



Personnel & Readiness Information Management

**Department of Defense Form 214
(DD Form 214) “Certificate of Release or
Discharge from Active Duty”
Business Process Improvement (BPI) Study**

BPI Approach



Background

- ▶ The Department of Defense “Certificate of Release or Discharge from Active Duty” (DD Form 214) is manually distributed from the Services to the Department of Veterans Affairs (VA), the Department of Labor (DOL), and the Service member’s state VA office, upon member’s request. Legacy systems require manual data entry following DD Form 214 hard copy submission.
- ▶ Deputy Under Secretary of Defense for Military Personnel Policy (DUSD MPP) inquired about the feasibility of VA accepting the DD Form 214 – Copy 3 information from the Services in computable data format vice hard copy format. DUSD MPP requested P&R IM conduct a Business Process Improvement (BPI) study to understand the current status and “As-Is” processes, identify issues, and provide recommended actions for improvement.



Problem Statement

The Services are required by policy to distribute the DD Form 214 to internal and external organizations. Stakeholders need timely and accurate data to administer benefits programs for Veterans released from active duty or discharged. The Services and the Department of Defense (DoD) expend a significant amount of manpower and resources executing the distribution process. The current distribution processes are inefficient, require production of hardcopy and create opportunities for data entry errors which impede the agencies' ability to expeditiously process Service member's benefits.



Effort Goal and Objectives

Overarching Goal:

Conduct a BPI study to understand the current process and business needs for transmission and receipt of release or discharge information of the Service member, to identify issues and opportunities, and to recommend actions for improvement

Objectives

- ▶ Conduct analysis of current processes (DD Form 214)
- ▶ Validate required data from the DD Form 214 (for Active Duty and Reserve Components) for benefits determination
- ▶ Identify potential business process improvements
- ▶ Document findings and recommended actions



Meeting Goals and Objectives

Overarching Goal:
Provide an understanding of the BPI approach and communicate working group session timelines

Objectives

- ▶ Provide an understanding of the DD Form 214 High-Level BPI Approach Concept and business definitions
- ▶ Provide an overview of the BPI Roadmap
- ▶ Discuss in depth the activities and objectives of Phases II – IV for the DD Form 214 effort
- ▶ Communicate phase timelines



Effort Scope

The Effort will...

- ▶ Assess the processes from the point of completion
- ▶ Evaluate the business needs of receiving organizations
- ▶ Document the data elements required to fulfill the business needs of organizations
- ▶ Conduct working group sessions
- ▶ Obtain buy-in and when necessary consensus on DD Forms 214/215 matters from working group stakeholders
- ▶ Provide near-term, medium-term, and long-term BPI recommendations
- ▶ Review DD Form 215 processes

The Effort will not...

- ▶ Address the sharing of DD Form 214 among the Services, VA, and DOL lines of business
- ▶ Examine state VA offices' line of business processes
- ▶ Address the cost associated with BPI recommendations
- ▶ Identify specific legacy systems upgrades
- ▶ Analyze the Services' processes to produce DD Form 214
- ▶ Review the NGB Form 22 processes or business needs

