



Joint Task Force National Capital Region Medical **DIRECTIVE**

NUMBER 8115.01
OCT 13 2011

J-6

SUBJECT: Information Management/Information Technology (IM/IT) Portfolio Management (Pfm)

References: See Enclosure 1

1. **PURPOSE.** This Directive, in accordance with the authority in References (a) through (i), establishes policy and assigns responsibilities for the management of Joint Task Force National Capital Region Medical (JTF CapMed) IT investments as portfolios that focus on improving JTF CapMed capabilities and mission outcomes.

2. **APPLICABILITY.** This Directive applies to JTF CapMed, all Military Treatment Facilities (MTFs), and Centers in the National Capital Region (i.e., Fort Belvoir Community Hospital, Walter Reed National Military Medical Center, and the Joint Pathology Center).

3. **DEFINITIONS.** See Glossary

4. **POLICY.** It is JTF CapMed policy that:

a. IT investments - including National Security Systems - shall be managed as portfolios to ensure IT investments support the JTF CapMed vision, mission, and goals, and to ensure efficient and effective delivery of capabilities to JTF CapMed customers while maximizing return on investment to the Enterprise. Each portfolio shall be managed using the Global Information Grid architecture in accordance with DoD Directive 8100.1 (Reference (j)), plans, risk management techniques, capability goals and objectives, and performance measures.

b. A governance structure shall exist and will be responsible for the effective and efficient implementation of Pfm within the JTF CapMed. The JTF CapMed governance structure consists of (but is not limited to) the Executive Council and the Clinical Business Informatics Advisory Group (CBIAG). The JTF CapMed Executive Council and CBIAG have the authority to create additional governance bodies as needed to support Pfm activities within the JTF CapMed. Governance bodies that replicate the structure, processes, and policies of the Executive Council and CBIAG shall also be established at the Joint MTFs, the Joint Pathology Center, and any

OCT 13 2011

additional Joint MTFs and Centers created in the future, and shall adhere to the PfM guidance as created and set forth by the JTF CapMed.

c. Joint MTF and Center portfolios shall be divided into sub-portfolios that are defined by the departments and business units that represent common collections of related, or highly dependent, information capabilities and services.

d. The portfolios shall be used as management tools in each of JTF CapMed decision support processes including the Chairman of the Joint Chiefs of Staff Instruction 3170.01E (Reference (k)); DoD Directive 7045.14 (Reference (l)); and DoD Directive 5000.01 (Reference (m)). JTF CapMed, Joint MTF, and Center portfolio representatives shall provide investment decision recommendations to the appropriate officials for consideration in the JTF CapMed governance structure.

e. All authorities addressed in Enclosure 2 of this Directive shall manage IT portfolios by performing the following core functions:

(1) Analysis: Links portfolio objectives to JTF CapMed Executive Council vision, mission, goals, objectives, and priorities; develops quantifiable outcome-based performance measures; identifies capability gaps, opportunities, and redundancies; identifies risks; and provides for continuous process improvement.

(2) Selection: Identifies and selects the best mix of IT investments to strengthen and achieve capability goals and objectives for the portfolio and demonstrates the impact of alternative IT investment strategies and funding levels.

(3) Control: Ensures a portfolio is managed and monitored using established quantifiable outcome-based performance measures. Portfolios are monitored and evaluated against portfolio performance measures to determine whether to recommend continuation, modification, or termination of individual investments within the portfolio.

(4) Evaluation: Measures actual contributions of the portfolio against established outcome-based performance measures to determine improved capability as well as to support adjustments to the mix of portfolio investments, as necessary.

f. Governance forums shall be leveraged or established to manage portfolios, subportfolios, or capability areas at the Executive Council, CBIAG, and Joint MTF and Center levels as appropriate.

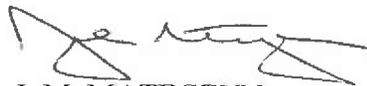
g. Portfolios shall be managed according to the E-Government Act (Reference (n)) with focus on efforts to minimize duplication of JTF CapMed and Government-wide initiatives.

OCT 13 2011

5. RESPONSIBILITIES. See Enclosure 2

6. RELEASABILITY. UNLIMITED. This Directive is approved for public release and is available on the Internet from the JTF CapMed Web Site at: www.capmed.mil.

