

CASE STUDY- GFEBS



Challenges They Faced:

For decades, the Army has tried and failed to modernize and standardize financial systems and processes; the General Fund Enterprise Business System (GFEBS) is an exceptional first step. GFEBS is the centerpiece of the Army's transformation of its financial management domain and critical to audit readiness. The GFEBS solution is not an update of existing legacy systems; but, a replacement of numerous and outdated legacy systems with a single, integrated solution for use across the Army and the Defense Financial and Accounting Service (DFAS). The GFEBS solution supports the Army in achieving the NDAA requirement for fully auditable financial statements by 2017 and the DoD requirement for an auditable Statement of Budgetary Resources (SBR) for General Funds by 2014.

The move away from a large number of un-auditable financial systems to an integrated and fully auditable financial system involves changes in terms of new data and processes. This results in substantial changes in the roles and responsibilities of individuals and business processes across the Army and DFAS.

Solutions We Brought:

We provided strategic management consulting services to prepare the ASA (FM&C) Director of Financial Information Management, as well as the GFEBS Functional Team to:

1. Identify, plan for, implement and manage the organizational readiness of the Army's financial management organizations, business processes and operational practices.
2. Define, stand up and coach the ASA (FM&C) Deployment & Transformation Team responsible for managing all deployment waves and the Army's readiness for go-live.
3. Position GFEBS, the program team and the Army's organizations to support achievement of the Army's auditability goals.
4. Establish a functional governance framework and risk management culture.
5. Identify and mitigate any remaining deployment risks.
6. Stabilize the business process and operational changes at the deployed sites.
7. Prepare the functional teams to begin the sustainment phase of the program.
8. Position the functional teams for success in all phases of the program lifecycle for the next increment of GFEBS.

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Work Performed:

On 1 July 2012, the Army completed full deployment of the system. GFEBs is now operational across 27 commands, at more than 200 locations and in 71 countries. Alliance Pointe served as the strategic advisors to the ASA (FM&C) executive management team, their directors and commanders as they prepared themselves and the Army for the worldwide deployment of GFEBs.

- Conduct readiness assessments for each deployment wave to determine remaining obstacles, risks and schedule status. Provided bi-weekly updates to Functional Proponent executives and their teams.
- Performed Post Implementation Review (PIR) of the system to determine if ASA (FM&C)'s requirements for a enterprise financial system were delivered.
- Developed the Sustainment Transition Strategy & Plan that identified which functional support services were to be transitioned from the PEO EIS to ASA (FM&C). Managed the project plan, facilitated numerous working groups and developed executive briefings needed to shepherd the plan from concept through implementation.
- Represented ASA (FM&C) and GFEBs as the 'Pathfinder' for the DoD Chief Management Office as they worked to establish business performance measures and practices for all DoD IT Modernization programs.
- Conduct ongoing assessments to determine if the Information Technology practices are in alignment with the Army's financial business processes and policies. Determine if the new implementation has resulted in new policy requirements.
- Assessed program activities across all stages of the lifecycle to identify risks. Communicated findings to leadership, suggested mitigations and likely trigger events, and monitored risks to determine if mitigation plan should be executed.
- Developed a dashboard reporting system to communicate risks to functional management.
- Developed the performance management framework to monitor and measure business outcomes of the new system and processes.
- Identified weaknesses in the process by which business process and system enhancement changes were identified and approved. Alliance Pointe established the first "Functional Governance Board" (FGB) now used by ASA (FM&C) to identify, assess, approve and prioritize functional enhancements to the business processes and system.
- Reviewed program materials presented to leadership for accuracy in the message. Communicated discrepancies to leadership and provided clarifying questions to ask program management.
- Conducted internal audits, developed reports and briefings to position the program to address DoD Inspector General and GAO findings and respond to Congressional requests for information. eneral and GAO findings and respond to Congressional requests.