Total \$ 25M+ Annual
1		Senior IRM Policy Official of DON	\$100M Total
2		DIRDONIRM/CNO	\$50M Total
3		COMNAVDAC	\$10M Total
4	Information Resource Program Manager, (IS) Project Manager and User Sponsor	COMSC/ISRB	\$1M Total
5	(IS) Project Manager and User Sponsor	Information Resource Program Manager	\$500K Total

Figure 3-5: Information Systems Project Approval Levels

ABBREVIATED ISLCM PHASES

At the discretion of the Program Manager, (IS) projects with total costs of \$500,000 or less may be managed by a two phase ISLCM strategy see Figure 3-4, bottom. The second phase ends with approval of an Abbreviated System Decision Paper (ASDP), which incorporates in brief form all the essential elements of phases I through IV.

4. MSC ORGANIZATION FOR PROGRAM MANAGEMENT OF (IS)

Figure 4-1 shows the internal organizations involved in the MSC Information Resource Management Program (IRMP). The remainder of this section defines the roles and responsibilities of each organization in support of the IRMP.

4.1. COMMANDER, MILITARY SEALIFT COMMAND (COMSC)

COMSC is responsible for developing, establishing, and operating an integrated information system program to support the mission of the Command; incident to this, COMSC delegates approval authority thresholds and IRMP responsibilities to the Command Information Resource Program Manager (M-8).

4.2. INFORMATION SYSTEMS REVIEW BOARD (ISRB)

The ISRB is comprised of the Vice Commander (M-01), Chairperson, the Deputy Commander (M-02), and the Comptroller (M-5). The Command Information System Officer (M-8) will serve as Advisor.

The mission of the ISRB is:

- To act for COMSC as the policy making body for the development of the IRMP within MSC, and
- To exercise threshold approval authority for (IS) project development and implementation.
- To serve as arbitrator in areas of management policy related to IRM within MSC
- To evaluate the recommendations and issues of the Command Information Resource Program Manager and to direct changes to (IS) projects as appropriate
- To act for COMSC as the level 4 approval authority for (IS) development efforts and policy guidelines
- To provide executive direction over (IS) development and implementation by setting priorities and approving (IS) projects
- To review and approve the MSC IRMP and associated resource planning documents

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The ISRB meets monthly or whenever called into session by the Chairperson, or upon request by any member of the Board. The Chairperson makes decisions based upon ISRB discussion. Final decisions are subject to COMSC approval.

4.3. COMMAND INFORMATION RESOURCE PROGRAM MANAGER (IRPM)

The Command Information Resource Program Manager (IRPM) is responsible for implementing (IS) by using ISLCM procedures. The IRPM will:

- Act as the principal point of contact for the User Sponsor and the Area Commands with regard to IRPM issues
- Oversee the continued development and updating of the Target Information Architecture
- Develop the MSC IRMP and coordinate the development of associated resource planning documents
- Develop and provide guidance, review, and approval of the annual Command (IS) budgets and manpower requirements and submit to COMSC for approval
- Establish the scope, philosophy and technical feasibility of the (IS) requirements for each User Sponsor
- Recommend priority of (IS) project development based upon economic analysis and upon review of the user sponsors mission requirements
- Define, integrate and review the (IS) Project Manager's area of responsibility in both the COMSC headquarters and the Area Commands
- Recommend resource reallocations to meet financial, personnel, and contractual constraints
- Ensure that ISLCM documentation is developed in accordance with high command guidance and in conjunction with the user sponsor's information requirements
- Review and forward all documentation which requires higher level approval to the ISRB for review prior to forwarding outside the Command

