Headquarters U.S. Air Force

Enterprise IT (EIT) Service Portfolio Management

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SAF/CIO A6
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Agenda

- Intent
- Service Catalog
- Service Portfolio Roadmaps
- Service Baselines
- Question
EIT Management Framework

Overview

Governance Structure
- Three-tiered structure consisting of a Group, a Board and a Council with varying thresholds of responsibilities
- Governance structure evaluates and certifies Enterprise IT service proposals

Requirements Management
- Process for the user community to propose new services or changes to existing services to better meet mission objectives
- Process encompasses identification of a business need through evaluation, definition, prioritization, and certification of business and service requirements

Resources Management
- Financial model to centrally manage funding for Enterprise IT services and position resources effectively throughout the SPPBE cycle
- Service portfolios map to Program Elements and Program Codes to continuously identify and assess programmed funding

Portfolio Management
- Centralized management of the five Enterprise IT service portfolios (End Devices, Enterprise Services, Compute/Store, Protect, and Connect)
- Strategic goals, performance measures, risks measures and category management inform portfolio strategies and funding decisions

Service Operating Model
- Model of the people structure, flows of information, and key decisions among operating roles to oversee, advise and execute Enterprise IT Management

Performance & Risk Management
- Process of collecting, analysing and reporting performance and risk information on the five Enterprise IT service portfolios, and adjusting processes and funding levels to achieve portfolio strategies and balance enterprise risk
Strategy to Execution

Innovation

Digital Strategy/Architecture

Planning/Programming

Portfolio Mgmt

Governance (E-IT and CAM)

Requirements

Acquisition

Implementation

MAJCOM Requirements

Strategy/ Oversight (CIO) - Lead Agent

Execution (FOA) - Executive Agent

Acquisition (AFMC)

Public/Private Relations
In response, SAF/CIO A6 has established five new service portfolios to align funds, increase visibility into IT investments and execute the EIT Governance approach.

<table>
<thead>
<tr>
<th>Enterprise Services</th>
<th>End Devices</th>
<th>Protect</th>
<th>Connect</th>
<th>Compute and Store</th>
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</thead>
<tbody>
<tr>
<td>Emergency Mass Notification</td>
<td>Lifecycle Management of IT End Devices</td>
<td>Identity and Access Management</td>
<td>Information Transport (Wide Area Network)</td>
<td>Infrastructure Services</td>
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<td>Messaging</td>
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<td>Enclave Protection</td>
<td>Network Distribution (Base Area Network)</td>
<td>Managed Services</td>
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<td>Content Management</td>
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<td>End User Data Protection</td>
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<td>Migration Services</td>
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<td>Collaboration</td>
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<td>Enterprise Protection</td>
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<td>Productivity Suite</td>
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<td>Air Force Service Desk</td>
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EXAMPLE: Enterprise Services Portfolio Baseline View

Requires decision whether to remove from portfolio
Goal: To create defined, documented, and repeatable Portfolio Management processes, in line with the Unify EIT Governance work

Background: SAF/CIO A6 focused on building out 5 portfolios: Enterprise Services, Compute and Store, End-Devices, Protect, and Connect. Each portfolio is identifying and building out the baseline of services/capabilities to capture the enterprise-wide IT spend, priorities, and gaps to better meet the IT requirements of the future.

Milestones
- IT Service Catalog
- Portfolio Management Teams
- Formalizing relationships/responsibilities
- Baseline Portfolios
- Portfolio Roadmaps
- Portfolio Performance Metrics
- Automation of Portfolio Management
## EIT Service Portfolio Management

<table>
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<tr>
<th>Role</th>
<th>High-level Description</th>
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| Portfolio Manager (PfM)       | - Oversight and responsibility for IT initiatives and systems  
- Communicate guidance and direction to their IT program/project managers, financial program/project managers, and others responsible for IT data collection and maintenance  
- Supports data collection, data submission, data review and validation  
- Conducts initial risk analysis  
- Reviews, validates, and coordinates all proposed initiatives  
- Serves as the approval authority for submitting any validated data updates and/or change requests                                                                                   |
| Service Portfolio Management  | - Monitors the use of resources in daily operations and prepare estimates for resources  
- Develop obligation and expense targets  
- Primary POC with FM comptroller personnel and other RAs on resource management  
- Knows the details of the organization's cost, program and fiscal requirements; understand the relationship between output and cost                                                                 |

