



FY 2019 Investment Management Process Briefing

Office of the Chief Management Officer (OCMO)

April 3, 2018 Version 2.0



Agenda

- **Part 1: FY19 Investment Management (IM) Process Overview**
 - Why are we doing this?
 - IM Process principles, definitions, and Integrated Business Framework (IBF)
 - Timeline and key milestones
 - FY19 IM Process changes or refinements: functional strategies, business enterprise architecture (BEA), business capability acquisition cycle (BCAC)
- **Part 2: Data, Tools & Sources**
 - Data Sources and data quality
 - BEA, Organizational Execution Plan (OEP) content, mapping investments
 - DoD IT Investment Portal (DITIP), IBF Data Alignment Portal (IBF-DAP) Module and OEP Submission
- **Part 3: 10 US Code section 2222(g) compliance and records**
 - DoDI 5000.75, BEA, process engineering, Out of cycle requests
- **Part 4: Resources, Questions and Answers**
 - IBF-DAP Demonstration



Part 1: FY19 Investment Management (IM) Process Overview



Major Takeaways for FY19 Process

- Essentially same current, established process used for FY18 & FY17
- Update to the Investment Management Guidance, Version 4.1, *to be issued* – nothing substantial proposed
 - Also updated the Business Enterprise Architecture (BEA) Compliance Guide and Organizational Execution Plan (OEP) Integrated Business Framework Data Alignment Portal (IBF-DAP) Instructions (minor changes to both) – both being posted to IBF-DAP and IBF SharePoint
- All functional strategies were changed, which will necessitate changes to initiatives to investments mapping
- IBF-DAP and DoD IT Investment Portal (DITIP) will be open for FY19 Organizational Execution Plan (OEP) submissions by April 6, 2018. All OEP content must be complete and DITIP will lock on/by 13 July 2018
- OEP data was copied over from FY18 area to the FY19 area in the IBF-DAP
 - To the extent practical



Major Takeaways for FY19 Process

- Business enterprise architecture (BEA) version 11.1 will be the version for FY19 assessments
 - BEA version 11.1 content will be available at <http://bea.osd.mil/>.
 - BEA 11.1 adds Intragovernmental Transactions (IGT) content to the BEA
- In IBF-DAP, the ability to complete FY19 BEA Assessments to version 11.1 will be delayed beyond the April 6, 2018 date
 - Components will be allowed to assert “P- planned compliance” in DITIP to BEA11.1 if they are unable to make a compliance determination initially without the use of IBF-DAP; and components will complete assessments in IBF-DAP when it becomes available (thereby giving users an extension to complete this requirement).
- In DITIP, added new 10 USC 2222(g) code for business process reengineering for “L” Legacy (Not Required)



Types of Changes Being Made in Investment Management Guidance version 4.1

- DCMO to CMO name change
- Updating the purpose statement to better address DoD reform and return on IT investments
- Make text clear that portfolio review includes architecture compliance in addition to just alignment
- Correct incorrect functional strategy business area name of "defense procurement and policy" back to "acquisition"
- Correct an issue identified by Navy in the definitions of core and legacy systems
- Make text consistent because planned compliance applies to business process reengineering (BPR) for title 10 section 2222(g) criteria
- Add additional information and a figure to support DBS certification and the business capability acquisition cycle (BCAC)
- Update timeline and edited text for out of cycle changes to clarify it is for any associated funding change
- Update out of cycle table to address a lesson learned
- Update Appendix A 10 U.S.C. § 2222 text to reflect FY18 NDAA changed text
- Update Appendix G Mandatory Data Elements to reflect that BEA version 11.1 is to be used for FY19 compliance and make authoritative data source consistent for BPR planned compliance,
- Editorial updates to Appendix I References and Resources



Why Are We Doing Defense Business Systems Investment Management?

Operating Performance/Results:

- Restore military readiness as we build a more lethal force
- Bring business reforms to the Department of Defense
 - Instills budget discipline and effective resource management, develops a culture of rapid and meaningful innovation, streamlines requirements and acquisition processes, and promotes responsible risk taking and personal initiative
- Operations - Effectiveness and efficiency of operations - Run its operations efficiently and effectively (Internal Control)
- Reporting - Reliability of reporting for internal and external use (IC, federal law)
- Compliance - Compliance with applicable laws and regulations

Business Process Improvement:

- Guide the development of integrated business processes
- Defense business processes are reviewed, and as appropriate revised, through business process reengineering to match best commercial practices
- Efficient business processes - implement the most streamlined and efficient business processes practicable

Performance Measurement

- Effectiveness (\$) and efficiency (\$) , outcomes and outputs

Content on “Why” slides are direct quotes from law (e.g., 10 USC 2222, 40 USC 11312), SecDef, Federal CIO Council, DoD Strategic Plan, or GAO document (e.g., internal control Green Book)



Why Are We Doing This?

Investment Management – Capital Planning and Investment Control (CPIC):

- Maximizing the value, and assessing and managing the risks, of the information technology acquisitions
- Provide for the selection of investments in information technology [...] to be made [...], the management of those investments, and the evaluation of the results of those investments
- Considering whether to undertake a particular investment in information systems, including criteria related to the quantitatively expressed projected net, risk-adjusted return on investment and specific quantitative and qualitative criteria for comparing and prioritizing alternative information systems investment projects
 - Return can be monetary or non-monetary, or a combination, with factors to include improved mission performance, reduced business process or IT cost, improved process time, increased quality, better agility, improved security, improved compliance, improved reporting, and/or increased user satisfaction.
- Be integrated with the processes for making budget, financial, and program management decisions
- Managed in a manner that provides visibility into, and traceability of, expenditures for the system; A process for the collection and review of programming and budgeting information for covered defense business systems



Why Are We Doing This?

Information for Managing DoD/Architecture Underlying that Information:

- Architecture that will enable the Department of Defense to:
 - comply with all applicable law, including Federal accounting, financial management, and reporting requirements
 - routinely produce verifiable, timely, accurate, and reliable business and financial information for management purposes
 - integrate budget, accounting, and program information and systems
- Business data standards, business performance measures, and business information requirements that apply uniformly throughout the Department of Defense
- Identify whether each existing business system is a part of the business systems environment outlined by the defense business enterprise architecture, will become a part of that environment with appropriate modifications, or is not a part of that environment

Reasonable assurance that the objectives [...] will be achieved:

- Internal control; verifications; oversight body; records - evidence of the [...] decisions, procedures, operations; approvals required [by the] the appropriate approval official



Why Are We Doing This?

Systems:

- Implementation of interoperable defense business system solutions
- System and business system portfolio are or will be in compliance with the [BEA]
- Integrated into a comprehensive defense business enterprise architecture
- Eliminate or reduce the need to tailor commercial off-the-shelf systems to meet or incorporate requirements or interfaces that are unique to the Department of Defense
 - Reduce the need to tailor commercial off-the-shelf systems to meet unique requirements, incorporate unique requirements, or incorporate unique interfaces to the maximum extent practicable
- Uses an acquisition and sustainment strategy that prioritizes the use of commercial software and business practices
- The experience of the Office of Management and Budget (OMB) and General Accounting Office (GAO) has shown that without a complete and enforced EA, federal agencies run the risk of buying and building systems that are duplicative, incompatible, and unnecessarily costly to maintain and integrate
- System has valid, achievable requirements and a viable plan for implementing those requirements (including, as appropriate, market research, business process reengineering, and prototyping activities)
- Appropriate use of open architectures



Key Definitions

- ‘Information system’ means a discrete set of information resources organized for the collection, processing, maintenance, use, sharing, dissemination, or disposition of information
 - ‘Information resources’ means information and related resources, such as personnel, equipment, funds, and information technology
- ‘Defense business system’ means an information system that is operated by, for, or on behalf of the Department of Defense, including any of the following:
 - (i) A financial system. (ii) A financial data feeder system (iii) A contracting system (iv) A logistics system (v) A planning and budgeting system (vi) An installations management system (vii) A human resources management system (viii) A training and readiness system.
 - (B) The term does not include:
 - (i) a national security system; or
 - (ii) an information system used exclusively by and within the defense commissary system or the exchange system or other instrumentality of the Department of Defense conducted for the morale, welfare, and recreation of members of the armed forces using nonappropriated funds.
 - Note per DoD guidance: An IT system which otherwise meets the definition of a DBS but has been determined to not be managed as a DBS solely because it processes classified information or is connected to a classified network or uses non-appropriated funds should be carefully assessed to ensure relevancy of the DBS classification.

See slides 81 and 82 for additional details on DBS determinations



Key Definitions cont.

- ‘Covered defense business system’ means a defense business system that is expected to have a total amount of budget authority, over the period of the current future-years defense program submitted to [...] in excess of \$50,000,000.
 - For the purposes of the investment management guidance, the term ‘covered DBS’ includes those DBS investments greater than the minimum thresholds established by chief management officer (e.g., \$1M over period of FYDP for 4th estate) as well as the statutory thresholds defined in 10 U.S.C. § 2222.
- ‘Priority defense business system’ means a defense business system that is—
 - (A) expected to have a total amount of budget authority over the period of the current future-years defense program [...] in excess of \$250,000,000; or
 - (B) designated by the Deputy Chief Management Officer of the Department of Defense as a priority defense business system, based on specific program analyses of factors including complexity, scope, and technical risk, and after notification to Congress of such designation.



Definitions of Current Services (CS) Development/Modernization (Dev/Mod)

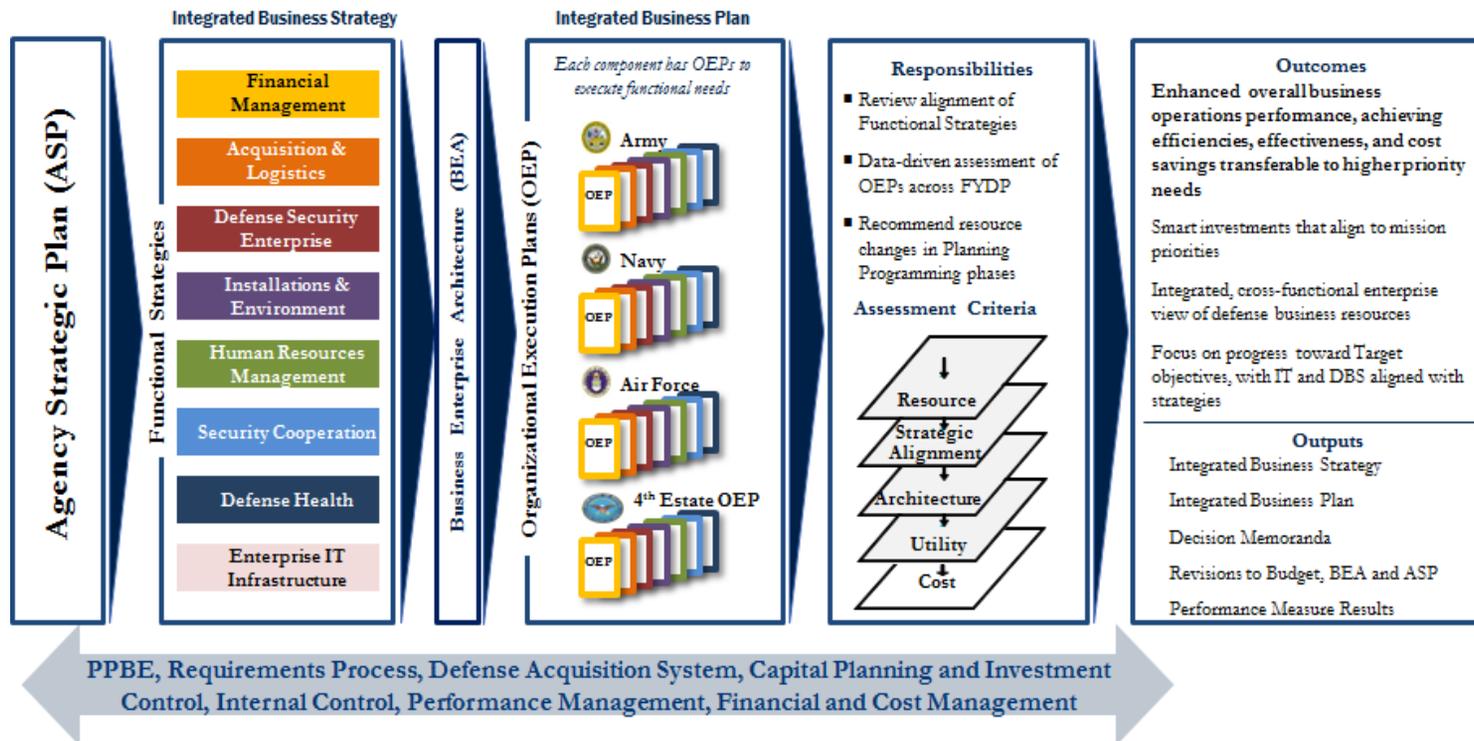
- **Current Services (CS)**
 - Represents the cost of operations at the current capability and performance level of the application, infrastructure program and/or investment when the budget is submitted. That is, the cost with no changes to the baseline other than fact-of-life reductions, termination or replacement.
 - Current Services include: (1) personnel whose duties relate to the general management and operations of information technology, including certain overhead costs associated with Program Management (PM) offices; (2) maintenance of an existing application, infrastructure program or investment; (3) corrective software maintenance, including all efforts to diagnose and correct actual errors (e.g., processing or performance errors) in a system; (4) maintenance of existing voice and data communications capabilities; (5) replacement of broken IT equipment needed to continue operations at the current service level; (6) Technical Refresh; and (7) all other related costs not identified as Development/Modernization
- **Development/Modernization (Dev/Mod) Enhancement (DME)**
 - Refers to projects and activities leading to new IT assets/systems, as well as projects and activities that change or modify existing IT assets to substantively improve capability or performance, implement legislative or regulatory requirements, or meet an agency leadership request. DME activity may occur at any time during a program's life cycle.
 - As part of DME, capital costs can include hardware, software development and acquisition costs, commercial off-the-shelf acquisition costs, government labor costs, and contracted labor costs for planning, development, acquisition, system integration, and direct project management and overhead support.