7. EFFECTIVE DATE. This Directive is effective immediately.



J. M. MATECZUN
Vice Admiral, MC, U.S. Navy
Commander

Enclosures

1. References

2. Responsibilities

Glossary

ENCLOSURE 1

REFERENCES

- (a) Deputy Secretary of Defense Memorandum, "Establishing Authority for Joint Task Force – National Capital Region/Medical (JTF CapMed) and JTF CapMed Transition Team (Unclassified)," September 12, 2007
- (b) Deputy Secretary of Defense Action Memorandum, "Civilian and Military Personnel Management Structures for the Joint Task Force National Capital Region – Medical," January 15, 2009
- (c) Comprehensive Master Plan for the National Capital Region Medical, April 23, 2010
- (d) Supplement to the Comprehensive Master Plan for the National Capital Region Medical, August 31, 2010
- (e) Joint Task Force National Capital Region/Medical Instruction 5025.02, "Joint Task Force National Capital Region/Medical Corporate Decision Making Process," February 16, 2010
- (f) Subtitle III of title 40, United States Code (formerly Division E of the Clinger-Cohen Act of 1996)
- (g) DoD Directive 5144.1, "Assistant Secretary of Defense for Networks and Information Integration/DoD Chief Information Officer (NII)/DoD CIO," May 2, 2005
- (h) Office of Management and Budget Circular No. A-130, "Management of Federal Information Resources," Revised, (Transmittal Memorandum No. 4), November 28, 2000
- (i) DoD Directive 8000.1, "Management of DoD Information Resources and Information Technology," February 27, 2002
- (j) DoD Directive 8100.1, "Global Information Grid (GIG) Overarching Policy," September 19, 2002
- (k) Chairman of the Joint Chiefs of Staff Instruction 3170.01E, "Joint Capabilities Integration and Development System," May 11, 2005
- (l) DoD Directive 7045.14, "The Planning, Programming, Budgeting, and Execution System (PPBE)," May 22, 1984, Certified Current as of November 21, 2003
- (m) DoD Directive 5000.1, "The Defense Acquisition System," May 12, 2003
- (n) E-Government Act of 2002 (Public Law 107-347), December 17, 2002
- (o) DoD Directive 8500.1E, "Information Assurance (IA)," October 24, 2002
- (p) Section 2222 of title 10, United States Code

OCT 19 2011

ENCLOSURE 2RESPONSIBILITIES1. JTF CAPMED CHIEF INFORMATION OFFICER (CIO). The JTF CapMed CIO shall:

a. Establish guidance for managing portfolios based on the policies herein and References (f) and (h).

b. Establish a JTF CapMed enterprise governance structure for management and oversight of the JTF CapMed portfolio. This governance forum will be led by the JTF CapMed Executive Council that will provide strategic direction for the portfolio, identify opportunities for IT investments, and resolve PfM issues.

c. Ensure that all portfolio recommendations are based on architectures that comply with References (i) and (j) and DoD Directive 8500.01E (Reference (o)).

d. Serve as the lead for the CBIAG and manage the portfolio according to this Directive, References (f) and (g), and:

(1) Ensure the establishment of the JTF CapMed Command-wide portfolio.

(2) Issue guidance for managing the JTF CapMed portfolio and designate responsibilities for the portfolio's management.

(3) Leverage or establish a governance forum to oversee portfolio activities.

(4) Present portfolio recommendations to the proper officials in the JTF CapMed decision support systems for consideration.

(5) Participate in the CBIAG and Joint MTF and Centers governance forums as appropriate and necessary.

(6) Participate in any additional governance forums at Military Health System (MHS) and DoD levels as appropriate and necessary.

2. LOGISTICS AND FACILITIES (J-4), RESOURCES (J-8), AND COMMUNICATIONS IM/IT (J-6) DIRECTORS. The Logistics and Facilities (J-4), Resources (J-8), and Communications IM/IT (J-6) Directors shall:

a. Serve as representatives on the JTF CapMed Executive Council to manage the portfolio based on the policies herein and References (f), (i), and section 2222 of title 10, United States Code (Reference (p)):

OCT 13 2011

(1) Establish the JTF CapMed portfolio.

(2) Manage the portfolio and designate responsibilities for the respective portfolios' management.