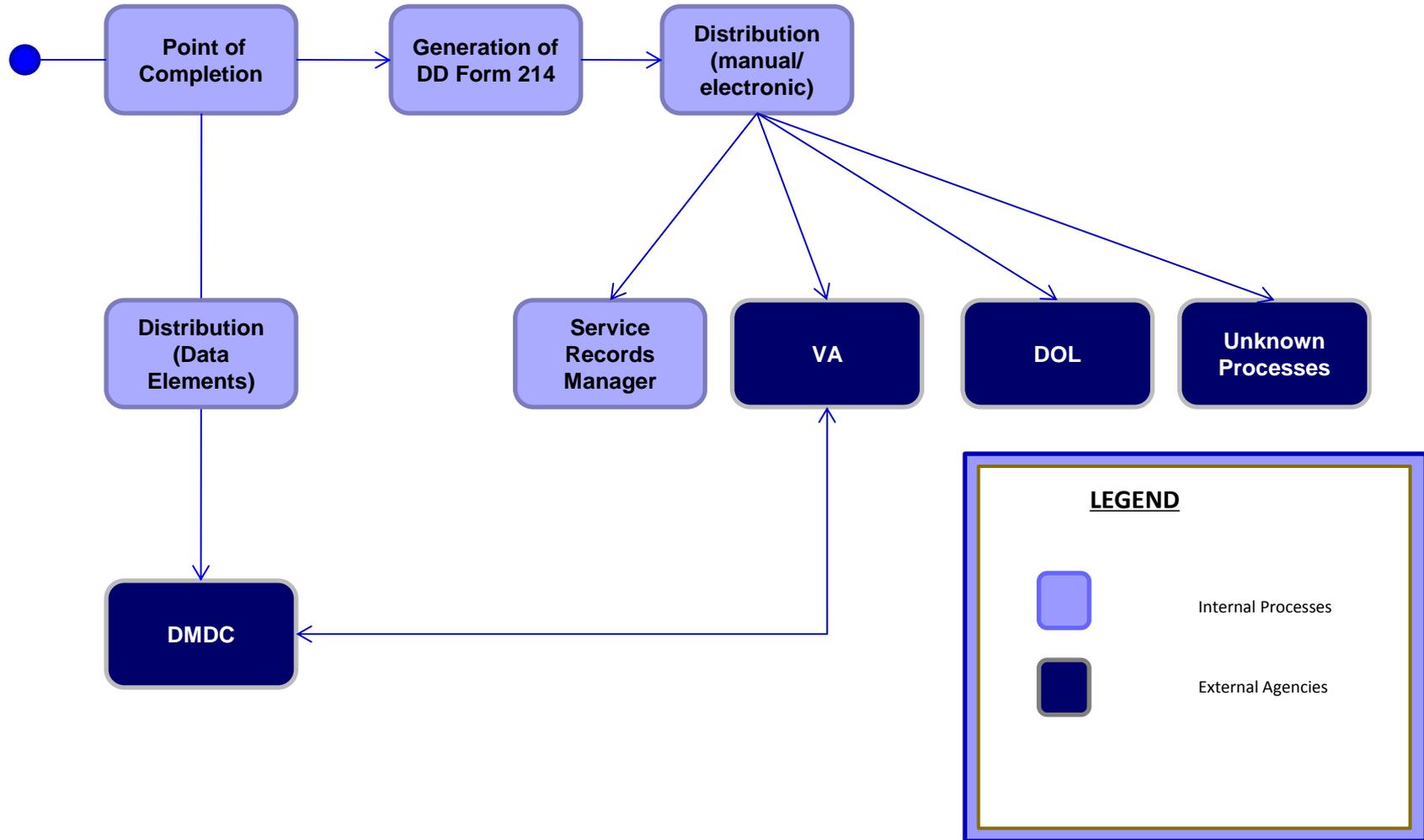


Stakeholders

- Veterans Affairs
 - VBA
 - VHA
- Department of Labor
- Deputy Under Secretary of Defense for Military Personnel Policy
- Army: Active, Reserve, and National Guard
- Air Force: Active, Reserve, and National Guard
- Navy: Active and Reserve
- Marine Corps: Active and Reserve
- United States Coast Guard: Active and Reserve
- Defense Manpower Data Center



High-Level BPI Approach Concept





BPI Business Definitions

Detailed activities that will be defined and analyzed within each business process to document areas of improvement

- ▶ **Point of Completion** (*areas to include but not limited to*):
 - Gathering/compilation of DD Form 214 data in Service systems
 - Signing/certification of DD Form 214 data by the Service member
 - Service Certification of DD Form 214 information

- ▶ **Generation** (*areas to include but not limited to*):
 - Generation of a hard copy and/or electronic file of DD Form 214 for distribution



BPI Business Definitions (con't.)

- ▶ **Distribution** *(areas to include but not limited to):*
 - Transmission of DD Form 214 data via hard copy, electronic image, or computable data file to:
 - Department of Labor
 - Department of Veterans Affairs
 - Service Records Managers
 - Defense Manpower Data Center
 - Unknown/Other Organizations