Source: DoD 7000.14-R Financial Management Regulation Volume 2B, Chapter 18 Sept 2015



Integrated Business Framework (IBF)

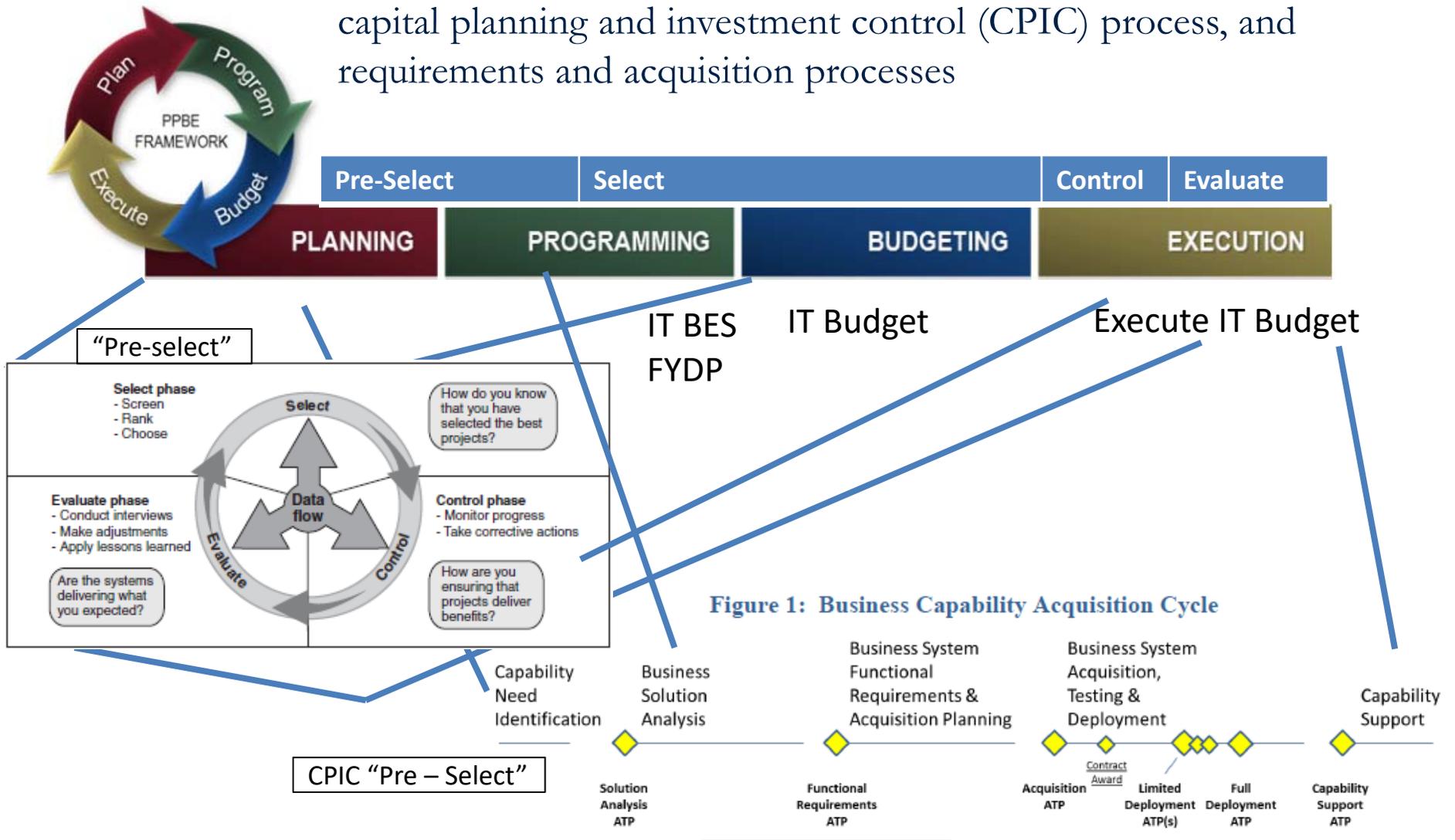
- Provides an overarching framework to manage DoD's business operations from the creation of strategic objectives through the investment management process to the measurement of outcomes
- Provides the DBC with a mechanism to manage the capital planning and investment control (CPIC) process, align strategies to outcomes, improve agility, and promote effective decision making





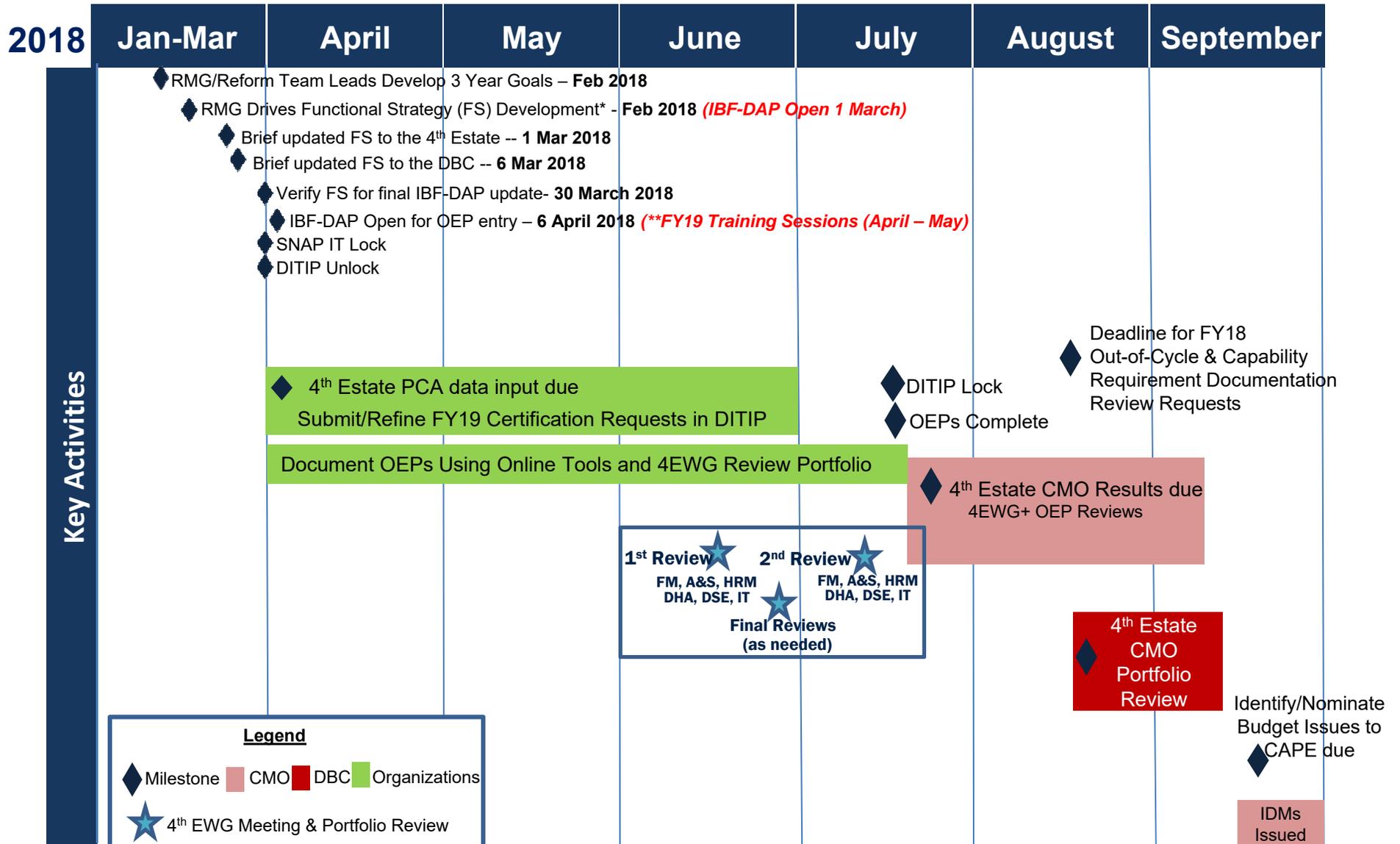
Relevant Processes

- Planning, Programming, Budgeting & Execution Process (PPBE), capital planning and investment control (CPIC) process, and requirements and acquisition processes





FY19 Investment Management Timeline





FY19 Investment Review: Key Milestones

MILESTONE	DATE
Final Functional Strategy content loaded in IBF-DAP	30 March 2018
IBF-DAP Open for OEP Note: BEA 11.1 content may not be available on this Apr 6 date	6 April 2018
DITIP Open Note: Update of DITIP with BEA 11.1 “planned” compliance is an option	6 April 2018
Portfolio Analysis including <i>recommendation for</i> DBS Issue Papers	May - July 2018
Portfolio reviews briefed to 4th Estate Working Group (4EWG) - TBD – FM #1, HRM #1, DHA#1, A&S #1, IT #1, DSE #1 - TBD – FM #2, HRM #2, DHA#2, A&S #2, IT #2, DSE #2	June - July 2018
OEP Submissions Complete - Initial DITIP and IBF-DAP Lock - DITPR updated	13 July 2018
FY19 4th Estate Portfolio Analysis	TBD
Final DITIP/DITPR and IBF-DAP Lock	TBD
Budget Issue Nominations due to CAPE	TBD
Deadline for FY18 OOC requests & related business capability acquisition cycle (BCAC) documentation requests for FY18 obligations	17 August 2018
DBC MilDeps OEP Briefing	TBD (August 2018)
DBC 4th Estate OEP Briefing	TBD (August 2018)
FY19 IDMs Issued	21 September 2018



FY19 Expectations (Similar to FY18)

- **DoD Reform**
 - Functional strategy initiatives marked “Reform”
- **Align business resource investments with strategy:**
 - Analyze resource allocation across the FYDP against Functional Strategy initiatives
- **Mature DoD’s implementation of CPIC for DBS’s:**
 - Capture pre-certification authority (PCA) criteria, and subsequent results, used for:
 - Selecting investments
 - Aligning investments to Functional Strategy initiatives
 - Identifying duplication
- **Cost culture:**
 - Return on investment (ROI)
- **Optimize the DoD’s business environment:**
 - Improve business processes
 - Improve BEA content
- Identify duplication and overlap in defense business system capability
- Continually review and revise DoD business processes - components report results in annual review
- **Perform majority of analysis at portfolio level; Some analysis at system level when:**
 - Dev/Mod for investment with no approved capability requirement and solution analysis document (Capability requirements etc.)
 - Dev/Mod with investment and not identified in Roadmap to target environment
 - Dev/Mod investment high, but not aligned to any strategic initiative
 - Dev/Mod or large Current Services investment with inferred alignment to an initiative but not selected alignment to initiative
 - Signs of duplicative investment



Functional Portfolio Management Review Criteria

- Review portfolios and make improvements in rationalization toward target environment
- MilDep participation as required for enterprise issues
- Enforce entrance criteria – OEPs must meet the following:
 - All mandatory data elements in authoritative data sources are completed, as per Appendix G of the Investment Management Guidance
 - Pay particular attention to your 10 USC 2222(g) determinations recorded in DITIP, for example, do you have “N” No values and if so, why? Are any Planned compliance dates in the past?
 - Additional OEP elements have been received (certification requests in DITIP; data in OEP tool; signed PCA request (PCR) memo addressing BEA compliance, appropriate business process reengineering (BPR) undertaken, etc.)
 - All FY18 4th Estate IDM Actions/Conditions responses have been submitted or closed
 - MilDep CMOs do same for their portfolios



Functional Portfolio Management Teams

OSD Functional Portfolio Managers			CMO Functional Team Leads
	Management level	OSD Working level	
Financial Management	Mr. Mark Easton USD(C)	Greg Little	Ms. Sharon Sasser
Acquisition and Sustainment	Dr. Nancy Spruill USD(A&S)	Art Holland	Mr. Gamal Salem
Logistics and Materiel Readiness	Mr. Gary Motsek USD(A&S)	Nathan Shepherd	Mr. Gamal Salem
Energy, Installations & Environment	Mr. Randy Turner	Randy Turner	Mr. Gamal Salem
Human Resources Management	Mrs. Katrina Logan USD(P&R)	Jessie Crawford	Mr. David Hill
Enterprise Information Technology Infrastructure	Ms. Essye Miller DoD CIO	Al Johnson	Mr. Dave Brown
Defense Security Enterprise	Mr. Robert Montgomery USD(I)	Sheldon Soltis	Mr. Dave Brown



IM Process Summary (Focused on Systems Used to Facilitate)

- Capability need > capability requirement and solution analysis documents (formerly known as problem statement) – approved by the CMO (4th Estate, of more than one DoD component supporting, and Priority DBS) or MilDep CMO as delegated by CMO.
 - Done using DoDI 5000.75 BCAC process and entered in CMO BCAC Portal
 - Required before one can obligate Dev Mod funds to develop or procure a system (materiel solution)
 - Previously approved problem statements must still be relevant for the FY19 cycle (e.g., capability gaps relevant, anticipated return-on-Investment (RoI)/ net benefits still valid)
- Investment created in DoD Information Technology Investment Portal (DITIP), system entered in the DoD IT Portfolio Repository (DITPR), and budget date entered in the Select & Native Programming Data Input System for Information Technology (SNaP-IT)
 - Budget in SNaP-IT for appropriated funds {e.g., for FY19 recognizing 28 Apr due date}
 - Briefly explain in DITIP comments any differences between cert request and budget
 - Business capability acquisition cycle (BCAC) carried out per DoD Instruction 5000.75
 - Business Enterprise Architecture (BEA) alignments and compliance assessments completed
 - Business Enterprise Architecture (BEA), Business Process Reengineering (BPR), valid requirements, and other 10 USC 2222(g) assertions entered into DITIP following DITIP instructions
 - Certification requests entered in DITIP, following DITIP instructions at <https://snap.cape.osd.mil/ITPortal/PortalHome.aspx>
- Data quality per Guidance Appendix G
 - E.g., same name and acronym used in DITIP/DITPR for the new investment, and the Unique Investment Identifier (UII) number created in DITIP; lifecycle and interfaces data; etc.



IM Process Summary (Continued)

- Integrated Business Framework Data Alignment Portal (IBF-DAP)
 - Complete BEA assessments for FY19 in BEA tab [*when tab opens*]
 - If there are no changes, FY19 assessments can be locked for FY19. FY18 assessments that still show "In progress" will remain open until IDM condition is closed.
 - Those FY18 assessments still awaiting review or verification will be left open, but if they are for covered DBS that will be in the FY19 cycle, ***those systems will be subject to disapproval or FY19 conditions or data quality actions (4th estate) if they are not eventually completed and locked.***
 - Organizational execution plan (OEP) brief in OEP tab
 - Primary Business Operations, Accomplishments, PCA Review Results, Risks & Challenges, Goals, Initiatives, Attachments (e.g., updated roadmap to the target), Comments
 - Aligned investments (systems) to functional strategy and component strategy initiatives
 - Especially for ~150 DBS=Yes in DITPR with FY19 Dev Mod and >\$1M over FY19 FYDP
- Pre-certification authority (PCA) request memo
 - *Uploaded in IBF-DAP for primary cycle and in DITIP for out of cycles*



Return on Investment (ROI)

- Monetized ROI is defined as net benefits (total benefits minus investment costs) divided by investment costs
- Decision-makers assess ROI during the Select phase to make an informed decision to proceed with an investment. During the Control phase, organizations might update ROI due to programmatic actions, changes to evaluation and assessment information, or changes in statutory guidance. In the Evaluate phase, ROI is assessed to determine if it was realized or not.
- ROI may not be fully quantifiable for certain types of investments.
- ROI includes consideration of costs, benefits, risk, and uncertainty.
 - Costs for the analyses include all relevant costs of each alternative (status quo and option(s)), such as as-is costs, future costs, development costs, modernization costs, direct labor costs, and any other costs attributable for the business process(es) the IT investment is benefitting and the IT investment.
 - Two broad categories of costs that are not relevant in ROI analysis are sunk costs and future costs that do not differ between alternatives. Sunk costs and already realized benefits are not included in the comparison of alternatives.
 - Whenever possible, quantify costs and benefits associated with each alternative under consideration, so they may be included in the economic analysis calculations. When quantification is not possible, the analysis should still attempt to document significant (qualitative) costs and benefits. At a minimum, provide qualitative costs or benefits in narrative format



Return on Investment (ROI)

- Useful references

- DoD Instruction 7041.03, Economic Analysis for Decision-making
- DoD Instruction 7041.04, Estimating and Comparing the Full Costs of Civilian and Active Duty Military Manpower and Contract Support
- OMB Circulars A-11 (Preparation, Submission, and Execution of the Budget) and A-130 (Management of Federal Information Resources) and A-94, “Guidelines and Discount Rates for Benefit-Cost Analysis of Federal Programs
- To inform calculations involving man-hours related to work years, OSD Cost Assessment and Program Evaluation (CAPE)-approved manpower rates tables are found at: <https://www.cape.osd.mil/CostGuidance/>. Full Cost of Manpower (FCOM) is located at https://fcom.cape.osd.mil/FCoM_Publish/user/default.aspx



BEA, Functional Strategy, OEP Content, and DITIP

FY19 IRB Primary Review Cycle

- BEA *content* changed: (Version 11.1 applies)
 - BEA Compliance Guidance updated
 - BEA version 11.1 content will be published and made available in the near future. Components will be notified once available.
- Functional strategies: All have been updated
- IBF-DAP FY18 OEP data copied over to FY19
- For the FY19 investment review cycle, OEPs will still consist of multiple elements:
 - OEP “brief” data elements in IBF-DAP
 - Data in authoritative sources (DITIP, DITPR, BEA Compliance per caveat above), SNaP-IT)
 - PCR Memo (attached in the IBF-DAP Portal)
 - Report results of annual business processes review (Added in FY18 to meet T10/Sec. 2222(d)(1))
- DITIP – complete new 2222(g) results of assessments

BEA content published at <http://dcmo.defense.gov/Products-and-Services/Business-Enterprise-Architecture/>



