

# **MASTER OF SCIENCE IN INFORMATION TECHNOLOGY MANAGEMENT**

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## **PROCESS INNOVATION: ANALYSIS AND REDESIGN OF THE CALIFORNIA ARMY NATIONAL GUARD STATE EMERGENCY MOBILIZATION PROCESS**

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Process innovation can empower an organization to realize orders of magnitude improvement in its key business processes. Through process redesign, information technology can be used as an enabler to support effective, efficient, and cross-functional business processes. The area of research for this thesis is the analysis and redesign of the State Emergency Mobilization Process (SEMP) of the California Army National Guard. This is accomplished through a detailed study of the State Emergency Mobilization Process with an emphasis of the key business processes of the California Army National Guard. The baseline process will be measured and diagnosed for inhibiting pathologies, and redesigned processes will be proposed based on benchmarking best practices of other organizations and by utilizing Process Innovation best practices. Critical process enablers such as people, culture, and technology will be examined and applied to redesign alternatives. Once completed, the best redesigned business process will be recommended and an implementation plan drafted to integrate with the CA-ARNG Strategic Information Systems Plan.

**DoD KEY TECHNOLOGY AREA:** Other (Process Innovation)

**KEYWORDS:** California Army National Guard, Benchmarking, Re-engineering, CA-ARNG, Change Management

## **INFORMATION TECHNOLOGY COMPETENCIES FOR NAVY ENLISTED PERSONNEL**

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The military is experiencing rapid advances in technology that have the potential to revolutionize the way wars are waged. Information Technology (IT) is gaining momentum as the emerging force in modern warfare. To date, much has been spent on new hardware but training and education for this new hardware has been overlooked. In particular, the U.S. Navy has embarked on an ambitious modernization program known as Information Technology for the 21<sup>st</sup> Century (IT-21). IT-21 promises to implement an enterprise-wide information infrastructure yet it does

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not identify who will support this infrastructure. This thesis argues that such an effort is futile unless a properly trained and educated cadre of IT support personnel is created. It specifies the minimum level of IT training required, the degree of specialization needed, and the functional competencies IT specialists should have. Finally, it addresses the issue of whether or not a new set of IT ratings should be developed.

**DoD KEY TECHNOLOGY AREA:** Manpower, Personnel, and Training

**KEYWORDS:** Navy Enlisted, Information Technology, Core Competency, Manpower, and Training