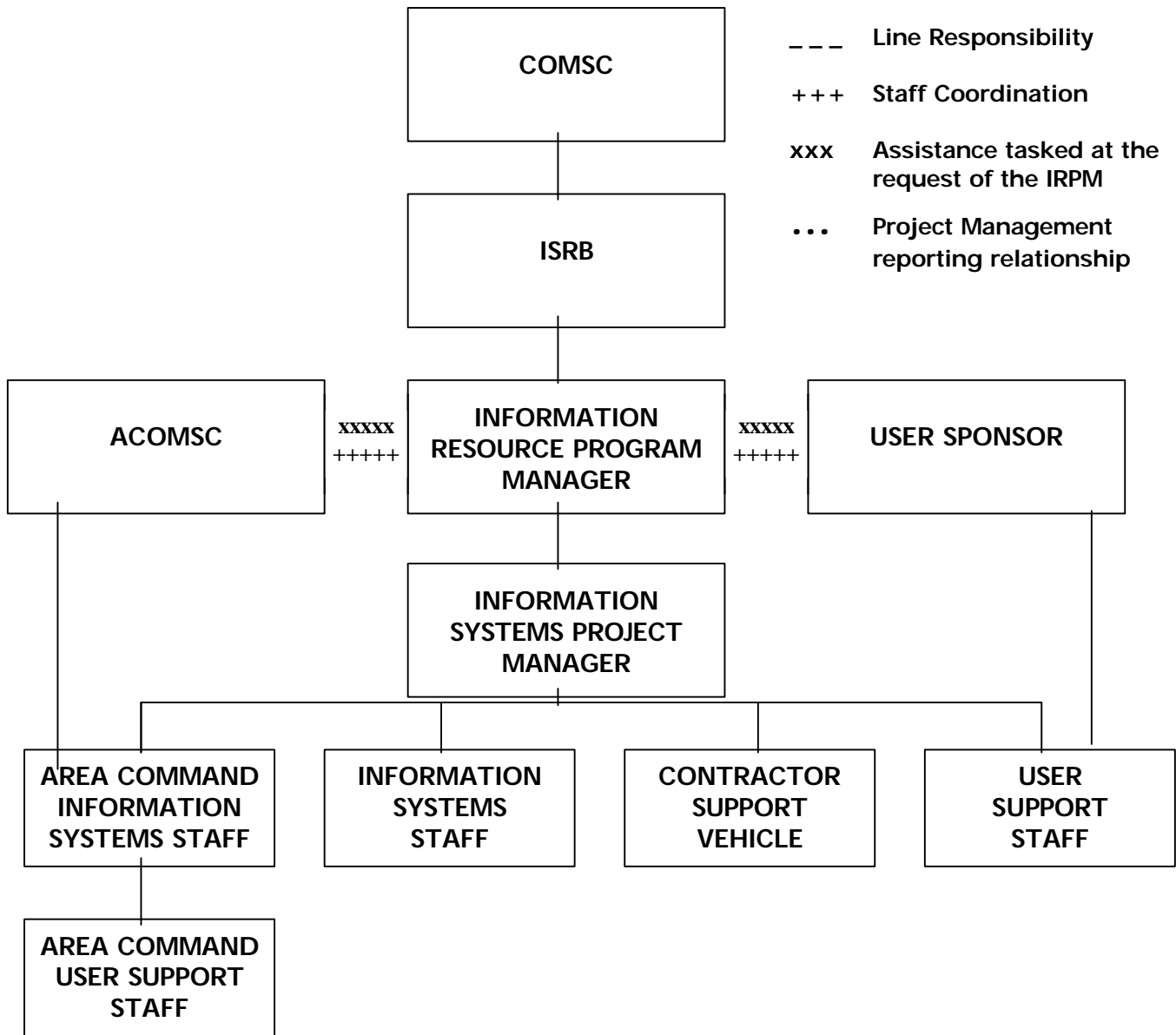


Figure 4-1: Organization for (IS) Program Management

- Manage information resources for each (IS) project requiring a Level Four or Five Approval

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- Develop (IS) Policy, Standards, Quality Assurance, Operating Procedures and other IRM directives in accordance with COMSC, and higher Command Authority Policies and Instruction
- Review, recommend and submit User Sponsors' (US) projects to the ISRB for approval.