Functional Strategies

Functional Strategies	Changes for FY19	Notes
Acquisition and Logistics (Acquisition and Contract Management)	Yes	Renamed to Acquisition and Sustainment
Acquisition and Sustainment (Logistics and Supply Chain Management)	Yes	Renamed to Logistics and Supply Chain Management
Defense Security Enterprise	Yes	
Enterprise IT Infrastructure (EITII)	Yes	
Financial Management	Yes	
Human Resources Management	Yes	
Health Management (Defense Health)	Yes	New for 2019
Energy, Installations and Environment	Yes	

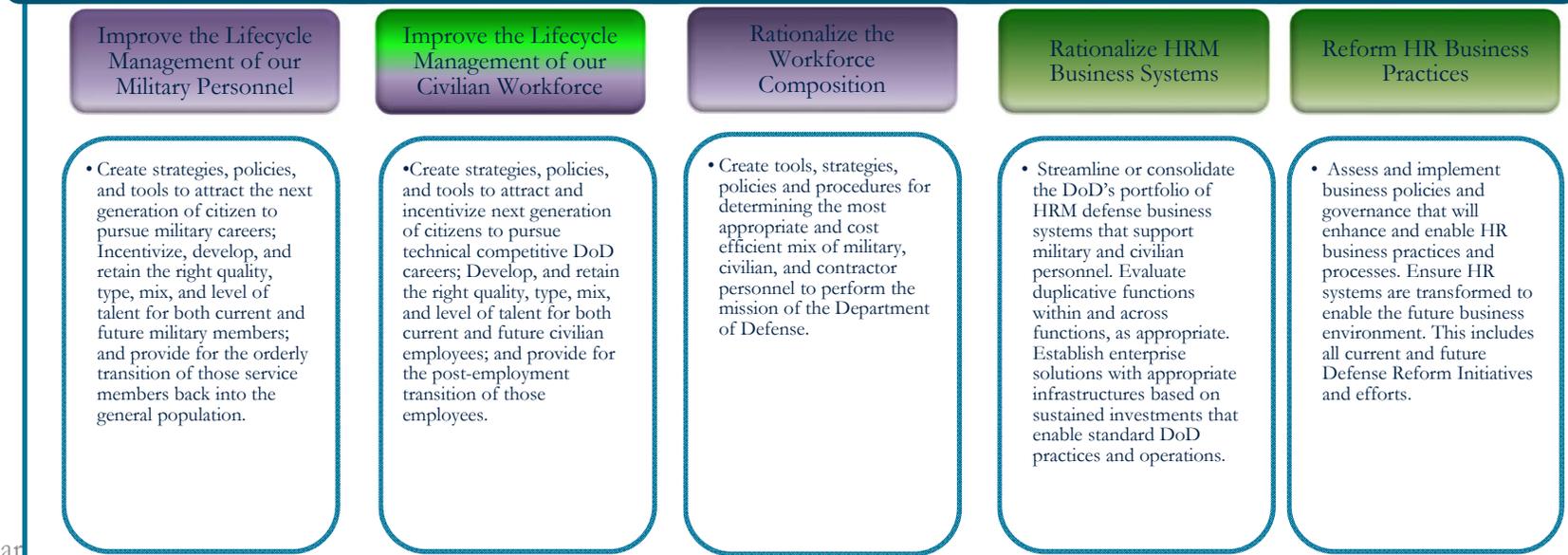


HRM FS Overview

National Security Strategy



HRM Functional Strategy





HRM FS Proposed Initiatives for the FY19 FS

Title	Initiatives
Improve the Lifecycle Management of our Military Personnel	Incorporate Joint Officer Management Policy Changes into a Technical Solution
	Implement Strategy to Provide a Common Data Structure for a Single Military Personnel Record
	Enterprise Solution for Virtual Military Accessions
Improve the Lifecycle Management of our Civilian Workforce	Establish a virtual Enterprise Talent Development Center for DoD
	Support Implementation of Cyber Excepted Workforce
Rationalize the Workforce Composition	Ensure the right mix of military, civilian, and contracted support
Rationalize HRM Business Systems	Consolidate and Modernize DCPDS
	Eliminate and retire duplicative systems
	Develop an Enterprise LMS Solution
Reform HR Business Practices	Implement Community Services Management
	Modernize Travel
	Evaluate DoDEA Transfer CONUS Schools to Local districts
	Establish Enterprise Data to Decisions Information Environment



Health Management Strategy Map

Vision: Unified and Ready



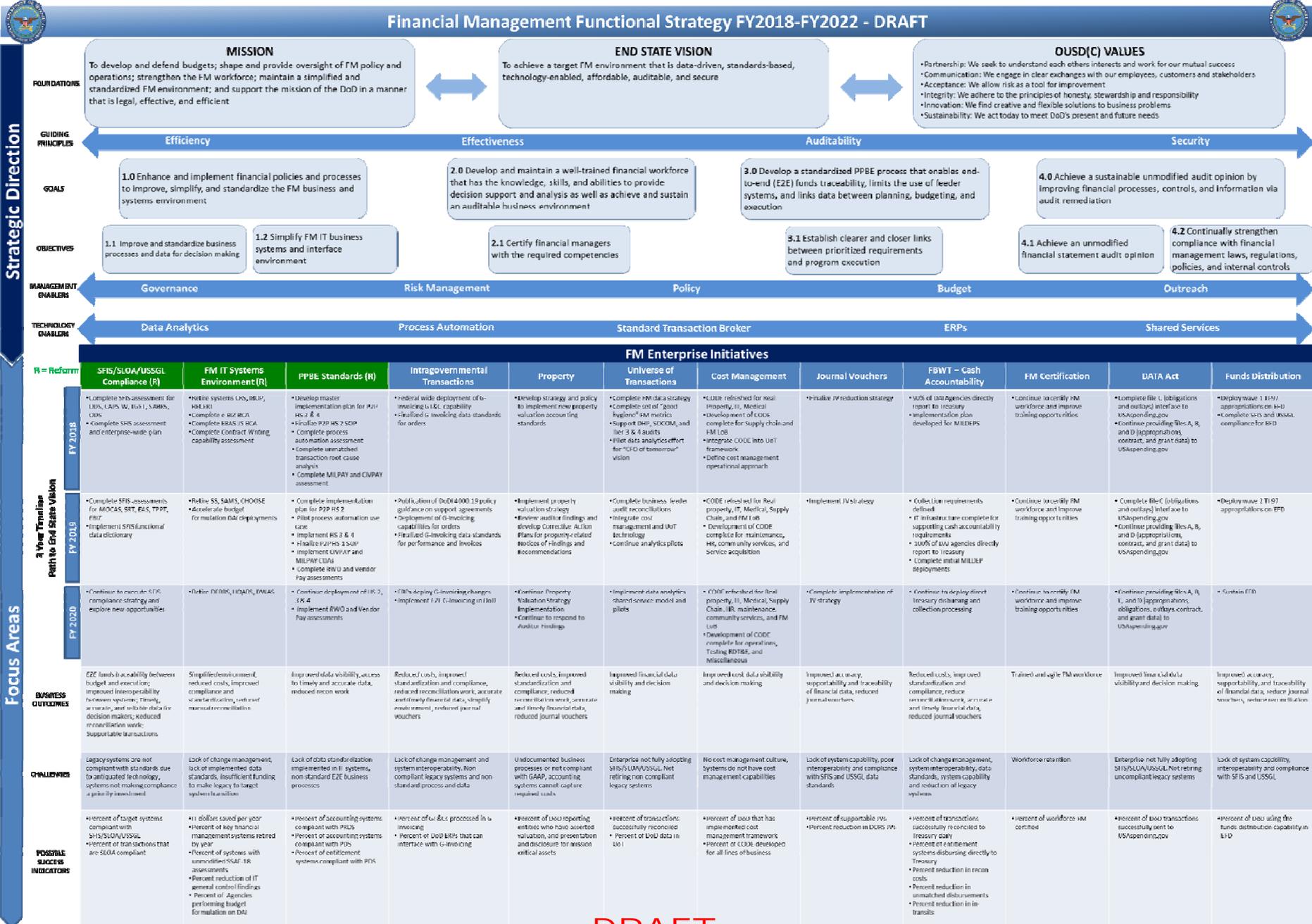
Ready Medical Force

Medically Ready Force

INTEGRATED SYSTEM OF READINESS AND HEALTH

	WORKFORCE	MILITARY SERVICES	PATIENTS	COMBATANT COMMANDS
ENDS	<p>Empower and Care for Our People</p> <p>"I get joy from the work I do every day."</p>	<p>Optimize Operations across the Military Health System</p> <p>"DHA provides the best training platforms to enhance readiness."</p>	<p>Co-Create optimal outcomes for health, well-being, and readiness</p> <p>"Health better than I've ever known; care better than I've ever seen."</p>	<p>Deliver solutions to Combatant Commands</p> <p>"DHA provides health solutions that meet joint mission needs."</p>
WAYS	Build Robust Improvement Capability (W1)	Unify and Fully Integrate the Enterprise Support Activities (W4)	Improve Readiness, Health, and Experience (W8)	Deploy Solutions for 21 st Century Battlespace (W10)
	Ensure that Everyone Can Succeed (W2)	Manage and Administer MTFs (W5)	Strengthen Strategic Partnerships and Alliances (W9)	
		Modernize Private Sector Component of TRICARE Program in Support of Readiness and Health (W6)		
		Deliver and Sustain Electronic Health Records (W7)		
		Gather, Develop, and Prioritize Requirements (W3)		
MEANS	Optimize Critical Internal Management Processes (M1)			

Financial Management Functional Strategy FY2018-FY2022 - DRAFT



MISSION
To develop and defend budgets; shape and provide oversight of FM policy and operations; strengthen the FM workforce; maintain a simplified and standardized FM environment; and support the mission of the DoD in a manner that is legal, effective, and efficient

END STATE VISION
To achieve a target FM environment that is data-driven, standards-based, technology-enabled, affordable, auditable, and secure

OUSD(C) VALUES
 • Partnership: We seek to understand each others interests and work for our mutual success
 • Communication: We engage in clear exchanges with our employees, customers and stakeholders
 • Acceptance: We allow risks as a tool for improvement
 • Integrity: We adhere to the principles of honesty, stewardship and responsibility
 • Innovation: We find creative and flexible solutions to business problems
 • Sustainability: We act today to meet DoD's present and future needs

GUIDING PRINCIPLES
 ← Efficiency Effectiveness Auditability Security →

GOALS
 1.0 Enhance and implement financial policies and processes to improve, simplify, and standardize the FM business and systems environment
 2.0 Develop and maintain a well-trained financial workforce that has the knowledge, skills, and abilities to provide decision support and analysis as well as achieve and sustain an auditable business environment
 3.0 Develop a standardized PPBE process that enables end-to-end (E2E) funds traceability, limits the use of feeder systems, and links data between planning, budgeting, and execution
 4.0 Achieve a sustainable unmodified audit opinion by improving financial processes, controls, and information via audit remediation

OBJECTIVES
 1.1 Improve and standardize business processes and data for decision making
 1.2 Simplify FM IT business systems and interface environment
 2.1 Certify financial managers with the required competencies
 3.1 Establish clearer and closer links between prioritized requirements and program execution
 4.1 Achieve an unmodified financial statement audit opinion
 4.2 Continually strengthen compliance with financial management laws, regulations, policies, and internal controls

MANAGEMENT ENABLERS
 ← Governance Risk Management Policy Budget Outreach →

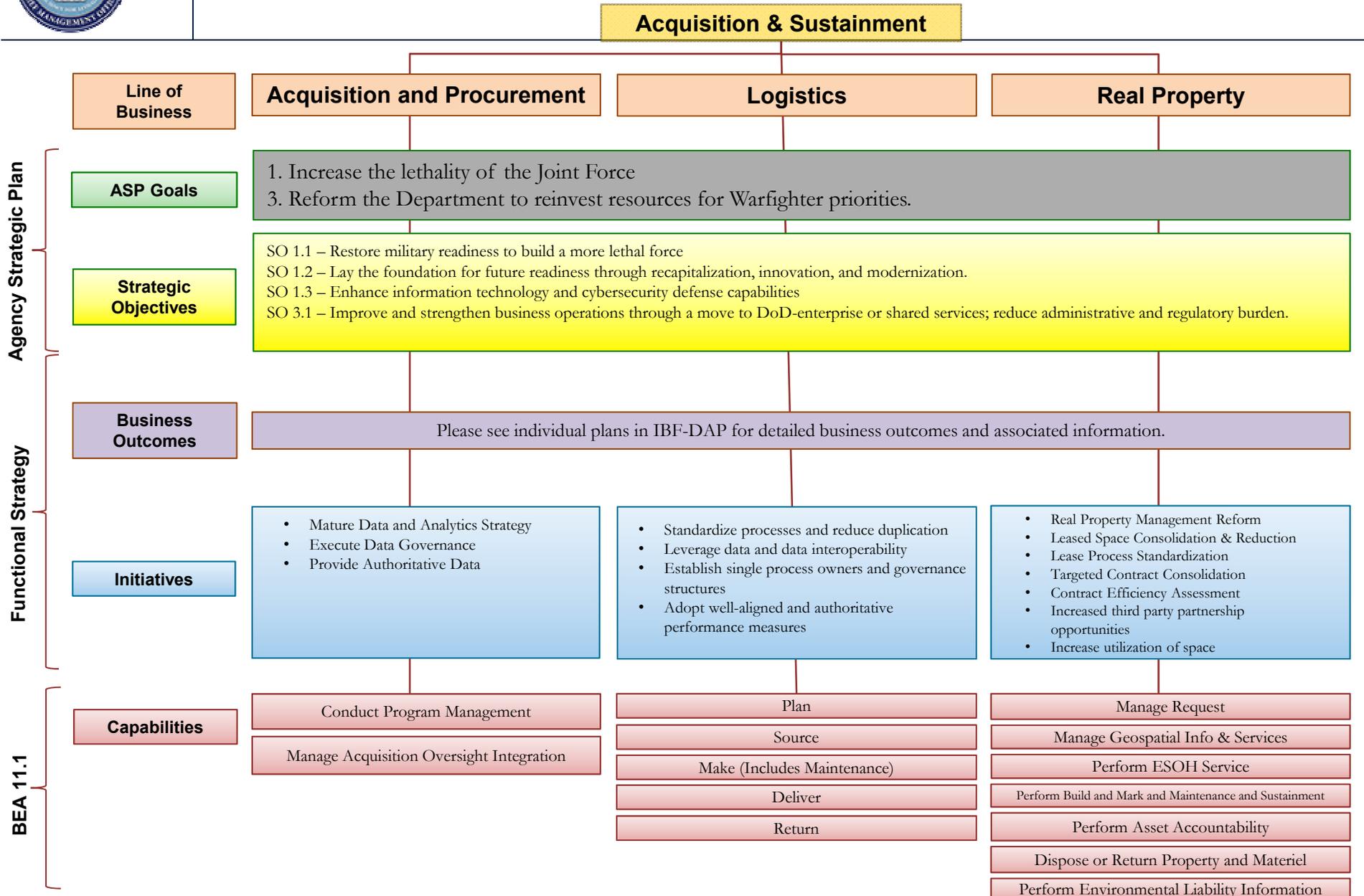
TECHNOLOGY ENABLERS
 ← Data Analytics Process Automation Standard Transaction Broker ERPs Shared Services →

