

# Enterprise Insights

*Celebrating 3 Years as Project Director, Enterprise Services*

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## PD ES Corner

### *On Leadership & Organizational Growth*

Douglas R. Haskin, Acting Project Director, Enterprise Services

***"The secret of change is to focus all of your energy, not on fighting the old, but building the new."***

*-Socrates*

This issue of *Enterprise Insights* coincides with two major milestones for Project Director, Enterprise Services (PD ES):

- The third anniversary of PD ES
- Key changes in leadership

PD ES was established as a result of the [National Defense Authorization Act \(NDAA\)](#) signed in 2012. Section 353 of the NDAA required the Secretary of the Army to designate the consolidation of its enterprise email service as a formal acquisition program, with the Army Acquisition Executive (AAE) as the Milestone Decision Authority. On Jan. 25, 2012, an Acquisition Decision Memorandum initiated the Enterprise Email program, PD ES's first major initiative in support of the Army's network modernization effort.

In Sept. 2012, Jeremy Hiers assumed his role as the first project director to help establish the organization. He inherited a small, disbursed team responsible for a big, audacious goal: to transform the Army's current information technology (IT) model to a shared enterprise services model.

Leadership Team were confident Jeremy was up to the task of enabling a seamless, ubiquitous, and unified front end across the Army.



Mr. Douglas R. Haskin  
Acting Project Director

During his time with the Department of the Army and PD ES, Mr. Hiers led teams that made significant improvements to the Army's IT capabilities which benefited every Soldier, civilian, and contractor. His career contributions include implementing the first enterprise level agreement with Microsoft and managing IT capability acquisitions in excess of \$600 million for the 2005 Base Realignment and Closure (BRAC).

Under his leadership, ES team furthered the Army's strategic IT goals by completing the successful transition to Enterprise Email, and effort that was projected to save the

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Have a comment, idea or suggestion for the next issue of **Enterprise Insights?**

Click [here](#) or send an email to [USArmy.Belvoir.PEO-EIS.mbx.PD-EIS@mail.mil](mailto:USArmy.Belvoir.PEO-EIS.mbx.PD-EIS@mail.mil).



Members of the Program Executive Office, Enterprise Information Systems'