**Includes:**  
- IT Service Managers,  
- Portfolio Managers,  
- Service Architect,  
- Requirements Manager,  
- Cost Modeler,  
- Resource Advisor, and  
- Service Owner / Delivery Team  
- Resource Advisor (tentatively SAF/ AAR)
Core Service Portfolio Management Documents

- **EIT Service Catalog - One Document**
  - High-level description of each service and associated capabilities for communication to customers
  - Currently completing 3-ltr coordination
  - Move to EIT governance

- **Portfolio Roadmaps - 5 Documents**
  - Info fed from baseline Workbook
  - Roadmap is ~10-page summary of current conditions, projects, and future state for communication
  - 1st drafts complete

- **Portfolio & Service Baseline - 5 Workbooks + 23 Documents**
  - Details in Workbook, 1 for each Portfolio, includes Risk Management Tool, for SPM work
  - 2-page Service Baseline document for communication
  - 1st drafts of Workbooks and documents complete
Service Portfolio Roadmap Dependencies

Service Portfolio Management Team

Financial Manager / PEM

- Financial data
- Program Elements and Program Codes mapped to Projects, Services, and Portfolio
- Financial risk assessments
- Financial impact of providing the new or changed service
- Financial trade-off risk analysis against portfolio performance metrics
- Business benefit analysis / TCO

Resource Advisor (A6X)

- Resource estimates.
- Obligation and expense targets
- Details of the program fiscal requirements

Enterprise IT Requirements Process

AF Strategy
- ODP
- Resources
- Service Proposals
- Mission Needs
- Business Patterns
- Budget Targets
- Category Management

Service Portfolio Manager (A6S)

Analyze and Synthesize

1. Assess the Current State – Evaluate CSAT and service performance metrics; Compare to CIO scorecard;
   - Evaluate program milestone and budget status;
   - Identify service performance issues
   - Identify Milestone or budget issues
   - Identify DOTMLPF actions (i.e. training needed)

2. Analyze the inputs and identify opportunities and risks
   - Identify Missing Capabilities
   - Document value achievement
   - Identify services not aligned with strategy
   - Identify new Service or retirement candidates
   - Program/service risk (schedule, budget, performance)

3. Prioritize opportunities; Use guiding principles as a filter; ranking techniques include:
   - Weighted evaluation criteria and ranking;
   - Risk/Reward ranking;
   - Likelihood of success and value;

4. Identify new/additional metrics critical to the BPM process
   - Identify recommendations (i.e. acquisition strategies, budget reallocation, CBI opportunities; map to FYDP via the SPPBE process)
   - Submit for SAF/A6 Governance approval

5. Identify recommendations (i.e. acquisition strategies, budget reallocation, CBI opportunities; map to FYDP via the SPPBE process)

6. Update the Service Portfolio Roadmap – Document recommendations; update the current state

Service Owners (CFL, AFSPC) Bring:
- Service Roadmaps
- Service Level Agreements vs SLR vs SLM Results
- Customer Satisfaction (CIO/S Survey Results)

PMO (CJ1&N) / Service Managers (A2, A3, A4) / Lifecycle Managers (LCMC) / Transition Leads Bring:
- Program Milestones and budget (EVM or equivalent reporting)
- Service Performance (technical metrics)
- Innovation or other Transformation Opportunities
- Operational trade-off risk analysis against portfolio performance metrics

Outputs

- Program Milestones and budget (EVM or equivalent reporting)
- Service Performance (technical metrics)
- Innovation or other Transformation Opportunities
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Resource Advisor (A6X) Provides:
- Resource estimates.
- Obligation and expense targets
- Details of the program fiscal requirements

Other Inputs

AF Strategy
- ODP
- Resources
- Service Proposals
- Mission Needs
- Business Patterns
- Budget Targets
- Category Management

Outputs

- Program Milestones and budget (EVM or equivalent reporting)
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Vision – Provide airmen trusted information when and where they need it

Goals – Improve Systems Agility, Increase Resiliency, Deliver Shared Services, Improve Security, Increase the Speed of Delivery

End State – Employ cloud services; software, platform, and infrastructure “as a service” solutions that focus on mission assurance and cyber security of USAF core missions that enable mission assurance

- Avoid development of unique USAF application solutions; employ industry/commercial solutions
- Host limited USAF specific applications when required to meet the needs of USAF core missions
- Consolidate duplicative and interrelated systems into a single enterprise-level capability

Major Initiatives –

- Continuing Data Center consolidation efforts across the USAF; starting with smaller “micro” data centers
- Application Migration Support
Vision – Fully exploit cyberspace domain to execute, enhance, and support USAF core missions.