FM Enterprise Initiatives

IR = Redempt	SFIS/SLOA/USGL Compliance (R)	FM IT Systems Environment (R)	PPBE Standards (R)	Intragovernmental Transactions	Property	Universe of Transactions	Cost Management	Journal Vouchers	FBWT - Cash Accountability	FM Certification	DATA Act	Funds Distribution
FY 2018	<ul style="list-style-type: none"> Complete SFIS assessment for LUIS, LUIS W, RUC-1, AARMS, OAPS Complete SFIS assessment and enterprise-wide plan 	<ul style="list-style-type: none"> Rollout systems LUIS, RUC-1, AARMS Complete e-Proc etc. Complete SFIS to SGA Complete Contract Writing capability assessment 	<ul style="list-style-type: none"> Develop master implementation plan for PDP HS 3 & 4 Finalize PDP HS 2 SSCP Complete process automation assessment Complete unmatched transaction root cause analysis Complete MILPAY and CWPAY assessment 	<ul style="list-style-type: none"> Federal wide deployment of G-invoicing (L&C) capability Finalized G-invoicing data standards for orders 	<ul style="list-style-type: none"> Develop strategy and policy to implement new property valuation accounting standards 	<ul style="list-style-type: none"> Complete FM data strategy Complete set of "good hygiene" FM metrics (Supplies, DMS, SDCOM, and Tier 3 & 4 audits) Finalize data analytics effort for "ICD of tomorrow" vision 	<ul style="list-style-type: none"> CODE refreshed for Real Property, IT, Medical, Supply Chain, and FM LOB Development of CODE complete for supply chain and FM LOB Integrate CODE into UoI framework Define cost management operational approach 	<ul style="list-style-type: none"> Finalize IV strategy 	<ul style="list-style-type: none"> 100% of OIG Agencies directly report to Treasury Implementation plan developed for MILREP 	<ul style="list-style-type: none"> Continue to certify FM workforce and improve training opportunities 	<ul style="list-style-type: none"> Complete file C (obligations and entries) interface to USAspending.gov Continue providing files A, B, and D (appropriations, contract, and grant data) to USAspending.gov 	<ul style="list-style-type: none"> Deploy wave 1 BSW/ appropriations on I&D Complete SFIS and USGL compliance for BSW
FY 2019	<ul style="list-style-type: none"> Complete SFIS assessments for MOCAS, SRT, FAS, TPTT, FBWT Implement SFIS functional data dictionary 	<ul style="list-style-type: none"> Rollout SS, SAMS, CHOOSE Accelerate budget for mutation DAI deployments 	<ul style="list-style-type: none"> Complete implementation plan for PDP HS 2 Pilot process automation use case Implement HS 3 & 4 Finalize PDP HS 1 SSCP Implement UWPAY and MILPAY CDA's Complete RWO and Vendor Pay assessments 	<ul style="list-style-type: none"> Pullification of DoD 4000 19 policy guidance on support agreements Deployment of G-invoicing capabilities for orders Finalized G-invoicing data standards for performance and invoices 	<ul style="list-style-type: none"> Implement property valuation strategy Review auditor findings and develop Corrective Action Plans for property-related notices of findings and recommendations 	<ul style="list-style-type: none"> Complete business level audit reconciliations Integrate cost management and UoI technology Continue analytics pilots 	<ul style="list-style-type: none"> CODE refreshed for Real Property, IT, Medical, Supply Chain, and FM LOB Development of CODE complete for maintenance, HS, community services, and service acquisition 	<ul style="list-style-type: none"> Implement IV strategy 	<ul style="list-style-type: none"> Collate requirements defined IT infrastructure complete for supporting cash accountability requirements 100% of OIG agencies directly report to Treasury Complete initial MILREP deployments 	<ul style="list-style-type: none"> Continue to certify FM workforce and improve training opportunities 	<ul style="list-style-type: none"> Complete file C (obligations and entries) interface to USAspending.gov Continue providing files A, B, and D (appropriations, contract, and grant data) to USAspending.gov 	<ul style="list-style-type: none"> Deploy wave 2 TR97 appropriations on EFD
FY 2020	<ul style="list-style-type: none"> Continue to execute SFIS compliance strategy and explore new opportunities 	<ul style="list-style-type: none"> Rollout DTRBS, UQAPR, DMJAS 	<ul style="list-style-type: none"> Continue deployment of RUC-1, RUC-4 Implement RWO and Vendor Pay assessments 	<ul style="list-style-type: none"> FBWT Deploy (allowing changes) Implement I-21 (allowing in bill) 	<ul style="list-style-type: none"> Continue Property Valuation Strategy Implementation Continue to respond to Auditor findings 	<ul style="list-style-type: none"> Shared service model and pilots 	<ul style="list-style-type: none"> CODE refreshed for Real Property, IT, Medical, Supply Chain, IR, maintenance, community services, and FM LOB Development of CODE complete for operations, Testing, RDT&S, and Miscellaneous 	<ul style="list-style-type: none"> Complete implementation of IV strategy 	<ul style="list-style-type: none"> Continue to deploy direct Treasury disbursing and collection processing 	<ul style="list-style-type: none"> Continue to certify FM workforce and improve training opportunities 	<ul style="list-style-type: none"> Continue providing files A, B, C, and D (appropriations, obligations, OIGAS, contract, and grant data) to USAspending.gov 	<ul style="list-style-type: none"> Sustain EFD
BUSINESS OUTCOMES	E2E funds traceability between budget and execution; improved interoperability between systems; timely, accurate, and reliable data for decision makers; reduced reconciliation work; Supportable transactions	Single file interface; reduced costs; improved compliance and standardization; reduced manual reconciliation	Improved data visibility, access to timely and accurate data; reduced error work	Reduced L&C; improved standardization and compliance; reduced reconciliation work; accurate and timely financial data; simplify multi-agency, reduced journal vouchers	Reduced costs; improved standardization and compliance; reduced reconciliation work; accurate and timely financial data; reduced journal vouchers	Improved financial data visibility and decision making	Improved cost data visibility and decision making	Improved accuracy, supportability and traceability of financial data; reduced journal vouchers	Reduced L&C; improved standardization and compliance; reduced reconciliation work; accurate and timely financial data; reduced journal vouchers	Trained and agile FM workforce	Improved data visibility and decision making	Improved accuracy, supportability, and traceability of financial data; reduced journal vouchers; reduce reconciliation
CHALLENGES	Legacy systems are not compliant with standards due to antiquated technology; systems not making compliance a priority investment	Lack of change management; lack of implemented data standards; insufficient funding to make legacy to target systems transition	Lack of data standardization implemented in IT systems; non standard E2E business processes	Lack of change management and system interoperability; non compliant legacy systems and non standard process and data	Undocumented business processes or not compliant with GAAP; accounting systems cannot capture required costs	Enterprise not fully adopting SFIS/SLOA/USGL; not retiring non compliant legacy systems	No cost management culture; systems do not have cost management capabilities	Lack of system capability; poor interoperability and compliance with SFIS and USGL data standards	Lack of change management; system interoperability; data standards; system capability and reduction of legacy systems	Workforce retention	Enterprise not fully adopting SFIS/SLOA/USGL; not retiring non compliant legacy systems	Lack of system capability; interoperability and compliance with SFIS and USGL
POSSIBLE SUCCESS INDICATORS	<ul style="list-style-type: none"> Percent of target systems compliant with SFIS/SLOA/USGL Percent of transactions that are SLOA compliant 	<ul style="list-style-type: none"> \$ in dollars saved per year Percent of key financial management systems retired by year Percent of systems with successful SCAF-TR assessments Percent reduction of IT general control findings Percent of Agencies performing budget for mutation on DAI 	<ul style="list-style-type: none"> Percent of accounting systems compliant with PDS Percent of accounted systems compliant with PDS Percent of entitlement systems compliant with PDS 	<ul style="list-style-type: none"> Percent of L&C processed in G-invoicing Percent of L&C that can interface with G-invoicing 	<ul style="list-style-type: none"> Percent of UoI reporting entries who have asserted valuation and presentation and disclosure for mission critical assets 	<ul style="list-style-type: none"> Percent of transactions successfully reconciled Percent of UoI data in UoI 	<ul style="list-style-type: none"> Percent of UoI that has implemented cost management framework Percent of CODE developed for all lines of business 	<ul style="list-style-type: none"> Percent of supportable IVs Percent reduction in errors IVs 	<ul style="list-style-type: none"> Percent of transactions successfully reported to Treasury daily Percent of entitlement systems disbursing directly to Treasury Percent reduction in recon costs Percent reduction in unmodified disclosures Percent reduction in inter-agency 	<ul style="list-style-type: none"> Percent of workforce met certified 	<ul style="list-style-type: none"> Percent of BSW transactions successfully sent to USAspending.gov 	<ul style="list-style-type: none"> Percent of UoI using the funds distribution capability in EFD



Acquisition & Sustainment Functional Business Strategy





EI&E Initiative Alignment

EI&E collected the strategic goals for each Directorate for FY19 and incorporated those into EI&E's overall Functional Strategy. In total, sixty-seven (67) strategic goals were collected. Each goal directly supports and aligns to the ASD (EI&E's) Strategic Goals. Illustrated in this slide are just samples of these goals from the directorates within EI&E

- BSI (8)**
1. Real Property Inventory Information Management
 2. Financial Improvement & Audit Response (FLAR)
 3. EI&E IT Portfolio Management

- FIM (5)**
1. Achieve DoD sustainment goal (90%)
 2. Reduce the number of "failing" facilities within DoD through demolition and recapitalization
 3. Ensure Long-Term Viability of Military Housing Privatization Initiative (MHPI) Program

- Operational Energy (8)**
1. Identify OE risks in plans, concepts, and wargames
 2. Develop OE technologies to improve military capabilities
 3. Enhance mission effectiveness through OE training, C2, equipment

- ESOH (9)**
1. Safe Drinking Water Performance (PFOS/PFOA)
 2. Workplace Safety Standards
 3. EPA Superfund Reform Initiative

- ASD (EI&E) Strategic Goals**
1. Review installations and infrastructure to identify actions to eliminate waste
 2. Smarter Facility Contract Management
 3. Mission Assurance through Utility Resiliency
 4. New opportunities for third party partnerships
 5. Robust environmental stewardship providing for the safety and welfare of our people
 6. Defense Communities Collaboration concerning quality of life for our soldiers & families
 7. Identify and mitigate the risk posed by underfunded installation needs.

- OEA (12)**
1. Provide advice & technical assistance to Defense-dependent communities in efforts for diversifying their economic bases.
 2. Provide grants for economic adjustment, special impact assistance, and joint land use studies to eligible communities
 3. Assist state & local governments with special impacts assistance generated by major expansions or establishing new DoD installations

- Installation Energy (6)**
1. Improving the energy resilience of our installations.
 2. Improving the cybersecurity of mission critical facility related control systems
 3. Reducing the demand for installation energy & water through conservation and efficiency

- Siting Clearinghouse (10)**
1. Review of Energy Projects to protect ability to conduct missions
 2. Coordinate with States on Compatible Energy Development
 3. Coordinate across DoD on broader encroachment issues

- Basing (9)**
1. Guam/CNMI Implementation
 2. Readiness and Environmental Protection Integration (REPI)
 3. European Infrastructure Consolidation Implementation



DSE Key Focus Areas

1. Modernize Security Investigations

PG 1.4.1: Personnel Vetting Reform

PG 3.1.5: Provide necessary community services at reduced cost to the DoD by moving to either shared services or outsourced support models

2. Counter Insider Threat

PG 1.4.1: Personnel Vetting Reform

3. Develop Security IT Architecture

PG 1.4.2: DSE Organizational Alignment Reform

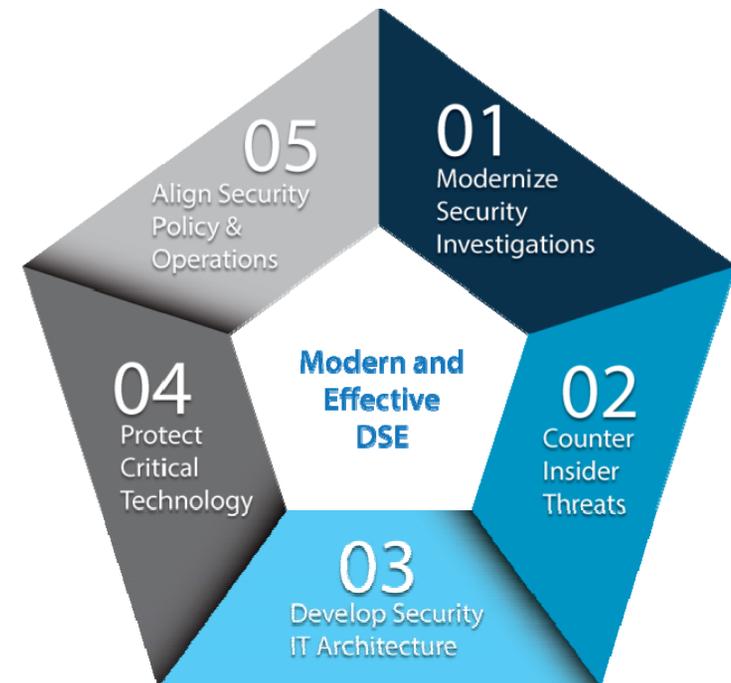
PG 3.1.5: Provide necessary community services at reduced cost to the DoD by moving to either shared services or outsourced support models

4. Protect Critical Technology

PG 1.4.1: Personnel Vetting Reform

5. Align Security Policy and Operations

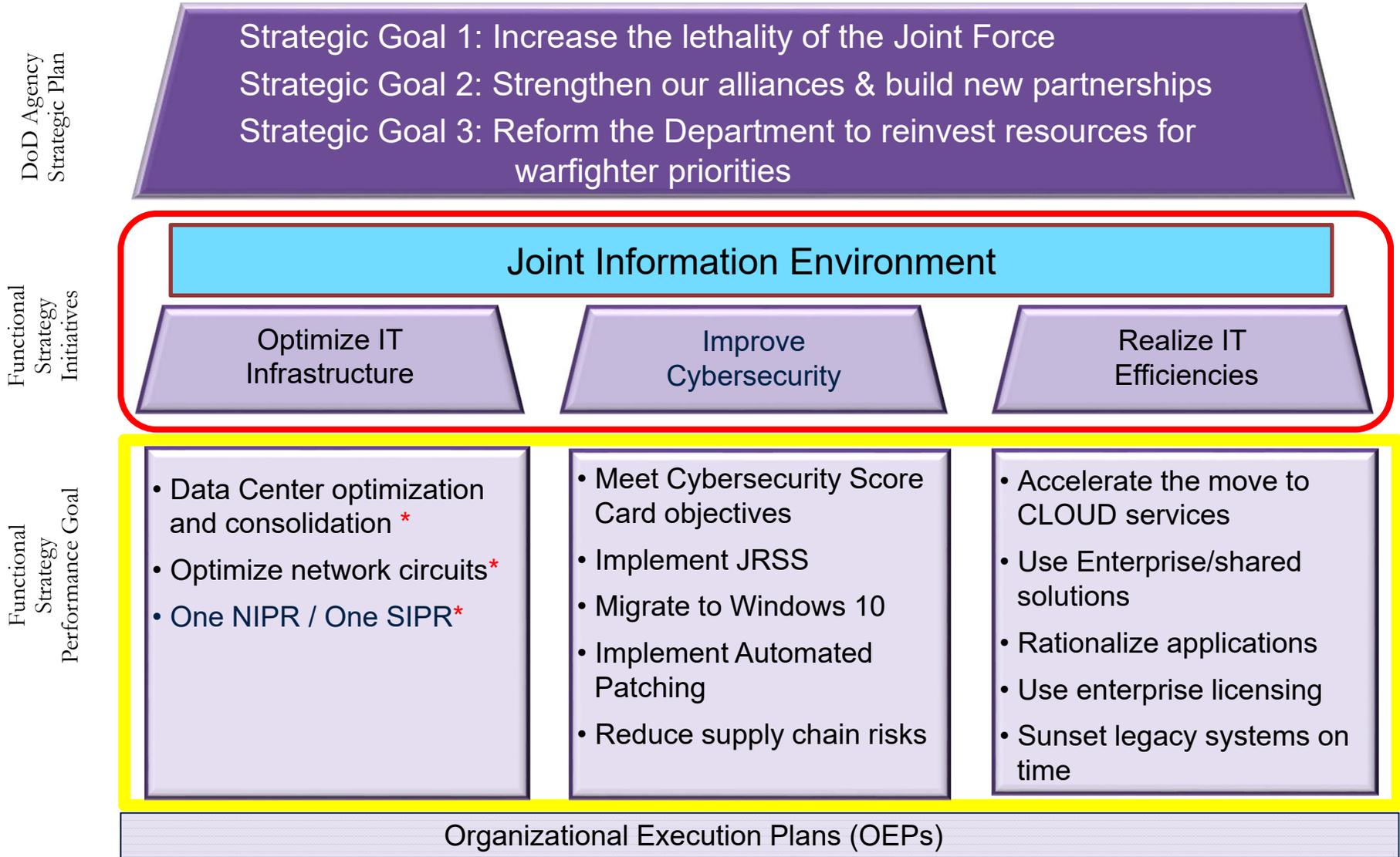
PG 1.4.2: DSE Organizational Alignment Reform



Initiatives
Continuous Evaluation (CE) Implementation
Defense Insider Threat Management and Analysis Center (DITMAC) Implementation
DSE Reform
Implement HSPD 12 Compliant Physical Access Control System
Implement Identity Management Enterprise Services Architecture (IMESA)



EITI Strategic Initiatives



* Indicates item also achieves IT Efficiencies Initiative



BEA 11.1 Changes

- Adds Standard Financial Information Structure (SFIS) – New SFIS data elements have been added.
 - Existing SFIS data element mappings to information exchanges were updated.
- Adds Defense Logistics Management Standards (DLMS) – DLMS was added as an Enterprise Standard
 - Added Law Regulation Policy (LRP) DoD Directive 8190.01E DLMS and linked it to fifteen (15) business processes.
- Adds Intra-Governmental Transactions (IGT) – process models have been added
 - No new named operational activities, however changes made to the underlying processes
 - Several changes to associated process steps, events, message flows, information exchanges and business rules and “available for BEA compliance” flags have been made.