# On Leadership and Organizational Growth

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## PD ES MILESTONES

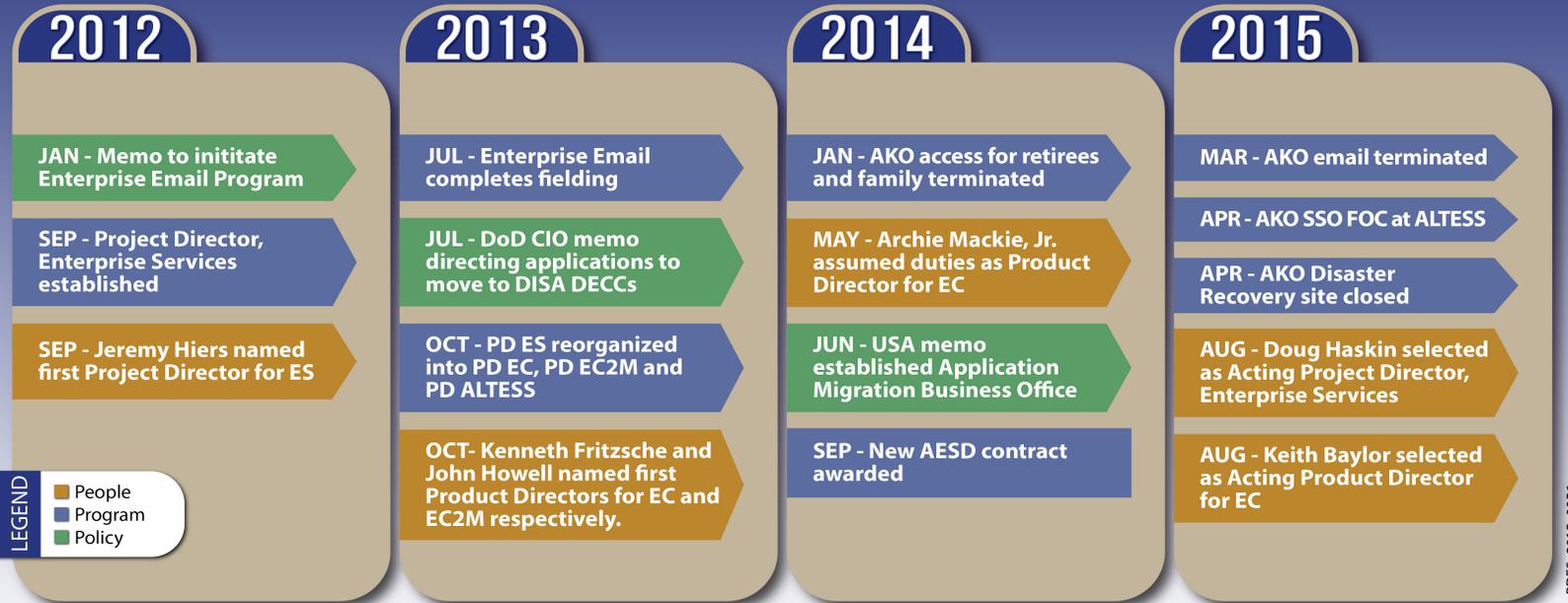


Image by Rebecca Cole, PD EC2M

Since 2012, Project Director Enterprise Services (PD ES) has been an essential component in the Army's network modernization effort. The *PD ES Milestones* graphic documents the major milestones achieved by the organization, including changes in leadership.

Army hundreds of millions of dollars over five years. Jeremy also oversaw an effort to significantly reduce the cost of maintaining Army Knowledge Online KO by more than \$30 million annually from the time he came on board in 2012.

In 2014, Jeremy selected Archie Mackie, Jr. as the product director for Enterprise Computing (EC). Under Archie's leadership, EC grew to support five key efforts:

- Army Application Migration Business Office (AAMBO)
- Army Enterprise Service Desk (AESD)
- Army Software Marketplace
- Common Operating Environment
- Data Center/Cloud/Generating Force Computing Environment

AAMBO is well on its way to migrating 300+ Army applications, resulting in significant IT cost savings.

Last month, Archie moved on from PD ES to pursue a career in the private sector. Enterprise Computing is now in the capable hands of Acting Product Director [Keith Baylor](#).

As many of you know, Jeremy decided to pursue goals outside the government and resigned from his role as project director in August. He is truly missed and I wish him the best of luck in his future professional endeavors.

September marks my first full month as the acting project director for PD ES. The organization I am now charged with is much different than the one that Jeremy inherited. He forged new

territory and created the seamlessly integrated organization we now have. I thank him for his leadership and vision.

This quarter's PD ES Corner quote by Greek philosopher Socrates sums up how I and the rest of the PD ES Leadership Team are approaching the recent changes to our organization.

The team at PD ES is as committed as ever to build on the foundation Jeremy put in place and fulfill the ES mission... Any time, any place, on any Army device.

Throughout this issue of *Enterprise Insights*, the accomplishments, changes, and dedication to Army personnel-- ES staff included-- are covered.

# Three Years of IT Acquisition Support to the Army

## *PD ES celebrates third anniversary as a champion of the Army's network modernization effort*

By Project Director, Enterprise Services

In September 2012, a tenacious 30-something with a reputation for getting the job done-- no matter the task, no matter the hour-- was tapped to lead a new project directorate responsible for identifying, researching, and acquiring next-generation technology for today's Soldiers.

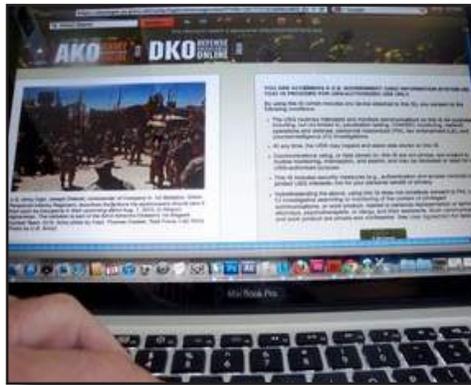
In the three years since Jeremy Hiers took charge of Enterprise Services (PD ES), the organization grew from three people in a single office to 300-plus team members staffing three product directorates.

"Mr. Hiers built this organization from scratch. He pieced together three very different mission sets and set the conditions for our success", said John Howell, product director for Enterprise Content, Collaboration, and Messaging (PD EC2M).

### **Defense Enterprise Email**

Since its establishment, PD ES has been at the forefront of the Army's network modernization effort. Its first effort was implementing Department of Defense Enterprise Email (DEE) and retiring 40 disparate legacy email systems. This created seamless and reliable email communication across the Army for Soldiers, civilians, and contractors.