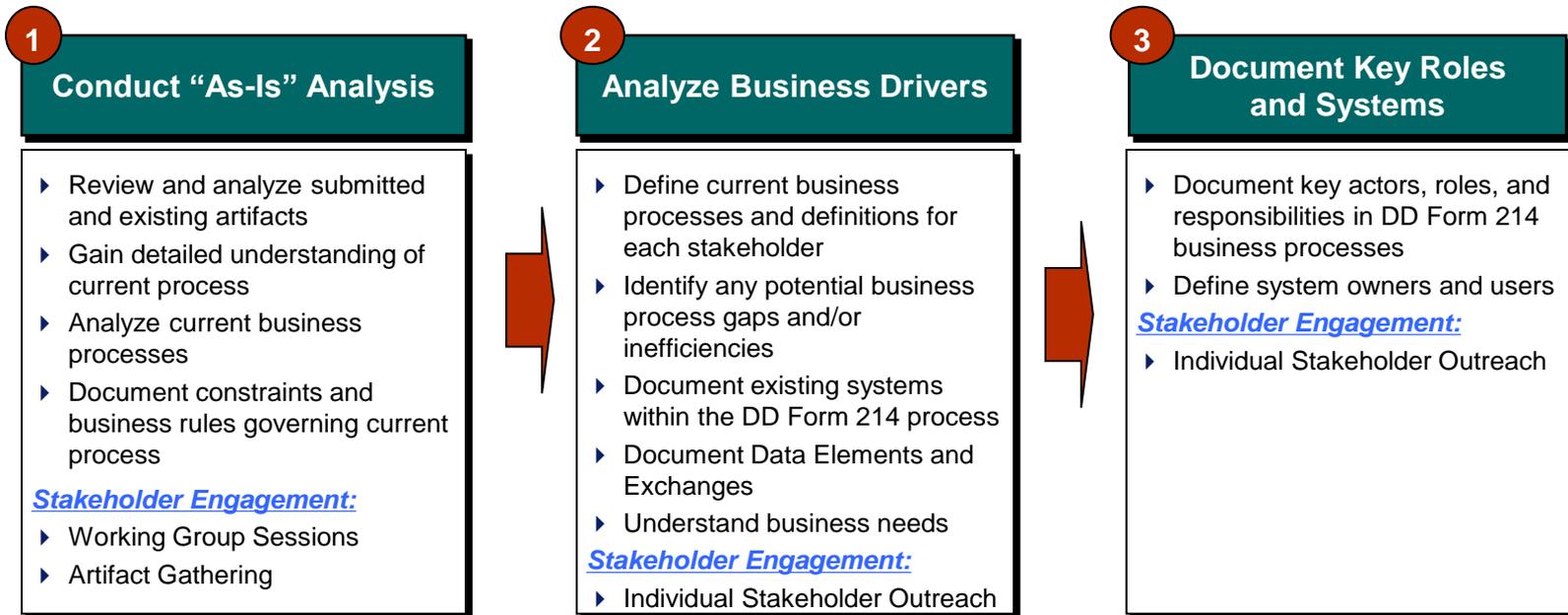


Business Process Improvement Roadmap

	Phase I	Phase II	Phase III	Phase IV
Phases	Prepare for BPI	Map and Analyze "As-Is" processes	Develop Potential Improvements	Document Findings and Recommended Actions
Objectives	<ul style="list-style-type: none"> • Build cross functional team • Identify project objectives • Identify scope of effort • Develop problem statement • Develop strategic purpose • Obtain client approval • Define stakeholder outreach approach • Develop Change Communications Plan 	<ul style="list-style-type: none"> • Conduct "As-Is" analysis • Define existing structure and processes at play • Analyze business drivers • Classify stakeholder types • Create process models • Identify disconnects and value adding processes 	<ul style="list-style-type: none"> • Benchmark processes for improvements • Determine outcomes that add value to objectives • Align processes to achieve defined outcomes • Design and validate "To-Be" processes • Perform Trade-off Analysis 	<ul style="list-style-type: none"> • Document findings and submit BPI recommendations
Key Activities	<ul style="list-style-type: none"> • Identify Project Objectives and Goals • Change Communications Plan 	<ul style="list-style-type: none"> • Working Group Kick-Off to Gather "As-Is" Information • Complete "As-Is" Analysis • Validation Sessions 	<ul style="list-style-type: none"> • Working Group "To-Be" Information Gathering Sessions • Propose "To-Be" Processes • Validation Sessions 	<ul style="list-style-type: none"> • Submit Key Findings and Recommendations



Phase II – Detailed Overview Map and Analyze “As-Is” Processes



Exit Criteria

- ▶ Detailed understanding of current business processes for each stakeholder
- ▶ Key roles in current process identified
- ▶ Business needs identified