Detailed BEA summaries available at <http://bea.osd.mil/>



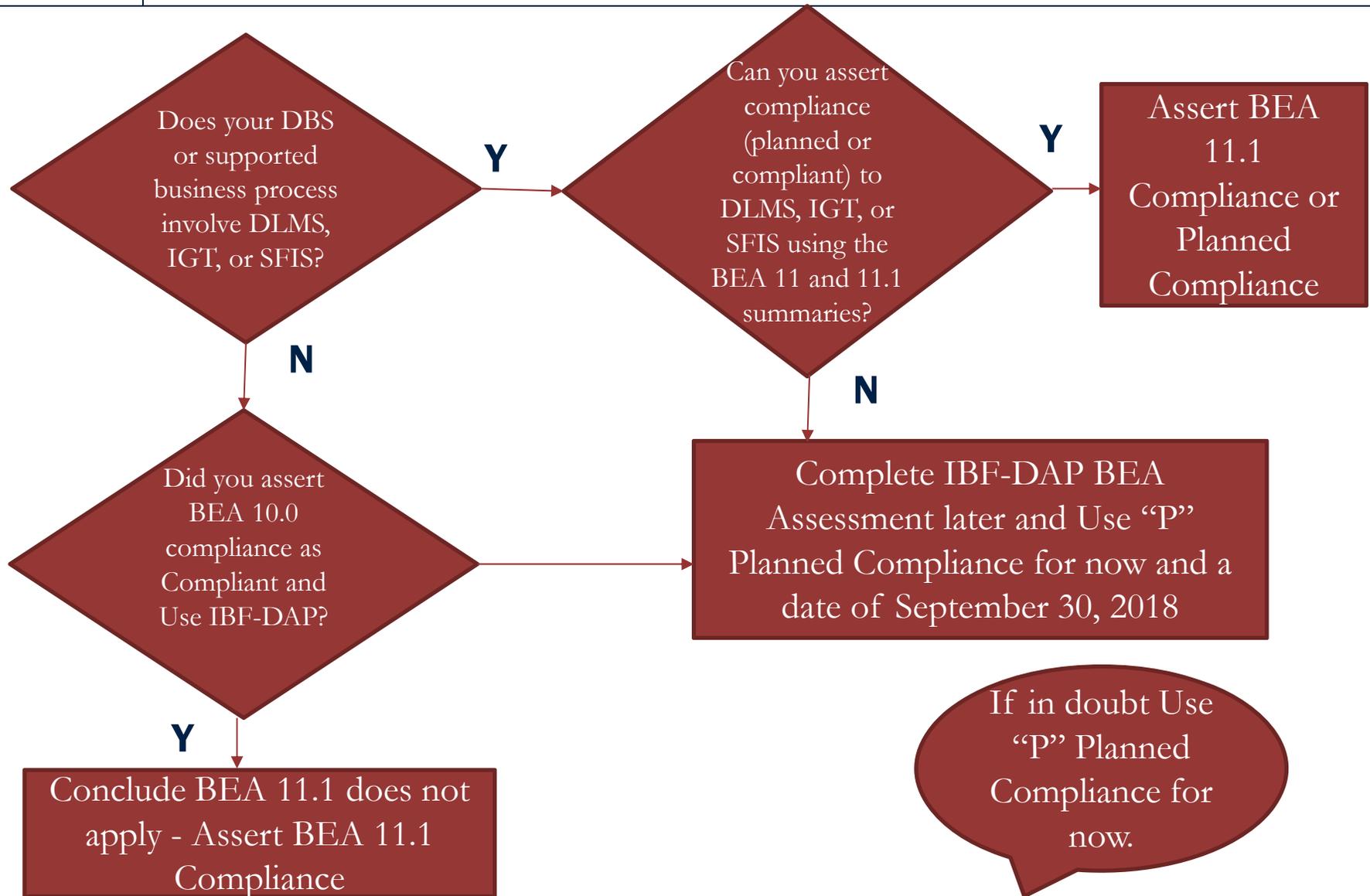
BEA Changes

- BEA 11.1
 - Intra-Governmental Transactions (IGT) process models have been added. Several changes to associated process steps, events, message flows, information exchanges and business rules have been made.
 - No new named operational activities, processes, system functions, business capabilities, end-to-ends, just changes to the underlying processes

Detailed BEA summaries at <http://bea.osd.mil/>



BEA Assessments for FY19 Cycle



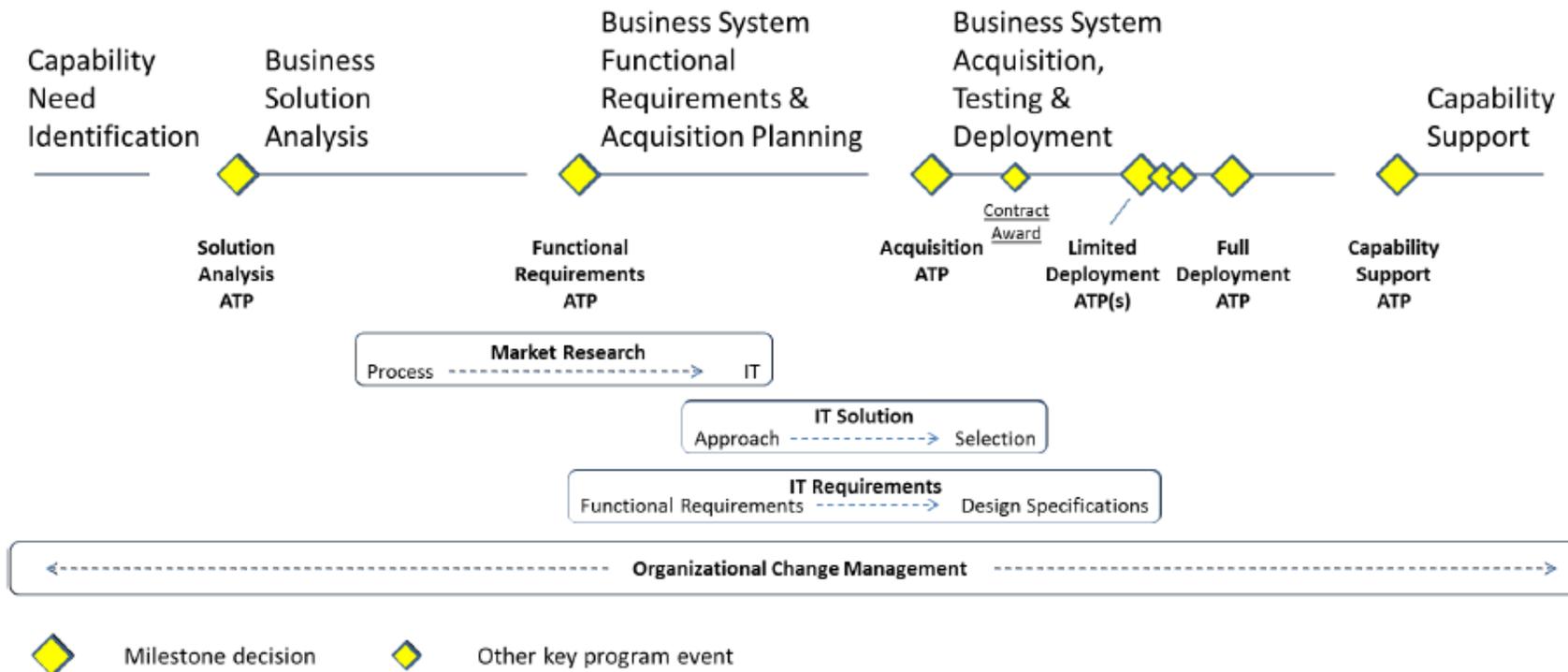
Note: A summary list of systems potentially impacted operationally by BEA 11.1 changes is available



Business Capability Acquisition Cycle (BCAC)

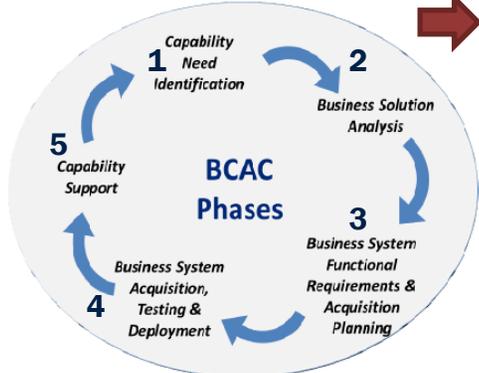
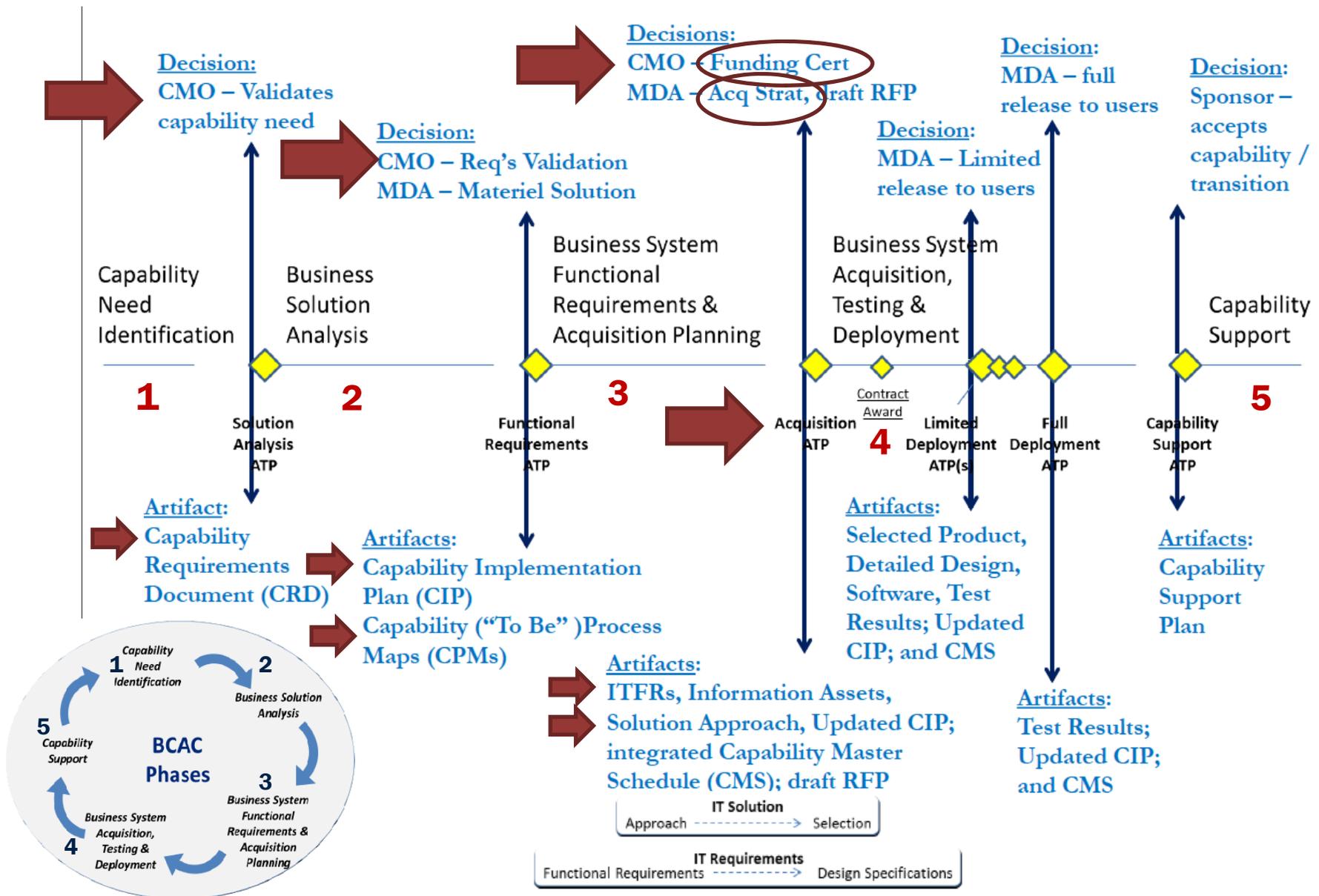
DoDI 5000.75, February 2, 2017

Figure 1: Business Capability Acquisition Cycle





DoDI 5000.75 / BCAC





10 USC 2222, CMO and BCAC

10 USC 2222 Requirement	BCAC / CMO
<p>(g)(1)(A) the system has been, or is being, reengineered to be as streamlined and efficient as practicable, and the implementation of the system will maximize the elimination of unique software requirements and unique interfaces</p>	<p>At the Functional Requirements ATP decision point, the CMO validates that sufficient business process reengineering has been conducted to determine that a business system is required. Capability “to-be” process maps.</p>
<p>(g)(1)(B) the system and business system portfolio are or will be in compliance with the defense business enterprise architecture developed pursuant to subsection (e) or will be in compliance as a result of modifications planned</p>	<p>At the Functional Requirements ATP, considerations for decision criteria include consistency with DoD information enterprise policies and architecture. CMO determines that business systems in development are aligned to processes in the BEA and meet applicable enterprise standards. See below on Solution Analysis ATP.</p>
<p>(g)(1)(C) the system has valid, achievable requirements and a viable plan for implementing those requirements (including, as appropriate, market research, business process reengineering, and prototyping activities)</p>	<p>Capability requirements are first identified at the CRD but functional requirements updated implementation plan in solution analysis and then Acquisition ATP seem to best address viable plan to achieve. CMO determines that business requirements are valid, capability requirements are achievable, and capability development efforts have feasible implementation plans.</p> <p>At the Solution Analysis ATP decision point, the CMO, with input from the functional sponsor, approves the capability requirements, approves the work planned for the next phase, and verifies the capability is aligned with the BEA as well as organizational strategy and IT portfolio management goals.</p>



10 USC 2222, CMO and BCAC

10 USC 2222 Requirements	BCAC
<p>(g)(1)(D) the system has an acquisition strategy designed to eliminate or reduce the need to tailor commercial off-the-shelf systems to meet unique requirements, incorporate unique requirements, or incorporate unique interfaces to the maximum extent practicable</p>	<p>In Functional Requirements and Acquisition Planning MDA oversees development of the acquisition strategy. An objective of this phase is to establish the acquisition strategy that will support functional requirements.</p>
<p>(g)(1)(E) is in compliance with the Department’s auditability requirements.</p>	<p>Not addressed in 5000.75. Would be addressed as part of requirements and architecture.</p>
<p>(g)(2) Annual Certification.—For any fiscal year in which funds are expended for development or sustainment pursuant to a covered defense business system program, the appropriate approval official shall review the system and certify, certify with conditions, or decline to certify, as the case may be, that it continues to satisfy the requirements of paragraph (1). If the approval official determines that certification cannot be granted, the approval official shall notify the milestone decision authority for the program and provide a recommendation for corrective action.</p>	<p>Basically follow (g)(1)</p>



