

Integrated Personnel and Pay System – Army (IPPS-A) Increment II



In 1Q – 3QFY25, the Army conducted the Integrated Personnel and Pay System – Army (IPPS-A) Increment II Release 3 verification of fixes test (VFT) to evaluate remaining findings from the limited user test (LUT) that completed in February 2024. The VFT showed that the system no longer requires most of the workarounds needed during the LUT. In July 2025, DOT&E removed IPPS-A Increment II from oversight because testing to inform formal acquisition decisions is complete.

SYSTEM DESCRIPTION

IPPS-A is the Army's online human resources (HR) and pay solution that transforms antiquated personnel and pay systems to a 21st century talent management system. IPPS-A will become the

authoritative data source as the necessary functionality of the legacy systems is subsumed.

The capabilities available in IPPS-A Increment II Release 3 are limited to personnel information for the three components of the Army: Active Duty, Reserves, and the National Guard. The IPPS-A

program management office plans to continue to develop IPPS-A to deliver a full set of capabilities to support pay functionality as well.

IPPS-A is a web-based tool available 24 hours a day and accessible to soldiers, HR professionals, combatant commanders, personnel and pay

managers, and other authorized users throughout the Army.

IPPS-A is intended to be a single, integrated personnel and pay system that soldiers can use to conduct self-service personnel transactions such as a change of address, which is projected to reduce the need for face-to-face interaction with HR professionals.

MISSION

Commanders will employ IPPS-A as a comprehensive system for personnel accountability and unit strength information to support command decisions, regardless of component or geographic location. Army components will use IPPS-A to manage their

members across the full operational spectrum, capturing timely and accurate data through mobilization and demobilization.

PROGRAM

IPPS-A Increment II is a Business Systems Category I program using the Scaled Agile Framework (SAFe®) development method to continue development and deployment of additional capabilities beyond the IPPS-A Increment II Release 3, which subsumed the majority of personnel systems across the Army Active Duty, Reserve, and National Guard components. DOT&E placed IPPS-A on oversight in 2010. IPPS-A continues to develop the IPPS-A Army

Military Payroll capability to provide full pay functionality for all three Army components.

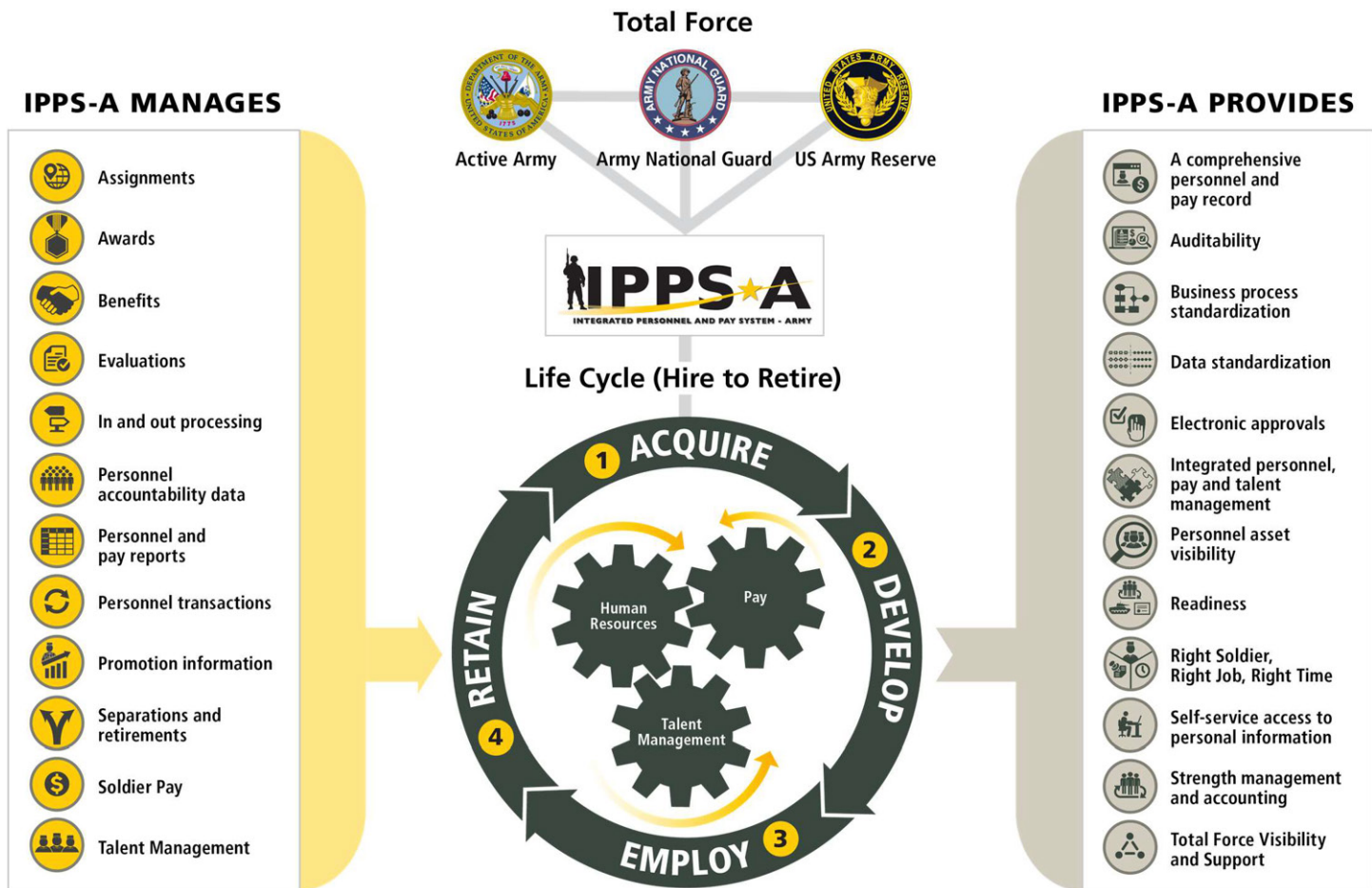
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» MAJOR CONTRACTORS