Phase II – Detailed Overview (con't.) Map and Analyze “As-Is” Processes

Phase II COMPLETED

4

Create Process Models

- ▶ Develop business process models of current processes
 - ▶ Capture scenarios in current process
 - ▶ Document interactions between system owners/users and flow of events
- Stakeholder Engagement:
- ▶ Individual Stakeholder Outreach

5

Identify Gaps

- ▶ Identify any potential business process gaps and/or inefficiencies within the current business processes
 - ▶ Identify and document areas for business process improvements
- Stakeholder Engagement:
- ▶ Individual Stakeholder Outreach

6

Validate Process Models

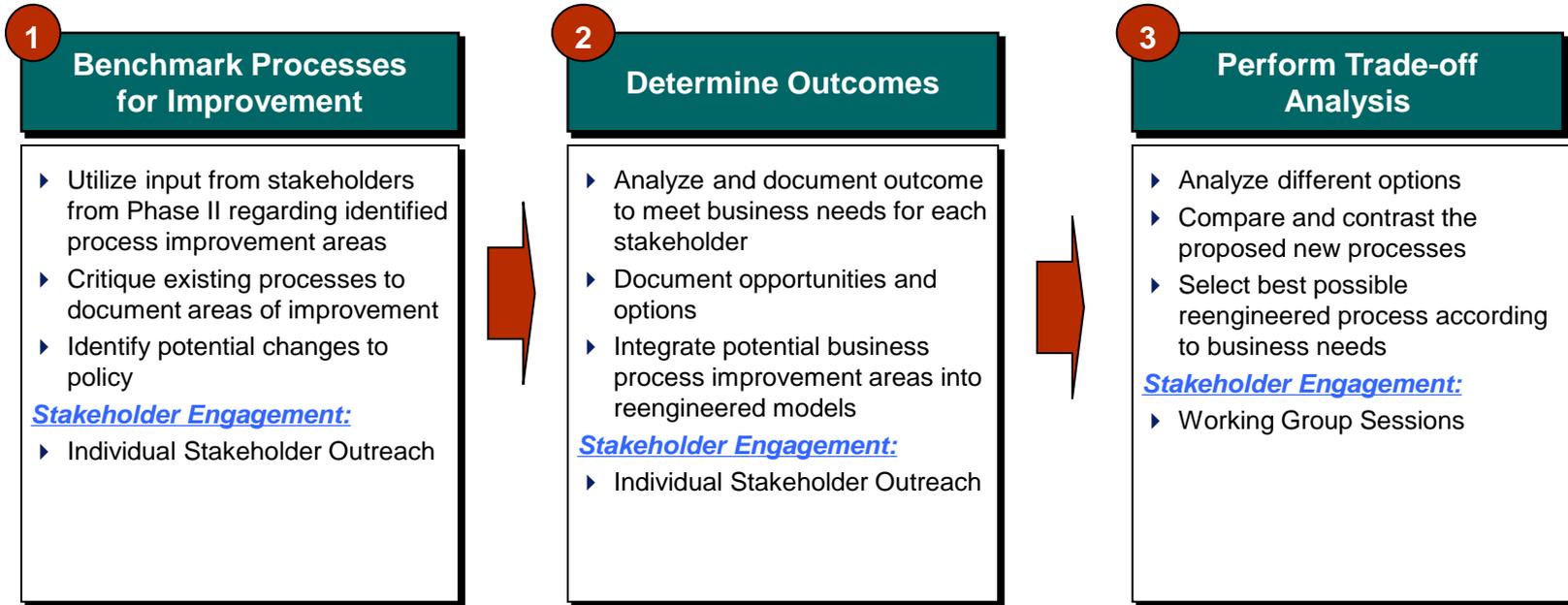
- ▶ Seek stakeholders' feedback
 - ▶ Interview key stakeholders for additional information
 - ▶ Finalize business process models
 - ▶ Document business needs for each stakeholder
- Stakeholder Engagement:
- ▶ Working Group Sessions

Exit Criteria

- ▶ Current scenarios identified
- ▶ Business needs and issues associated to each process documented
- ▶ Validated “As Is” business process models and definitions