10 USC 2222, CMO and BCAC

10 USC 2222 Requirements	BCAC
<p>(h) The milestone decision authority for a covered defense business system program shall be responsible for the acquisition of such system and shall ensure that acquisition process approvals are not considered for such system until the relevant certifications and approvals have been made under this [10 USC §2222] section.</p>	<p>Would indicate CMO approval for initial CMO certification based on the chosen solution approach would have to occur at Acquisition ATP decision point <i>before</i> the MDA authorizes acquisition of the business system and approves continued execution of the updated implementation plan.</p> <p>DoDI 5000.75 says: "Acquisition ATP. At this decision point: (a) The MDA authorizes acquisition of the business system and approves continued execution of the updated implementation plan. (b) The CMO approves initial CMO certification based on the chosen solution approach."</p> <p>Achieved if the CMO signs the certification approval before the Acquisition ATP memo is signed, and/or if the CMO along with the MDA both sign and the CMO signs first.</p>



Other OCMO BCAC Considerations

- Rough order of magnitude estimate and business process costs and ROI (before and projected with savings)
 - Per DoDI 5000.75, in Solution Analysis and part of Functional Requirements ATP (phase 3 part of CMO requirements validation), the “initial implementation plan to achieve the future capabilities will include all business changes to deploy the capabilities, including a rough order of magnitude estimate and cost benefit analysis for any business system”
- Performance Measures
 - In Capability Need Identification and at Solution Analysis ATP decision point, capability performance measures and associated current and future values, including threshold and objective values for future capability performance, are provided. Functional Requirements ATP also considers measures.
- LRPs
 - Solution Analysis ATP considerations for decision criteria include documented laws, regulations and policies, so would be addressed in phase 2 and as part of CMO requirements validation



Other OCMO BCAC Considerations

- In the CRD:
 - What are other key DoD business processes that the business capability needs to integrate with? (*ref: T10/Sec. 2222(e)(1)*)
 - What other systems does the capability need to interoperate with? (*ref: T10/Sec. 2222(e)(2)*)
 - What are the general data types (e.g., people, financial, acquisition) the capability will need to work with and what types of business data standards and business information requirements, that apply uniformly throughout the DoD, would the capability make use of or need (*ref: T10/Sec. 2222(e)(3)(A)*)
 - Will the capability integrate or need to integrate with budget, accounting, and/or program information and systems (*ref: T10/Sec. 2222(e)(3)(B)(iii)*)
 - If not already addressed in the LRP section, will the capability involve or need to involve any reporting requirements and if so, discuss the key ones (*ref: T10/Sec. 2222(e)(3)(B)(1)*)



CMO Reviews and Approvals – What CMO Looks At

- Capability requirements document – reviewed and approved by CMO
- Implementation plan
 - When, as part of Functional Requirements ATP, CMO requirements validation, CMO validates that sufficient BPR has been conducted to determine that a business system is required, the CMO would also look at the ROM and ROI results.
- Capability “to-be” process maps – reviewed and used for BPR approval as part of Functional Requirements ATP
- Definition of IT functional requirements and Overall solution approach – part of 10 USC 2222(g)(1)(C) reviews and part of Acquisition ATP where CMO approves initial certification



Capability Support

- Capability Support Phase (Phase 5)
 - Led by functional sponsor leads with support from CAE or designee & program mgr.
 - Measures performance of implemented business processes
 - Phase objective is to provide enduring support for the capability established by the business system.
 - Includes active engagement in both functional and technical opportunities for continuous process improvement to maintain the relevance of the capability, the supporting technology, and the hosting solution.
 - ➔ – Includes a *Capability Support Plan* that must include a threshold for changes to determine whether or not the change requires a new BCAC initiative. Major capability changes that do not fall within the scope of the original capability requirements will require re-initiation of the process.
- Implementation plans
 - Not a specific document – instead is the content needed by the program office to manage delivery of the capability, such as tailored business system acquisition strategy.
- Development and modernization during capability support
 - E.g., in support of changes that support continuous process improvement.
 - Updates to applicable documents enterprise architecture repositories to reflect capability changes.
 - For certification, annual CMO certification still required and compliance with section 2222(g) still mandated
 - E.g., for the Dev Mod, valid, achievable requirements and a viable plan for implementing those requirements(including, as appropriate, market research, business process reengineering, and prototyping activities); acquisition strategy for the Dev Mod.



Agile Acquisition

- “Agile acquisition” means acquisition using agile or iterative development.
- “Agile or iterative development”, with respect to software— means acquisition pursuant to a method for delivering multiple, rapid, incremental capabilities to the user for operational use, evaluation, and feedback not exclusively linked to any single, proprietary method or process;
- And involves—
 - the incremental development and fielding of capabilities, commonly called “spirals”, “spins”, or “sprints”, which can be measured in a few weeks or months; and
 - continuous participation and collaboration by users, testers, and requirements authorities

Source: FY18 NDAA



Out of Cycle Process Summary

- Adding a new covered DBS
 - If no dev mod dollars are involved, and if it is obligation of FY18 funds, you would submit an out of cycle request, and in the request briefly state the reason for the increase on becoming a covered DBS. If the total will be above the FY18 IT budget amount, you would have to state and explain where the extra funds are coming from.
- Do the BEA compliance assessment in IBF-DAP
- Do the DITIP assessments for compliance to title 10 section 2222 requirements.
- Do the PCA Appendix F: Out-of-Cycle Portfolio Certification Request Memorandum
- In terms of BCAC for system already in sustainment, would be entering BCAC in phase 5 (capability support).
- If you will expend (obligate) Dev Mod funds in a FY, you would do a partial BCAC for that part of the investment, like starting at Phase 1 or 2 or 3
- Or if it were to add new business capability, you might start at phase 1 and need Dev Mod.



Part 2: Data, Tools & Sources



Data Sources

Authoritative Source	Type	Information Contained
DoD Information Technology Investment Portal (DITIP)	Portal	Investment Information, DBS Certification Requests and Approvals (primary and out of cycle), 10 USC 2222(g) (BEA, BPR, requirements, etc.). DBS reports.
DoD Information Technology Portfolio Repository (DITPR)	Database	Defense business system <i>system attributes</i> (e.g., lifecycle, relationships)
Select & Native Programming Data Input System for Information Technology (SNaP-IT)	Database	Budget Data FYDP Data Major IT investment data
Integrated Business Framework Data Alignment Portal (IBF-DAP)	Portal	<ul style="list-style-type: none"> • Functional strategies data • OEP Brief data elements and initiative to investment alignment; PCA request memo • Business Enterprise Architecture Compliance and Alignment

- DITPR ID and Unique Investment Identifier (UII) are key fields used to tie above together
- See slide 104 for links to these sites / sources



Data Sources (Cont.)

Authoritative Source	Type	Information Contained
IBF SharePoint site	Portal	Functional strategy documents, investment decision memoranda (IDMs), IDM condition and data quality tracker, PCA designation and delegation memos, copy of briefing slides
BCAC CMO Certification Portal	Portal	Capability requirements / solution analysis documents (and problem statements) submitted for approval though final approval memos. Uses DITPR ID as key field to link to other data.
BCAC Business Community of Practice	Portal*	In order to get the most out of the Community please follow these three steps: 1. Go to https://www.milsuite.mil/book/groups/bcacccommunity/overview and Join the Community of Practice "Alpha" Group: https://www.milsuite.mil/book/groups/bcacccommunity 2. Join the Community of Practice "Staging" Group: https://www.milsuite.mil/book/groups/bcacccommunity-staging 3. Turn on e-mail notifications in the "Your Preferences" section of MilBook

* Example documents are posted on the "Business Community of Practice - STAGING" site under "Example Documents":
<https://www.milsuite.mil/book/groups/bcacccommunity-staging/content?filterID=contentstatus%5Bpublished%5D~category%5Bexample-documents%5D>. Please note that the STAGING site would be the first place you would go to find any type of working content for BCAC.

- **BEA 11.1 content is found at <http://bea.osd.mil>**
- **Link also at <http://dcmo.defense.gov/Products-and-Services/Business-Enterprise-Architecture/>**



Data Sources (Cont.)

Authoritative Source	Type	Information Contained
Defense Acquisition Management Information Retrieval (DAMIR); Defense Acquisition Visibility Environment (DAVE)	Portal	<ul style="list-style-type: none"> Enterprise visibility to acquisition program information such as Selected Acquisition Reports (SAR), SAR Baseline, Acquisition Program Baselines (APB)
CMO public access web site	Website	<ul style="list-style-type: none"> Investment management guidance Agency Strategic Plan Annual Performance Plan (APP) and Annual Performance Report (APR) Business enterprise architecture* Business Process Reengineering guidance End-to-End (E2E) framework Standard Financial Information Structure (SFIS) Delinquent Debt Management Guidance

- BEA 11.1 content is found at <http://bea.osd.mil>
- Link also at <http://dcmo.defense.gov/Products-and-Services/Business-Enterprise-Architecture/>



Data and Data Quality

Data quality is important for the CMO certifications and approvals for DBSs, for portfolio management, for the BEA to serve as the blueprint to guide the development of integrated business processes within DoD and be sufficiently defined to effectively guide implementation of interoperable DBS solutions and integrate with the DoD IT enterprise architecture.

Source	Data Element Examples
SNaP-IT / DITPR	Title, System Name, Acronyms match; Transition Plan State and lifecycle end date in DITPR matches Super IT-1 report FYDP data
DITPR	Lifecycle, Full/Partial Migration, Migration Comment, Target System Identifier, Migration End Date; Associated systems
DITPR	Standard Financial Information Structure (SFIS) compliance data
DITPR	Current Primary Hosting Environment, DoD Unique ID
DITPR	PK-Enabled, PK-Enabled Reason
DITPR	HBSS-Enabled, HBSS Components Implemented, HBSS Not Required Explanation, HBSS Full Compliance Date
BEA Compliance Tab in IBF-DAP	All
DITIP	All DBS data (now captures 2222(g) compliance assertions)



IBF-DAP Home Page

Unclassified

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DCMO Integrated Business Framework Data Alignment Portal (IBF-DAP)

Enabling DoD Data Sharing across the Business Mission Area



[Home](#)

[Functional Strategy](#)

[BEA Compliance](#)

[Organizational Execution Plan](#)

The IBF-DAP is a portal supporting the DoD Business Mission Area and reflects DoD business transformation priorities; the business capabilities required to support those priorities; and initiatives that enable those capabilities. It is underpinned upon the Integrated Business Framework, the End-to-End (E2E) framework, and the Business Enterprise Architecture.

 [IRB Guidance](#)

 [IRB Guidance Cover Memo](#)

Links to IBF-DAP Information and Reports

- [Browse BEA and Related Content](#)
- [Browse IBF-DAP Companion Reports](#)
- [Access Business Intelligence & Analytics \(BIA\) Tool](#) (*registration required*)



IBF-DAP OEP Module and BEA Module

Area	Process for FY18 to FY19	Comments
Business Operations	Copied over from FY18	Generally should not change a lot from year to year
Portfolio Accomplishments	All previous accomplishments should be viewable and editable	Tag new accomplishments by fiscal year (FY) when entered
PCA [Review] Results	Copied over from FY18 Criteria and Results	Best to start with Results as blank. Generally Criteria should not change a lot from year to year while results would be new for the FY
Risks & Challenges	Copied over from FY18	Components update
Goals (Outcomes)	Copied over from FY18 where outcomes are the same both years	Include Measures and PCA/Org Business Outcomes and Measures
Initiatives	Copied over from FY18 where initiatives map 1:1 and also copied over investment to initiative mappings where initiatives mapped closely	Include Measures and Include PCA/Org Initiatives and Measures
Attachments	Add for FY19 where necessary	Roadmap to target is required
Comments	Add for FY19 where necessary	
BEA Module	Coping over all from FY18, including comments	Not yet completed

OEP

BEA



OEP Data Elements in the IBF Portal (Cont.)

The OEP provides critical information to support investment decisions and should address the following, in addition to data in DITPR, DITIP, BEA (IBF-DAP) and SNaP-IT:

- **Portfolio Introduction and PCR Memo:** Review FY19 data that introduces the portfolio from a business operations perspective to include the number of covered DBSs in the portfolio and the amount of the FY19 request. Additionally, before completing OEP, upload a signed PCA request (PCR) memo.
- **Primary Business Operations Tab:** (Review the pre-populated FY19 Data)
 - **Business Operations:** Populate the list with current Business Operations - the major business process(es), functions, activities, and outcomes supported by DBS in this OEP. Can provide the associated “Business Cost” in millions of dollars (in \$M) of each business operation, if known. Use the Comments field to provide notes on primary business process operations, to include notes on costs of the business operations and cost drivers.
 - **Major Cost Drivers:** Provide by a brief description, name the key cost drivers of the business operations. Cost drivers are factors that drive the cost of a particular activity or the unit of an activity that causes the change of an activity cost.
- **Accomplishments Tab:** For DBS with Development and Modernization (Dev/Mod) funding certified in FY17* or FY18, or even with substantial Current Services funding, add entries for specific improvements in business operations and cost savings resulting from successful DBS programs achieved by the end of FY17 or FY18 to date.



OEP Data Elements in the IBF Portal (Cont.)

- **PCA Review Results Tab:** Provide a summary of results of annual review (title 10 U.S.C. § 2222(g), pre-FY17 NDAA; title 40 U.S.C. §11319 (per FITARA)) and PCA determinations for FY19 OEP.
 - Include a summary of the PCA criteria and the subsequent results used for:
 - Selecting investments for certification requests. Subsequent results would include what was not recommended by PCA (what was not sent forward).
 - Aligning investments to functional strategy initiatives
 - Identifying duplication
 - Calculating Return on Investment (ROI) - Provide the criteria used and a list of investments by Unique Investment Identifier or DITPR ID and acronym for which ROI results are available. For a sample of investments in Dev Mod funding Component will be asked to provide objective evidence of ROI results during the IRB review.
 - Requirement that DoD business processes be continually reviewed and revised by requiring components to report the results of this review in the OEP
 - List any covered DBSs with a change in transition plan state and the reason for the change
 - Provide a summary of legacy systems sunsetted during the fiscal year FY17.
 - Provide a summary of any changes in termination dates of legacy covered DBSs, any revision of milestones and performance measures in the FY17 OEP, progress against BEA or BPR plan, and any significant changes in plans such as funding amounts.
- **Risks and Challenges Tab:** Add entries for risks or challenges that inhibit the ability to reach the desired end state for the portfolio/chapter (i.e. risks/challenges to cost, schedule, or performance).

New
FY19



OEP Data Elements in the IBF Portal (Cont.)