Goals – “Ensure robust connectivity, resiliency and flexibility across USAF Information and Intelligence systems.” Connectivity that enables airmen to connect anywhere, anytime reduce/eliminate bottlenecks in the network.

End State – The USAF will create an agile, federated enterprise that extends to the tactical edge supporting data and information availability. Ensure an enterprise that is able to operate in the contested and uncontested environments, to include bandwidth constrained. Research, identify, develop, and implement resilient and self-healing mission-critical information and intelligence networks.

Major Initiatives –
- Commercial Wireless, LTE, 5G, (future 6G) – Increase LTE coverage for mission/bundling, housing while aligning with FirstNet, E911 and crumbling organic tower infrastructure across the USAF; partner with FIRSTNET and commercial service providers to replace and enhance tower infrastructure.
- Commercial Internet Service Provider (CISP) – Leverage commercial broadband to increase mobility and reduce management of Mobile ecosystem while increasing visibility of both MacOS and Mobile Devices.
- Finalizing 1067 for 10GB solution at all bases.
- EITaaS.
Vision – Ensure access to, and integrity of USAF data throughout its lifecycle; assuring the availability, integrity and confidentiality of information in cyberspace

Goals – Improve continuous monitoring, decrease detect-to-response time window, implement adaptive security processes, reduce the time to achieve Authority to Operate (ATO), provide improved visibility of assets & risks

End State – An optimized organizational structure, responsibilities, and authorities to more effectively manage enterprise cybersecurity risk. The USAF will integrate mission assurance into operations and planning processes.

- Wings will complete and maintain Functional Mission Analysis (FMA) leveraging both the USAF Campaign Plan mission thread analysis results and current intelligence to identify key terrain in cyberspace. Cyberspace squadrons will conduct active defense of their wings’ missions and appropriately inform commander risk decision-making.

- Because we can't fight what we can't see, we will increase our capability in detection using persistent threat emulation capabilities like “Hack the USAF.” Using data analytics, we will apply machine learning (ML) and artificial intelligence (AI) to create real-time cyber threat detection capabilities that discover and inoculate zero-day attacks.

- Major Initiatives – Joint Regional Security Stack (JRSS)
End Devices Portfolio Roadmap

- **Vision** – “Provide secure mobile access to required information for mission efficacy”
- **Goals** – Effective support of mission (end user experience in support of their mission), reduce attack footprint, reduce Total Cost of Ownership (TCO), improve Command and Control (C2), improve USAF Airmen/user mobility, one device per user
- **End State** – To fully exploit the potential of mobile access, through end user devices and wireless technologies, enabling airman’s ability to access real-time information from anywhere in the world and to rapidly acquire and integrate useful commercial and public applications, tools and data without the expense and manpower required to sustain a global wired infrastructure plant
  - Addressing the interoperability and security concerns, the USAF will improve the network to support mobile access to applications, data and tools. USAF will move towards a single security and management framework that is device agnostic, and address gaps in mobility guidance and policy.
- **Major Initiatives** –
  - **Alternative User Platforms Pilot Activities:**
    - Thick clients: Win 10, MacOS Pilot at 38 CEIG, Tinker—Secure Host Baseline
    - Thin Clients: Chrome OS (Vandenburg KIOSK/Mission and USAFA), VDI-AFRC
    - Zero client: TENS: World Wide Attaché Support (800)
    - Mobile client: Electronic Flight Bag (EFB) and A4 Etools

1. Air Force Information Dominance Flight Plan, Objective 2.4 (End Devices)
Vision – “Provide Airmen trusted information when and where they need it”; to achieve the “office anywhere” experience, the ES portfolio continually evaluates mission needs to field and manage secure and cost-efficient enterprise services that best fit the needs of our Airmen and the USAF mission”

Goals – Improve USAF airmen/user mobility, improve service reliability, maintain or reduce cost profile, improve Command and Control (C2), reduce attack footprint, increase the use of commercial cloud services, enterprise IT “as-a-Service”

End State – To fully exploit the ability to work from anywhere, anytime, with the most effective secure communications and personal productivity, collaboration, and messaging capabilities available
- Enable Airmen with workplace technologies to perform their roles in this era of information-age warfare; wherever they are, whenever they need to engage; always on, always connected
- Exploit the potential of wireless mobile technologies; real-time information from anywhere in the world
- Move towards a single security and management framework that is device agnostic, and address gaps in mobility guidance and policy

Major Initiatives –
- CHES
- DEOS => ECAPS
Questions

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