4.4. AREA COMMANDERS (ACOMSC)

Area Commanders support COMSC by delegating subordinate Command sites, Command (IS) Staff and User Support Staff to support approved (IS) projects under the Information Resource Program Manager.

4.5. USER SPONSOR (US)

The User Sponsor (US) identifies information requirements within his functional area through the review and maintenance of the Target Information Architecture. The US supports the IRMP by delegating under line management and staff:

- To provide the changing mission information requirements for the annual TIA and IRMP update.
- To define and provide the detail User information requirements to the (IS) Project Manager.
- To assist the (IS) Project Manger in refining the users information requirements and project concept development
- To jointly develop the MENS with the (IS) Project Manager for submission to the Command Information Resource Program Manager for approval
- To participate in the ISLCM development, review and approval process with the (IS) Project Manager
- To review, provide comments and approve the Project Management Plan (PMP), and the Plan of Action and Milestones (POA&M)
- To prioritize Information System Module developments with the (IS) Project Manager

4.6. INFORMATION SYSTEMS PROJECT MANAGER (ISPM)

The (IS) Project Managers are appointed by the Information Resource Program Manager and assigned responsibility for a user area of information systems development. The ISPM will usually be from the staff of the Information Resource Program Manager, but may be from a supporting agency (e.g., NARDAC) if appropriate. The ISPM is responsible for establishing and managing the project team. The project team may consist of any combination of Area Command and COMSC Information Systems Staff, User Sponsor Staff and Contractor Support Staff. The ISPM coordinates, delegates, and assigns priorities, creates plans, provides schedules and projects status and costs reports. The ISPM Manager is responsible for:

- Establishing and managing a matrix tasked project team
- Preparing and coordinating the PMP, POA&M, including funding and staffing of each milestone and task
- Scheduling, directing corrective action, to accomplish milestones and taskings
- Developing and obtaining approval for the ISLCM Decision Documents
- Planning and designing the functional (IS) based on the user information requirements
- Providing creative concepts and technical guidance including the use of prototyping when appropriate
- Ensuring that the design, development, documentation, testing and implementation of the (IS) satisfies the User requirements
- Interfacing with appropriate Departments, Divisions and Agencies to resolve communications, security, hardware, software, database and other technical matters as needed
- Coordinating and preparing the development of user document and training that are easily understood

4.7. AREA COMMAND INFORMATION SYSTEMS STAFF

The IRMP may request Area Commands to assign Information Systems Staff to the project team of the (IS) Project Manager for tasking in design, analysis, technical and administrative areas.

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4.8. CONTRACTING SUPPORT VEHICLE

The use of Contractors to carry out taskings and/or statements of work (SOW) is under the responsibility of (IS) Project Manager. Some of the vehicles employed are: (1) competitive procurement in which MSC will issue RFP's, evaluate contractor bids, make the selection, and award a contract and (2) issuing task orders and amendments under contracts which have already been awarded to qualified contractors by other government agencies. The (IS) project manager must comply with COMSCINST 4200.11 with Contract Support Services approval from the ISRB.

Once a contract has been awarded, or a task order issued, the project manager will review performance within the SOW. Contractors selected will adhere to all appropriate DOD, Navy and MSC (IS) policies, procedure, standards and guidelines. The Contracting Officer's Technical Representative (COTR) for each project will be recommended by the IRPM and designated by the MSC Contracting Officer

4.9. COMSC/AREA COMMAND USER SUPPORT STAFF

Successful development and implementation of Information Systems depends on user line management and user staff involvement in planning, decision making and information definition at all levels in COMSC and the Area Commands. The IRPM may request COMSC and Area Command User Codes to assign staff to approved (IS) projects. This involvement will include participation in the (IS) Project Team taskings to:

- Assure that missions are analyzed from the standpoint of information needed to perform the job successfully and to keep the analysis and informational needs responsive to staff and management for presentation and decision making
- Provide information necessary to assure proper integration between COMSC and Area Commands
- Determine that security, audit, and data integrity issues are addressed during all phases of Life Cycle Management
- Support the (IS) Project Manager in resolving deficiencies