- **Goals Tab:** Select the Functional Strategy business outcomes that align to the OEP, or add OEP-specific business outcomes and goals. Select the associated performance measures used to assess to the expected benefits of the goal/objective (Functional Strategy performance measures are provided for selection, if they exist). Additionally, provide the following information:
 - Is the ROM cost known and if so, you can report what it is.
 - Does BPR need to be conducted to meet the Business Outcomes?
 - Is IT involved in meeting the Business Outcome?
 - Implementation date of when benefits are expected to be realized
 - **Measures**
 - Measure data (Value , Type (options include percentage, count, milestone, time, and other), Date)
- **Initiatives Tab:** Align OEP investments to Functional Strategy and organizational initiatives. Select the Initiatives that the investment in the OEP help achieve then align the corresponding investments.
- **Attachments Tab:** PCAs must upload a Roadmap to the Target Environment. Other artifacts (files) may also be uploaded.
- **Investments Tab:** Shows a list of all Investments that have already been associated with the current OEP/chapter

Backup slides provide statutory and other bases why we are mapping initiatives to investments and measures



DoD IT Investment Portal (DITIP)

- Create new investments
- Enter 10 USC 2222(g) data elements
 - Can be done bulk or system by system
- Enter FY19 certification amounts and comments - Two ways to enter upload:
 - On-Line Certification page enables a DBS certification request amount to be entered one record at a time by clicking on the Edit button
 - Bulk Upload for those DoD Components having many DBS systems requiring certification
- Enter out of cycle requests (OC, OOC)

See instructions at <https://snap.cape.osd.mil/ITPortal/PortalHome.aspx>





Part 3: 10 US Code Section 2222(g) Compliance



FY 2016 NDAA 10 USC 2222 Requirements

10 USC 2222 (a, b) Requirement for each covered DBS developed, deployed, & operated by DoD	10 USC 2222(g) Requirement for Review and Approval
<p>(a) reviewed, and as appropriate revised, through business process reengineering [BPR] to match best commercial practices, to the maximum extent practicable, so as to minimize customization of commercial business systems</p> <p>(b) (1) supports efficient business processes that have been reviewed, and as appropriate revised, through BPR</p>	<p>(A) the system has been, or is being, reengineered to be as streamlined and efficient as practicable, and the implementation of the system will maximize the elimination of unique software requirements and unique interfaces</p>
<p>(b)(2) is integrated into a comprehensive defense business enterprise architecture</p>	<p>(B) the system and business system portfolio are or will be in compliance with the defense business enterprise architecture [...] or will be in compliance as a result of modifications planned</p>
	<p>(C) the system has valid, achievable requirements and a viable plan for implementing those requirements (including, as appropriate, market research, business process reengineering, and prototyping activities)</p>
<p>(b)(4) uses an acquisition and sustainment strategy that prioritizes the use of commercial software and business practices</p>	<p>(D) the system has an acquisition strategy designed to eliminate or reduce the need to tailor commercial off-the-shelf systems to meet unique requirements, incorporate unique requirements, or incorporate unique interfaces to the maximum extent practicable</p>
	<p>(E) is in compliance with the Department's auditability requirements.</p>
<p>D. (b)(3) is managed in a manner that provides visibility into,</p>	



NDAA DITIP System Values

10 USC 2222(g) Requirement	FY19 DITIP Values
<p>(A) the system has been, or is being, reengineered to be as streamlined and efficient as practicable, and the implementation of the system will maximize the elimination of unique software requirements and unique interfaces</p>	<p>“Y” – Yes, sufficient BPR efforts performed. “P” - Yes, sufficient BPR efforts planned* (includes “being performed”) “L” -Legacy (Not Required) “N” – No, insufficient BPR efforts performed.</p>
<p>(B) the system and business system portfolio are or will be in compliance with the defense business enterprise architecture developed pursuant to subsection (e) or will be in compliance as a result of modifications planned</p>	<p>“Y”- Assessed-Compliant “P” - Assessed-Planned Compliant * “N”- Assessed-Not Compliant “X”- Assessment Not Completed “L” -Legacy (Not Required) Ver 3.1 4.0 4.1 5.0 6.0 7.0 8.0 9.0 10.0</p>
<p>(C) the system has valid, achievable requirements and a viable plan for implementing those requirements (including, as appropriate, market research, business process reengineering, and prototyping activities)</p>	<p>“Y”- Assessed-Compliant “P” - Assessed-Planned Compliant * “N”- Assessed-Not Compliant “L” -Legacy (Not Required) “S” In sustainment and didn’t have a compliant plan *</p>
<p>(D) the system has an acquisition strategy designed to eliminate or reduce the need to tailor commercial off-the-shelf systems to meet unique requirements, incorporate unique requirements, or incorporate unique interfaces to the maximum extent practicable</p>	<p>“Y”- Assessed-Compliant “P” - Assessed-Planned Compliant * “N”- Assessed-Not Compliant “L” -Legacy (Not Required) “S” In sustainment & didn’t have a compliant plan*</p>
<p>(E) is in compliance with the Department’s auditability requirements.</p>	<p>“Y”- Assessed-Compliant “P” - Assessed-Planned Compliant * “X”- Assessment Not Completed “N”- Assessed-Not Compliant “Z” Not Applicable</p>

New

* For all Planned Compliant, added a comment or date field and require entering planned compliance date. For S & Z , N values, there is a comment field.
 Department of Defense



Meaning of Value Terms

Value (e.g., Y, P, N)	Meaning
"Y"- Assessed-Compliant "Y" – Yes, sufficient BPR efforts performed	System fully compliant with current requirements or release (e.g., BEA 11.1)
"P" - Assessed-Planned Compliant "P" - Yes, sufficient BPR efforts planned	System not complaint at time of assessment but there are concrete plans to make it so, ideally with funds in the FYDP or otherwise available.
"N"- Assessed-Not Compliant	Assessment completed and system not complaint with current requirements or release - implies that won't receive organizational execution plan (OEP) certification unless it is a legacy system, but then use code L
"N" – No. Insufficient BPR efforts performed or not required (Legacy DBS)	Implies system won't receive OEP certification unless it is a legacy system (per DITPR lifecycle)
"X"- Assessment Not Completed	Assessment not completed - implies system won't receive certification
"L" -Legacy (Not Required)	Legacy per DITPR lifecycle. For the "L" legacy value to show, the system must first be Legacy in DITPR.
"S" In sustainment and didn't have a compliant plan	Grandfathering for systems in sustainment with no planned modernization and reverse engineering required documents doesn't make practical sense
"Z" Not Applicable	For systems for which compliance with DoD financial auditability requirements do not apply. Typically for systems that are not financial systems or financial feeder systems.



Understanding 10 USC 2222(g) Expectations

10 USC 2222(g)(1) Requirement	FY19 DITIP Values	Guidance / Comments
<p>(A) the system has been, or is being, reengineered to be as streamlined and efficient as practicable, and the implementation of the system will maximize the elimination of unique software requirements and unique interfaces</p>	<p>“Y” – Yes, sufficient BPR efforts performed. “P” - Yes, sufficient BPR efforts planned (includes being performed) “N” – No, insufficient BPR efforts performed or not required (Legacy DBS)</p>	<ul style="list-style-type: none"> • GAO Business Process Reengineering Assessment Guide-Version 3 AIMD-10.1.15 Apr 1, 1997 • DCMO DoD Business Process Reengineering Assessment Guidance September 28, 2012 (as a guide) • Future guidance in development
<p>(B) the system and business system portfolio are or will be in compliance with the defense business enterprise architecture developed pursuant to subsection (e) or will be in compliance as a result of modifications planned</p>	<p>"Y"- Assessed-Compliant "P" - Assessed-Planned Compliant "N"- Assessed-Not Compliant "X"- Assessment Not Completed "L" -Legacy (Not Required)</p>	<ul style="list-style-type: none"> • Use version 11.1 the version for compliance • Use BEA Compliance User Guide and IBF-DAP “BEA module” to perform assessment
<p>(C) the system has valid, achievable requirements and a viable plan for implementing those requirements (including, as appropriate, market research, business process reengineering, and prototyping activities)</p> <p>* Under DoDI 5000.75, CMO initial certification occurs at the Acquisition ATP, so fundamentally a component would be here for a Y value. Otherwise use P, or if applicable, S or L.</p>	<p>“Y”- Assessed-Compliant “P” - Assessed-Planned Compliant “N”- Assessed-Not Compliant “L” -Legacy (Not Required) “S” In sustainment</p>	<ul style="list-style-type: none"> • Approved problem statement (part 1 and 2) and it is still relevant for FY19 cycle, or • At least a Functional Requirements authority to proceed (ATP)* under the DoD Instruction 5000.75 Solution Analysis phase. The "viable plan" for implementing requirements is the “implementation plan,” which matures over time after the Functional Requirements ATP. For some systems that may mean needing the Acquisition ATP in the Functional Requirements and Acquisition Planning phase for a viable plan, and even getting into Acquisition, Testing, & Deployment.



Understanding 10 USC 2222(g) Expectations

10 USC 2222(g)(1) Requirement	FY19 DITIP Values	Guidance / Comments
(D) the system has an acquisition strategy designed to eliminate or reduce the need to tailor commercial off-the-shelf systems to meet unique requirements, incorporate unique requirements, or incorporate unique interfaces to the maximum extent practicable	“Y”- Assessed-Compliant “P” - Assessed-Planned Compliant “N”- Assessed-Not Compliant “L” -Legacy (Not Required) “S” In sustainment & no compliant plan	<ul style="list-style-type: none"> • Approved problem statement still relevant for FY19 cycle, and problem statement part 2 addresses the 10 USC 2222(g)(1)(D) requirements, or • Acquisition strategy under DoDI 5000.02 that addresses the 10 USC 2222(g)(1)(D) requirements, or • At least an Acquisition ATP under DoDI 5000.75 that addresses the 10 USC 2222(g)(1)(D) requirements.

The DoDAF Architecture Framework Version 2.02 SV-8: Systems Evolution Description which presents a whole lifecycle view of resources (systems), describing how they change over time could also show this. The SV-8, when linked together with other evolution models, e.g., such as CV-3 Capability Phasing and StdV-2 Standards Forecast, provides a rich definition of how the Enterprise and its capabilities are expected to evolve over time. In this manner, the model can be used to support an architecture evolution project plan or transition plan. A SV-8 can either describe historical (legacy), current, and future capabilities against a timeline. However, the SV-8 isn't an labeled as an acquisition strategy per se.



Understanding 10 USC 2222(g) Expectations (continued)

10 USC 2222(g)(1) Requirement	FY19 DITIP Values	Guidance / Comments
<p>(E) is in compliance with the Department’s auditability requirements.</p>	<p>"Y" - Assessed-Compliant "P" - Assessed-Planned Compliant "X" - Assessment Not Completed "N" - Assessed-Not Compliant "Z" Not Applicable</p>	<ul style="list-style-type: none"> • Y - Completed audit with no findings on system. • P - Completed audit with findings on system and corrective action plan (CAP) is in place. • N or P based on findings - Completed audit, findings, no CAP yet. • Y, P, X, or N - Not yet completed audit – based on component’s management assertion or planned assertion to FIAR Directorate. Y, P, X, or N value based upon factors such as relevant laws, regulations and guidance in FIAR Guidance Section 3.B identified and complied with for existing systems and/or “to-be” environment; system designed to meet the financial reporting objectives and /or IT objectives; presence of dealbreakers; and considering compensating controls present that mitigate identified risks and allow assertion of audit readiness. • Z – System is not related to audit.

- Notes: FIAR Guidance is at http://comptroller.defense.gov/Portals/45/documents/fiar/FIAR_Guidance.pdf
- There can also be some redundancies based on the statutory wording and DoD implementation. For example, (D) to eliminate or reduce the need to tailor commercial off-the-shelf systems to meet unique requirements, incorporate unique requirements, or incorporate unique interfaces to the maximum extent practicable could also be addressed in the BEA, and SFIS compliance is under (E) auditability but is also part of BEA compliance.



DITIP 10 USC 2222(g) Data Updating

U.S. Department of Defense
Information Technology Investment Portal

User: Mark Doehner/DCMO

Logout

Home -> User Home

Investments

- General Instructions - Overview
- Register New Investment
- Pending Investment
- Edit Existing Investment
- Retire Investment
- Find/View
- Investment Upload Management
- Acquisition MAIS/MDAP Management
- Manage MAIS/MDAP Investment Profile
- Notifications
- DIC Management

Systems

- NDA System Data Instructions
- Edit Existing DBS System
- DBS System Upload Management

External Applications

- SNAP-IT
- DITPR
- Data Center Inventory Management (DCIM)
- BIA
- IBF-DAP

Data Center

Investment Certification

- General Instructions - Overview
- DBS Certification Management
- DCMO Documents and Links
- Guidance for Review and Certification of Defense Business Systems
- DBC 4th Estate Working Group Charter
- Defense Business Council & Investment Review Board
- Integrated Business Framework
- FY2014 Enterprise Transition Plan

Reports/Documents

- Reports
- General
- SNAP-IT Budget
- FY2017 IT Pr
- FY2016 IT Pr
- FY2015 IT Pr
- Documents
- FMR Vol 2B
- PB 2015 App

Administrator Tools

U.S. Department of Defense
Information Technology Investment Portal

User: Mark Doehner/DCMO

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Home -> User Home ->

System ID #: 12515

Core Data Elements

UII (BIN) 007-000004842
Title BUSINESS INTELLIGENCE AND ANALYTICS
Acronym BIA
Transition State C
Life Cycle End Date 2022/09/30
Treasury Code(s) 0400

BEA Version	10.0
BEA Code	Assessed - Compliant
BPR Code	Yes - sufficient BPR efforts performed
Requirements and Plan	
Acquisition Strategy	
Auditability Requirement	
NDA Comments	

- Two ways
 - On screen
 - Bulk upload
- Read the instructions

For bulk uploads, BEA version is text field (e.g., 10.0)



DITIP 10 USC 2222(g) Reports



U.S. Department of Defense
Information Technology Investment Portal



DITIP

User: Mark Doehner/DCMO 3537
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<p>Investments</p> <ul style="list-style-type: none"> General Instructions - Overview Register New Investment Pending Investment Edit Existing Investment Retire Investment Find/View Investment Upload Management Acquisition MAIS/MDAP Management <ul style="list-style-type: none"> Manage MAIS/MDAP Investment Profile Notifications DOC Management 	<p>Systems</p> <ul style="list-style-type: none"> NDA System Data Instructions Edit Existing DBS System DBS System Upload Management <p>Data Center</p>	<p>External Applications</p> <ul style="list-style-type: none"> SNAP-IT DITPR Data Center Inventory Management (DCIM) IBF-DAP
<p>Investment Certification</p> <ul style="list-style-type: none"> General Instructions - Overview DBS Certification Management DCMO Documents and Links <ul style="list-style-type: none"> Guidance for Review and Certification of Defense Business Systems DBC 4th Estate Working Group Charter Defense Business Council & Investment Review Board Integrated Business Framework 	<p>Reports/Documents</p> <ul style="list-style-type: none"> Reports <ul style="list-style-type: none"> General SNAP-IT Budget Reports <ul style="list-style-type: none"> FY2018 IT President's Budget Request CJB FY2017 IT President's Budget Request CJB FY2016 IT President's Budget Request CJB Documents <ul style="list-style-type: none"> FMR Vol 2B, Chpt 18 	<p>Administrator Tools</p>

Select a Report Group

- Administrative
- Data Centers
- DBS Certifications
- DBS Fiscal Year Reports
- Investments
- Quality Assurance
- Reference
- Systems



DITIP Reports

Home -> [User Home](#) -> Reports Management

Select a Report Group

- Administrative
- Data Centers
- DBS Certifications
- DBS Fiscal Year Reports**
- Investments
- Quality Assurance
- Reference
- Systems

Available Report(s) - Last DITPR updated date: 2017-08-28 07:44
[Add New Report](#)

Select	Title	Description	Generate
<input type="checkbox"/>	BIA System	A report of select Business Intelligence and Analysis (BIA) System data elements for DITPR IDs that are currently active in DITIP's DBS Certification module.	
<input type="checkbox"/>	BIA System Legacy	BIA System Legacy.	
<input type="checkbox"/>	Certification Status Detailed Report by CertOwner	Certification Status Detailed Report by CertOwner.	
<input type="checkbox"/>	Certification Status Detailed Report by Resource Owner	Certification Status Detailed Report by Resource Owner.	
<input type="checkbox"/>	DBS by Resource Organization	List of DBS by Resource Organization.	
<input type="checkbox"/>	Investment Decision Memorandum (IDM) report	Investment Decision Memorandum (IDM) report for the FY selected.	
<input type="checkbox"/>	Investment Decision Memorandum (IDM) report with Program Year	Investment Decision Memorandum (IDM) report with Program Year for the FY selected.	
<input type="checkbox"/>	NDAAs Certification Review	NDAAs Certification Review.	
<input type="checkbox"/>	OEP - Attachment 1 for FY16 PR and FY17 PR	This report is the data for the Attachment 1 to the OEP for FY16 and FY17 (FY16 or 17 should be selected from the dropdown when running this report). It shows data as of the end of the Primary Cycle. It does not show Out of Cycle data.	
<input type="checkbox"/>	OEP - Attachment 1 for FY18 PR	This report is the data for the Attachment 1 to the OEP for FY18 (FY18 should be selected from the dropdown when running this report). It shows data as of the end of the Primary Cycle. It does not show Out of Cycle data.	
<input type="checkbox"/>	OEP - Certification (\$K) by Fund Type	OEP - Certification (\$K) by Fund Type.	
<input type="checkbox"/>	OEP Automation Data Export	This report is used in conjunction with the OEP Automation tool and provides the same information as the Primary Cycle and OC Report with the addition of the ACAT, Primary Mission Area, DBS and DBS Covered fields.	
<input type="checkbox"/>	Primary Cycle and OC report	This report shows transactions by system. Primary Cycle records are coded as PR and Out of Cycle records are coded as OC. Pending and approved requests are both shown. This report does not contain archived records (see the DBS Fiscal Year Reports Group for a complete list of records to date).	

