

**From:** Ronald A Dabbieri  
**To:** PULASKI.X400.CELMV-DE, PULASKI.X400.CEMRD-DE, PULA...  
**Date:** Friday, June 2, 1995 6:06 pm  
**Subject:** Implementing an Effective IM Program While Downsizing

CEIM-ZA (10-5a)

MEMORANDUM FOR COMMANDERS, MAJOR SUBORDINATE COMMANDS

**SUBJECT:** Implementing an Effective Information Resources Management (IRM) Program within the Restructuring and Downsizing Initiative

1. References:

a. Memorandum, CECW-A, subject: Implementing Restructuring and Downsizing Major Subordinate Commands (MSC's), dated 18 Apr 95.

b. 1995 Corporate Information Architecture Models formally approved by the Chief of Engineers, Sept 90, which depict the target Corps geo-technical, applications, and data structures from the Headquarters through the Area/Resident/Project Office organization levels.

2. Information technologies, particularly automation and telecommunications, are the *major enhancers* in timely and cost effective delivery of engineering and construction products and related services to Corps customers. In fact, we are at a juncture that our customers expect use of, and communications through, electronic media. The productivity of our increasingly reduced workforce also depends extensively on the power of a personal computer and reliable access to standardized data and associated information systems.

3. You will find information technologies in *all* aspects of your business. However, without appropriate planning and management, investments in these technologies, as well as visual information, printing and publishing, and library services, tends to be done on a stovepipe, departmental, or single organization basis. This is costly! The end results are significant investments, without the benefits of an interconnected and integrated infrastructure, i.e., your information highway and data repositories. With our data becoming increasingly electronic, there also needs to be considerably more proactive management of Command official records--if, for no other reason, than as a basis for legal fact- finding and determinations.

4. As the Corps' Director of Information Management, I am convinced that information technologies must be *managed* through a core, or nucleus, of professional and specialized skills. While many information services can be outsourced/partnered in terms of operational support, an IRM management nucleus of at least four FTE should be identifiable within the MSC's MMD or FTE, with the senior person on that IRM team reporting *directly* to the Command Group. A proactive and cost effective IRM program cannot be achieved without this specific and direct management.

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5. At the enclosure are my guidelines which only address the prudent IRM FTE nucleus baseline within each MSC. We will be using these guidelines in evaluating and making recommendations on individual MSC plans. I am available to discuss specifics of this guidance on an individual basis.

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