5. ISLCM DECISION DOCUMENTS

The Military Sealift Command receives guidance for Information System development and planning process from SECNAV Instruction 5231.1B, Life Cycle Management (LCM) Policy and Approval Requirements for Information System (IS) Projects. This instruction requires that all LCM milestone decisions shall be documented by decision memoranda. The system decision documentation is separate from the project management documentation so that the approval process can be expedited while still providing the project manager with standard management

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tools to assist in managing the project. These standard management tools include: (1) the Mission Element Need Statement (MENS), (2) System Decision Papers, (3) Abbreviated System Decision papers, (4) the Project Management Plan, and (5) the Abbreviated Project Management Plan.

5.1. MISSION ELEMENT NEED STATEMENT (MENS)

The MENS is the initial decision memorandum in the ISLCM process. It is prepared for Milestone 0 and identifies the mission area, the mission element need and the existing and planned system capabilities proposed to support the mission need; it also assesses the need, identifies constraints, and calculates the estimated cost. The Mission Element Need section is a summary of the need in terms of the job to be done and the mission results to be achieved. The Assessment of Need section evaluates the ability of current and planned capabilities to accomplish the mission need. In general, the MENS describes a deficiency or need, not a detailed solution.

5.2. SYSTEM DECISION PAPERS (SDP's)

SDP's are the follow-on ISLCM decision documents, prepared for each of four milestones. They present functional requirements and summarize the system design and the reasons for selecting the design; they also present significant changes (from previous economic analyses) in costs, benefits, savings, and risks. SDP's and resources acquisition. The following documentation needs to be addressed in one or more of the four SDP's:

◦ Overview of System	SDP II, III, IV
◦ Requirements	SDP II
◦ Alternatives	SDP I, II, III
◦ Schedule of Events	SDP I, II, III, IV
◦ Resources	SDP I, II, III, IV
◦ Acquisition Strategy	SDP I, II, III, IV
◦ Configuration Management	SDP II, III, IV
◦ Logistics	SDP II, III, IV
◦ Training	SDP II, III, IV
◦ Standardization and Interoperability	SDP II
◦ Transition, operations and Alternative Strategy	SDP II, III
◦ Security	SDP II, III
◦ Privacy	SDP II, III
◦ Software	SDP II, III
◦ Data Communications	SDP I, II, III
◦ Hardware Configuration	SDP II, III, IV

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- **Supporting Documentation** **SDP II, III, IV**
- **Test and Evaluation** **SDP II, III, IV**
- **Problem Areas** **SDP I, II, III**
- **Conflicting Viewpoints** **SDP I, II, III**
- **Approvals** **SDP I, II, III, IV**
- **Appendices**
 - **General Functional Requirement (GFR)** **SDP I**
 - **Economic Analysis** **SDP I, II, III**
 - **Budget Exhibits** **SDP I, II, III**
 - **Data Communication Plan** **SDP I, II**

5.3. ABBREVIATED SYSTEM DECISION PAPER (ASDP)

The Abbreviated System Decision Paper (ASDP) incorporates in brief form all the essential elements of the SDPs described above. The ASDP is used in the two-phase ISLCM strategy, in which the ASDP is developed and submitted for approval after a MENS has been approved.

5.4. PROJECT MANAGEMENT PLAN (PMP)

The PMP represents the project agenda and serves as a vehicle for project continuity. The PMP should be developed by the Project Manager in the same time frame as the MENS approval and must be approved by the IRPM. The PMP is made available to all (IS) Project Managers and user sponsors for reference or review as required. The PMP, developed with guidance from MSC Global Program Management Plan assures that each project is integrated into the Command Database and includes general project information and is abstracted to create parts of the System Decision Paper at each ISLCM milestone. The major annexes of the PMP are:

- Project Charter
- Project Manager Authority and Accountability