Phase III – Detailed Overview Develop Potential Improvements

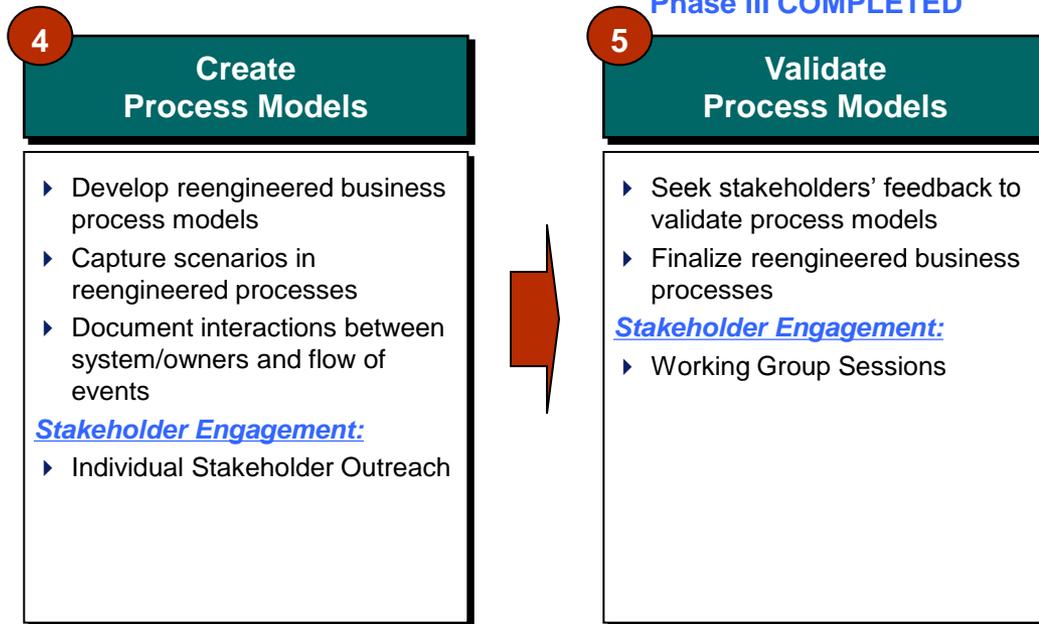


Exit Criteria

- ▶ Benchmarked business processes
- ▶ Validated business processes
- ▶ Completed trade-off analysis



Phase III – Detailed Overview (con't.) Develop Potential Improvements



Exit Criteria

- ▶ Reengineered business process models and definitions
- ▶ Documented business needs and areas of improvement
- ▶ Validated reengineered business process models and definitions



Phase IV – Detailed Overview

Document Findings and Recommended Actions

Phase IV COMPLETED

1

BPI Findings and Reports

- ▶ Review and analyze documents and findings from Phases I – III
- ▶ Integrate findings and business needs to develop areas of improvement
- ▶ Solicit feedback from stakeholders

Stakeholder Engagement:

- ▶ Individual Stakeholder Outreach

Exit Criteria

- ▶ Finalized Findings and Recommendations Report



High-Level Sample Questions for “As-Is” Analysis

For point of completion, generation, and distribution:

- ▶ What is the trigger/starting point/pre-conditions for the process to begin?
- ▶ What are the key end-to-end processes?
- ▶ Who is performing the process?
- ▶ What system(s) (if any) support the process?
- ▶ What data/information is produced/consumed?
- ▶ What are the issues/pinpoints with the process?
- ▶ What are the key decision points?
- ▶ What is the end-point/end-condition?



Contact Information

- ▶ Sponsor: Lt Col Scott Brady, MPP
- ▶ Government Team
 - Mary Corrigan (Mary.Corrigan@osd.pentagon.mil)
 - Retta Graham-Hall (Retta.Graham-Hall@osd.pentagon.mil)
- ▶ Support Team
 - Hyonju Choi* (choi_hyonju@bah.com)
 - Evelyn Dyer* (dyer_evelyn@bah.com)
 - Marisa Gorman
 - Phil Lule
 - Francis Lazatin
 - Lauren Moniri

*Please send existing artifacts to these points of contact



Addendum



Previous DD Form 214 Studies to Leverage

- ▶ DD Form 214 - 2001 P&R IM Study
 - The focus of this study was to capture Service-specific issues with the DD Forms 214/215, and to propose resolutions to the Area of Concern.

- ▶ DD Form 214 – 2008 Feasibility Study (Social Security Number Reduction)
 - The focus of this study was to provide information on the feasibility of issuing the DD Form 214 containing only the last four digits of a Service member's Social Security Number.