(3) Present the portfolios recommendations to the JTF CapMed Executive Council for consideration.

(4) Participate in the JTF CapMed, Joint MTFs, and Centers governance forums as needed and appropriate.

b. Participate in JTF CapMed PFM governance forums with the goal of identifying commonality in the PFM processes and provide solution recommendations that are in the best interest of the Command, based on this Directive and Reference (o).

c. Review, approve, and oversee the planning, design, acquisition, deployment, operation, maintenance, and modernization of the JTF CapMed portfolio of IT investments with the primary purpose of improving acquisition, logistics, or installations, and environment activities consistent with JTF CapMed Executive Council guidance, this Directive, and Reference (p).

d. Ensure the policies herein are incorporated into and integrated with the policies and procedures of the Defense Acquisition System in accordance with Reference (m).

3. JTF CAPMED COMPTROLLER/CHIEF FINANCIAL OFFICER (C/CFO). The JTF CapMed C/CFO, according to the policies herein and in Reference (p), shall:

a. Participate in JTF CapMed Executive Council and CBIAG governance forums with the goal of identifying commonality in PFM processes and investments and provide solutions that are in the best interest of the JTF CapMed.

b. Review, approve, and oversee the planning, design, acquisition, deployment, operation, maintenance, and modernization of the JTF CapMed CBIAG portfolios of IT investments with the primary purpose of improving budgeting, financial management, or strategic planning activities consistent with MHS and DoD guidance, this Directive, and Reference (p).

c. Ensure the policies herein are incorporated into and integrated with the policies and procedures of Reference (l).

4. JOINT MTF COMMANDERS AND CENTER DIRECTORS. The Joint MTF Commanders and Center Directors, according to the policies herein and References (f), (g), and (i), shall:

a. Establish the Joint MTF and Center portfolios so that IT investments align to the JTF CapMed portfolio as managed by the CBIAG and approved by the Executive Council.

OCT 13 2011

- b. Issue guidance for managing the Joint MTF and Center portfolios and designate responsibilities for PFM.
- c. Leverage or establish a governance forum to oversee Joint MTFs and Centers portfolio activities.
- d. Manage the JTF CapMed, Joint MTFs, and Centers portfolios.
- e. Ensure JTF CapMed, Joint MTFs, and Centers IT investments are consistent with Executive Council and CBIAG level and capability area portfolio guidance.
- f. Participate in CBIAG governance forums with the goal of identifying common problems in PFM processes and providing solutions that are in the best interest of the JTF CapMed.

5. CIOs OF THE JTF CAPMED, JOINT MTFs, AND CENTERS. The CIOs of the JTF CapMed, Joint MTFs, and Centers, in addition to their responsibilities identified in References (f), (g), and (i), and according to the policies herein, shall:

- a. Support JTF CapMed, Joint MTFs, and Centers sub-portfolio and capability area activities.
- b. Ensure and provide verification to the leads of the Joint MTFs, Centers, and JTF CapMed portfolios are consistent with JTF CapMed, MHS, and DoD portfolio guidance.
- c. Identify portfolio issues to the relevant governance forum(s).

GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

CBIAG	Clinical Business Informatics Advisory Group
C/CFO	Comptroller/Chief Financial Officer
CIO	Chief Information Officer
IM	Information Management
IT	Information Technology
JTF CapMed	Joint Task Force National Capital Region Medical
MHS	Military Health System
MTF	Military Treatment Facility
PfM	Portfolio Management

PART II. DEFINITIONS

capability. Collections of similar capabilities that are grouped at a high level in order to support decision making, capability delegation, and analysis.

CBIAG. A governance board with responsibility for overseeing and implementing PfM activities and processes for the Command-wide portfolio.

Executive Council. The primary decision-making body for the Command and the highest level governance board for JTF CapMed PfM.

IT investment. The development and sustainment resources needed in support of IT or IT-related initiatives. These resources include, but are not limited to: research, development, test, and evaluation appropriations; procurement appropriations; military personnel appropriations; operations and maintenance appropriations; and Defense Working Capital Fund.

IT portfolio. A grouping of IT investments by capability to accomplish a specific functional goal, objective, or mission outcome.

PfM. The management of selected groupings of IT investments using strategic planning, architectures, and outcome-based performance measures to achieve a mission capability.