When the Army completed DEE migrations, mailbox size limits and email retention policies were not enforced, creating an unsustainable practice of users storing email for as long as they wanted. Large amounts of email cause delays and significantly slow down the performance of the Army's email system.



*Photo by David Vargun; Courtesy of DCMilitary.com*

All business class Department of Defense Enterprise Email accounts must meet the 4GB mailbox size limit by October 1.

After the successful implementation of DEE, the Army's Office of the Chief Information Officer (CIO)/G-6 tasked PD EC2M with its requirement to reduce DEE mailbox sizes for 1.5 million DEE accounts.

Effective October 1, DEE mailbox storage capacity will be limited to 4GB per business class account. By managing the size of mailboxes, the Army will be able to sustain the operational and functional capabilities of its existing email service.

### **From ADCCP to AAMBO**

The 2010 Federal Data Center Consolidation Initiative required all branches of service to decrease the physical footprint of their IT network infrastructures. In response, the Army developed its Army Data Center Consolidation Plan (ADCCP). Enterprise Computing led the ADCCP-Discovery effort, identifying a number of opportunities to consolidate data centers across the country in support of this initiative.

Taking it a step further, EC established the Army Application Migration Business Office (AAMBO) which provides assistance to application and system owners who must migrate to Department of Defense-approved enterprise facilities.

To date, AAMBO has assisted in the migration of more than 300 application and systems from commands across the country.

"From EC's perspective, the standing up and the mission for the Army Application Migration Business Office is a huge success not only for the organization but for the Army", said Archie Mackie, Jr., former product director for Enterprise Computing. "The Army is going to see big dividends from that office."



*Photo courtesy of Army.mil*

By FY18, Army applications and systems are expected to migrate to a DoD-approved enterprise facility.

### **Future-Focus**

PD ES was an essential part of several Army network modernization efforts between 2012 and 2015. In the next few years, PD ES will be increasing its focus on cloud, unified capabilities, and software marketplace initiatives.

# Shaping Our Future Leaders

## ALTESS employee among the 2015 DCELP graduating class

By Product Director, Acquisition, Logistics, and Technology Enterprise Systems and Services

Kellie Brumbaugh, a budget analyst for Product Director, Acquisition, Logistics, and Technology Enterprise Systems and Services (ALTESS), graduated from the 2015 [Defense Civilian Emerging Leader Program \(DCELP\)](#) on July 24.

This highly competitive six-month program prepares selected civilians in the Human Resources, Acquisition, and Financial Management career fields to be future Department of Defense (DoD) leaders.

Brumbaugh is one of 133 graduates across the DoD recognized by senior executives from the Office of the Secretary of Defense / Under Secretary of Defense for Personnel and Readiness- Civilian Personnel Policy as well as the Office of the Secretary of Defense / Financial Management-Human Capital and Resource Management.

“I am honored to have had the opportunity to attend DCELP”, said Kellie Brumbaugh. “It was an exceptional opportunity and provided me with a new spectrum of knowledge in my leadership development. The tools and opportunities provided by DCELP will allow me to provide effective leadership in my current role.”

DCELP develops entry-level and emerging civilian personnel in a full range of competencies needed to lead staff, lead people, and lead teams or projects, in accordance with the [DoD Civilian Leader](#)



Director of Human Capital and Resource Management for the Office of the Under Secretary of Defense Ms. Glenda H. Scheiner (*left*) and Ms. Julie Banks, principal director under the Deputy Assistant Secretary of Defense for Civilian Personnel Policy (*right*) present Ms. Kellie Brumbaugh (*middle*) with her DCELP Certificate of Completion at the DCELP graduation ceremony held in Sturbridge, Ma.

### Development Framework.

The training consists of a number of week-long sessions at the Sturbridge, Ma. campus and instructs in areas such as diversity, leadership habits, management techniques, and effective communication with a special focus on the competencies of leading self and leading teams; culminating in a DoD problem-solving research paper.

“The knowledge Ms. Brumbaugh gained immediately positioned her for a position as the senior budget analyst for the organization. Her training will allow her to lead the budget team through fiscal year

end and into the next fiscal year” said Don Brannen, chief of ALTESS’s Business Management Division.

Brumbaugh thinks her training prepared her for future challenges.

“In the DCELP, we were challenged professionally and personally to be proactive in our lives, to envision what we want in the future, and to seek to understand those around us”, she said. “Learning to balance my responsibilities and trying to use the knowledge we gained [from DCELP] in the workplace was challenging, but [returning to work] gave me the opportunity to practice and modify what we’ve learned in different environments.”