- CACI International, Inc. – Chantilly, Virginia
- Nakupuna Companies – Arlington, Virginia

TEST ADEQUACY

The Army Test and Evaluation Command (ATEC) conducted a LUT for IPPS-A Increment II Release 2 in 2019, focusing



on the Army National Guard deployment. ATEC then conducted the IPPS-A Increment II Release 3 LUT in two phases between 2022 and 2023, to evaluate the system as released to all three Army components. DOT&E identified deficiencies in IPPS-A Increment II Release 3, and the Army then conducted a VFT between 1Q – 3QFY25 to address the outstanding problems, in accordance with a DOT&E-approved test plan. During the VFT, ATEC gathered data from vendor testing and operations, and solicited user feedback in the form of structured interviews and surveys. The VFT included members of all three Army components (Active Duty, Reserve, and National Guard). In parallel, the Threat Systems Management Office executed a portion of the VFT to evaluate cyber fixes implemented since the LUT. DOT&E monitored the data collection during the VFT.

PERFORMANCE

» EFFECTIVENESS

IPPS-A Increment II Release 3 is operationally effective for most of its personnel tasks. During the VFT, ATEC found that users no longer needed to utilize the unsustainable workarounds required during the LUT, because the functionality was now operational in IPPS-A. Inbound interfaces still have intermittent problems, but ATEC has estimated such problems have minimal operational impact.

The two main functionalities that IPPS-A Increment II has yet to fully subsume are: (1) talent management and (2) readiness

and manning. For readiness and manning functions, the Active Duty component uses the Service for the Analytics and Business Intelligence Reports tool. As planned, the Active Duty component had not fully transitioned to the IPPS-A talent management tool as of the VFT, limiting the evaluation of that area.

The Army Human Resources Command (HRC) service center and over 10,000 customer relationship management groups around the world provide support for IPPS-A users. The HRC uses a help desk ticket system to track and resolve problems. The number of open pay-impacting tickets remained consistent from February 2024 through May 2025, with between 4,000 and 5,000 pay-impacting tickets open at any given time.

» SUITABILITY

IPPS-A Increment II Release 3 is operationally suitable for most of its personnel tasks. During the VFT, HR professional users rated the usability of IPPS-A slightly higher than during the second phase of the LUT, though the usability rating is “marginal.” Leaders and self-service users also rated usability as marginal on average, with no significant changes in rating compared to the ratings during the second phase of the LUT. Users reported inconsistencies in terminology across the system. They also reported they had difficulty navigating to certain functions and often required help, either from the documentation or by consulting other users. The backlog of HR tickets remains at similar levels as when DOT&E reported last year, but the backlog of IT tickets has decreased.

» SURVIVABILITY

ATEC found during the VFT that the previously identified cyber survivability findings have been remediated.

RECOMMENDATION

The Army should:

1. Continue to iteratively test IPPS-A Increment II, including operational testing, through the full release of the Army Military Payroll capability. Testing should be conducted in an operationally realistic environment with all representative interfaces.