- OEP - Attachment 1 for FY19 PR – shows screening for covered and priority DBS based on budget, 2222(g) entered values, and request amounts. Filter out \$0 and blanks in request column.
- “Primary Cycle and OC report” has primary and OC data for current cycle.
- “DBS Fiscal Year Reports” has for archived in current cycle and all for past cycles

Certification Request (\$K) Total

Search

- 134606
- 174632
- 188755
- 261664
- 614942
- (Blanks)



DITIP OEP - Attachment 1 Report

FY	Cert Owner	UII (BIN)	DITPR ID	DITPR Acronym	Business Function	BEA Version	BEA Code	BEA Plan Date	BEA Comment	BPR Code	BPR Plan Date	BPR Comment	Requirement Plan Code	Requirement Plan Date	Requirement Plan Comment
18	DFAS	007-000000002	8682	MOCAS MID-TII	Financial Manage	10.0	N		Plans to elimi	Y			S		No current dev
18	NAVY	007-000000004	724	CETARS	Human Resources	10.0	Y			Y			S		No current dev
18	DFAS	007-000000010	29	ONE PAY	Financial Manage	10.0	P	2018-09-30		Y			S		No current dev
18	DFAS	007-000000010	29	ONE PAY	Financial Manage	10.0	P	2018-09-30		Y			S		No current dev
18	DHA	007-000000049	126	AHLTA	Defense Health	10.0	Y			Y			S		Grandfathering
18	DHA	007-000000049	126	AHLTA	Defense Health	10.0	Y			Y			S		Grandfathering
18	TRANSCOM	007-000000054	353	IBS	Logistics & Materi	10.0	Y			Y			Y		
18	TRANSCOM	007-000000055	359	ICODES	Logistics & Materi	10.0	Y			Y			Y		
18	TRANSCOM	007-000000055	359	ICODES	Logistics & Materi	10.0	Y			Y			Y		
18	TRANSCOM	007-000000056	1352	GOPAX	Logistics & Materi	10.0	Y			Y			Y		
18	DHA	007-000000069	400	ASIMS	Defense Health	10.0	Y			Y			S		Grandfathering

Acquisition Strategy Code	Acquisition Strategy Plan Date	Acquisition Strategy Comment	Auditability Requirement Code	Auditability Requirement Plan Date	Auditability Requirement Comment	NDAAC Comment	Resource Organization	DBS Covered >\$1M	DBS Covered >\$50M	DBS Covered >\$250M	FY2018 Budget Amount	Cert
S		No current develop	Y				DFAS	Y	N	N	324	
S		No current develop	Z		Compliance with DoD		NAVY	Y	N	N	9366	
S		No current develop	Y				DFAS	Y	N	N	1882	
S		No current develop	Y				NAVY	Y	N	N	2500	
S		Grandfathering for	Z		Compliance with DoD financial auditabi		DHA	Y	Y	Y	0	
S		Grandfathering for	Z		Compliance with DoD financial auditabi		DHA	Y	Y	Y	134606	
Y			Z				TRANSCOM	Y	Y	N	10668	
Y			Y				NAVY	Y	Y	N	1827	
Y			Y				TRANSCOM	Y	Y	N	8629	
Y			Y				TRANSCOM	Y	N	N	669	
S		Grandfathering for	Z		Compliance with DoD financial auditabi		DHA	N	N	N	175	
S		Grandfathering for	Z		Compliance with DoD financial auditabi		DHA	N	N	N	134	

FY2018 Budget Amount	Cert (\$K) by Fund Type (DM)	Cert (\$K) by Fund Type (CS)	Certification Request (\$K) Total	Request Comment
324		324	324	
9366		9366	9366	Approved
1882		2279	2279	Additional contract
2500		2500	2500	
0				
134606		134606	134606	
10668	5005	4202	9207	FY18 Certification



Sources for 10 USC 2222(g) Requirements

10 USC 2222(g) Requirement for Review and Approval	Covered DBS (Internal threshold)	Covered DBS (\$50M threshold)	Priority DBS
(A) the system has been, or is being, reengineered to be as streamlined and efficient as practicable, and the implementation of the system will maximize the elimination of unique software requirements and unique interfaces	BCAC Solution Analysis Functional Requirements ATP or problem statement – posted at CMO BCAC portal for 4 th estate. MilDeps encouraged to use BCAC portal.		BCAC Solution Analysis Functional Requirements ATP or problem statement – posted at CMO portal
(B) the system and business system portfolio are or will be in compliance with the defense business enterprise architecture [...] or will be in compliance as a result of modifications planned	IBF-DAP and component files	IBF-DAP and component files	IBF-DAP and component files
(C) the system has valid, achievable requirements and a viable plan for implementing those requirements (including, as appropriate, market research, business process reengineering, and prototyping activities)	Valid, achievable requirements - BCAC CRD or problem statement – posted at CMO BCAC portal for 4 th estate. MilDeps encouraged to use BCAC portal. Implementation plan – component records		BCAC CRD or problem statement – posted at CMO portal
(D) the system has an acquisition strategy designed to eliminate or reduce the need to tailor commercial off-the-shelf systems to meet unique requirements, incorporate unique requirements, or incorporate unique interfaces to the maximum extent practicable	To be determined	To be determined	To be determined
(E) is in compliance with the Department’s auditability requirements.	Component FIAR Management Assertion memos, Component Statement of Assurances lists and deficiency and material weakness lists, audit reports, DITPR Audits tab, etc.		

Per DoDI 5000.75, ATP decisions must be documented through a formal memorandum. Information materials that supported the decision must be maintained in accordance with DoD records management procedures.



Expectations for Requirements for Defense Business systems (4th Estate Example)

10 USC 2222 (b) and (g) DBS Requirement	Below internal threshold covered DBS (e.g., ≤\$1M over period of FYDP)	Internal threshold covered DBS (e.g., >\$1M over period of FYDP)	Statutory covered DBS (>\$50 M over period of FYDP) (Potential ADA Consequence)	Statutory Priority DBS (>\$250M over period of FYDP)
(g) (A) the system has been, or is being, reengineered to be as streamlined and efficient as practicable, and the implementation of the system will maximize the elimination of unique software requirements and unique interfaces	R (CCA)	TRA	SRA	DRA
(g) (B) the system and business system portfolio are or will be in compliance with the defense business enterprise architecture developed pursuant to subsection (e) or will be in compliance as a result of modifications planned	R (CCA)	TRA	SRA	DRA
(g) (C) the system has valid, achievable requirements and a viable plan for implementing those requirements (including, as appropriate, market research, business process reengineering, and prototyping activities)	R (5000.75)	TRA	SRA	DRA
(g) (D) the system has an acquisition strategy designed to eliminate or reduce the need to tailor commercial off-the-shelf systems to meet unique requirements, incorporate unique requirements, or incorporate unique interfaces to the maximum extent practicable	R (5000.75)	TRA	SRA	DRA
(g) (E) is in compliance with the Department’s auditability requirements. (<i>generally for financial / financial feeder systems</i>)	RO (FIAR, FMFIA)	TRA	SRA	DRA
(b) is managed in a manner that provides visibility into, and traceability of, expenditures for the system	RO (per 1:1 rule SNaP-IT/DoD FMR)	R / TRA	R / SRA	R / DRA

R = Requirement or should be followed (e.g., Clinger Cohen Act CCA) RO = Requirement / compliance demonstrated by other means (e.g. FIAR)

TRA = Requirement and demonstration of compliance / documentation in DITIP et al (e.g., IBF-DAP BEA) / approval by CMO required

SRA = Requirement and demonstration of compliance / DITIP / approval by CMO required by statute / ADA consequence for not following

DRA = Requirement and demonstration of compliance / DITIP / approval by DCMO required / ADA consequence for not following requirement



Expectations for Requirements for Defense Business systems (4th Estate Example) cont.

System Authoritative Source	Below internal threshold covered DBS (e.g., ≤\$1M over period of FYDP)	Internal threshold covered DBS (e.g., >\$1M over period of FYDP)	Statutory covered DBS (>\$50 M over period of FYDP)	Priority DBS (>\$250 M over period of FYDP)
DoD Information Technology Investment Portal (DITIP) – investment registration for unique investment identifier (UII)	R	RC	RC	RC
DITIP - system compliance data for 10 U.S.C. 2222(g) requirements ¹	NC ²	? R	R	R
DITIP – request and approval for covered defense business system certification	N	RC	RC	RC
DoD Information Technology Portfolio Repository (DITPR) – system registration	R	RC	RC	RC
Select & Native Programming Data Input System for Information Technology (SNaP-IT) – IT budget ³	R	RC	RC	RC
Integrated Business Framework Data Alignment Portal (IBF-DAP) – BEA module BEA assessment	NC EN	RC	RC	RC
IBF-DAP – organizational execution plan module – strategy to investment mapping	NC	RC	RC	RC
Problem Statement Portal (capability requirement document)	N	RC	RC	RC

R = Requirement

N = Not required

NC-EN = Not required however can be done – or EN encouraged to be done

RC = Requirement / compliance assessed

¹ BPR, BEA, valid, achievable requirements and a viable plan for implementing, acquisition strategy, in compliance with auditability requirements

² But can be done

³ IT budget applies unless an exception UII is permitted or required (e.g., Army Corps of Engineers, non-appropriated funds, etc.)



Business Process Reengineering (GAO)

- “the system has been, or is being, reengineered to be as streamlined and efficient as practicable, and the implementation of the system will maximize the elimination of unique software requirements and unique interfaces”
- **Business Process Reengineering:** a systematic, disciplined improvement approach that critically examines, rethinks, and redesigns mission-delivery processes in order to achieve dramatic improvements in performance in areas important to customers and stakeholders.
 - Reengineering identifies, analyzes, and redesigns an organization's core business processes with the aim of achieving dramatic improvements in critical performance measures, such as cost, quality, service, and speed.
 - Core or Key Process: business processes that are vital to the organization's success and survival.
- **Continuous Process Improvement:** an ongoing effort to incrementally improve how products and services are provided and internal operations are conducted.
- **Business Case:** a structured proposal for business improvement that functions as a decision package for organizational decision-makers.
 - A business case includes an analysis of business process performance and associated needs or problems, proposed alternative solutions, assumptions, constraints, and risk-adjusted cost/benefit analysis.
- Should the agency engage in reengineering? Key Activities for the Agency:
 - Decide whether any of the processes needing improvement should be reengineered.
 - Assess the agency's readiness to engage in a reengineering project.
 - Develop and communicate a compelling business case for initiating a reengineering project.
 - Integrate the reengineering project into the agency's overall strategy for improving mission performance.
 - Develop and begin implementing a change management plan



Business Process Reengineering (DoD)

- “the system has been, or is being, reengineered to be as streamlined and efficient as practicable, and the implementation of the system will maximize the elimination of unique software requirements and unique interfaces”
- **Business Process Reengineering:** A logical methodology for assessing process weaknesses, identifying gaps, and implementing opportunities to streamline and improve these processes to create a solid foundation for success in changes to the full spectrum of operations. This definition covers various perspectives of BPR and aligns with the principles of Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy (DOTMLPF-P) analysis. (DoD Business Process Reengineering Assessment Guidance September 28, 2012 - historical reference)
- **Business Process Re-engineering:** The fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical contemporary measures of performance, such as cost, quality, service, and speed. (DoDI 5010.43 Implementation and Management of the DoD-Wide Continuous Process Improvement/Lean Six Sigma (CPI/LSS) Program)
- **Continuous Process Improvement:** An ongoing effort to incrementally improve how products and services are provided and internal operations are conducted. (DoD Business Process Reengineering Assessment Guidance September 28, 2012 - historical reference)
- **Lean:** A methodology for continuous process improvement, focused on work flow, customer value, and eliminating process waste; unique from traditional process improvement strategies in that its primary focus is on eliminating non-value added activities.
 - Revised Business Process Reengineering Assessment Guidance (September 28, 2012)
 - At <http://dcmo.defense.gov/Products-and-Services/Business-Process-Reengineering/>



Enterprise Architecture 44 USC 3601 and DoDI 5000.75 Definitions

- “Enterprise architecture“ means-
 - a strategic information asset base, which defines
 - the mission;
 - the information necessary to perform the mission;
 - the technologies necessary to perform the mission; and
 - the transitional processes for implementing new technologies in response to changing mission needs;
 - and includes- a baseline architecture; a target architecture; and a sequencing plan
- “Interoperability“ per 44 USC 3601 means the ability of different operating and software systems, applications, and services to communicate and exchange data in an accurate, effective, and consistent manner
 - DoDI 8330.01 “Interoperability of Information Technology (IT), Including National Security Systems (NSS)” is also relevant in DoD
- The business enterprise architecture is a blueprint to guide the development of integrated business processes within DoD.
 - It includes architectural viewpoints that display: capabilities, activities, processes, data, information exchanges, business rules, system functions, services, system data exchanges, technical standards, terms, and linkages to laws, regulations and policies.

While the FY16 NDAA removed requirement for an enterprise transition plan, it appears a plan (sequencing plan) is still required per 44 USC 3601. Functional strategies and DITPR lifecycle data do the DoD BEA plan.



Business Enterprise Architecture Requirements

- A covered defense business system program must be “in compliance with the defense enterprise architecture [BEA] or will be in compliance as a result of modifications planned ”
- The architecture (BEA) is required to:
 - Be comprehensive such that all business processes and covered DBS and DBS can be integrated into it
 - Serve as a blueprint to guide the development of *integrated* business processes within the DoD
 - Be *sufficiently* defined to effectively guide implementation of interoperable defense business system solutions
 - Be consistent with the policies and procedures established by the Director of the Office of Management and Budget [i.e., OMB Circular A-130]
 - Have content which includes policies, procedures, business data standards, business performance measures, and business information requirements that apply uniformly throughout the DoD
 - Be integrated into the DoD information technology enterprise architecture
 - The broader DoD architecture must also describe a plan for improving the IT and computing infrastructure of the DoD, including for each of the major business processes conducted by the DoD

10 USC 2222 / FY 2016 NDAA



Business Enterprise Architecture Requirements

- The BEA is required to enable the Department to—
 - Comply with all applicable law, including Federal accounting, financial management, and reporting requirements;
 - Routinely produce timely, accurate, and reliable business and financial information for management purposes;
 - Integrate budget, accounting, and program information *and* systems; and
 - Identify whether each existing business system is a part of the business systems environment outlined by the [BEA], will become a part of that environment with appropriate modifications, or is not a part of that environment.

FY 2016 NDAA / 10 USC 2222



What is Interoperability?

- The ability of different operating and software systems, applications, and services to communicate and exchange data in an accurate, effective, and consistent manner. (44 U.S.C. 3601)
- The ability of systems, units, or forces to provide data, information, materiel, and services to, and accept the same from, other systems, units, or forces, and to use the data, information, materiel, and services exchanged to enable them to operate effectively together. (DoD Instruction 8330.01)
 - IT interoperability includes both the technical exchange of information and the end-to-end operational effectiveness of that exchange of information as required for mission accomplishment.
 - Interoperability is more than just information exchange. It includes systems, processes, procedures, organizations, and missions over the life cycle and must be balanced with cybersecurity.
 - Other issuances also apply such as DoDI 8320.07 Implementing the Sharing of Data, Information, and Information Technology (IT) Services in the Department of Defense



Business Enterprise Architecture Requirements

BEA Attribute – 10 USC 2222 Requirement or 44 USC 3601 Definition	Examples of How DoD Addresses
Mission; the information necessary to perform the mission; the technologies necessary to perform the mission; and the transitional processes for implementing new technologies in response to changing mission needs	Agency strategic plan (ASP), functional strategies linked to ASP, problem statements/capability requirement documents, DITPR and IBF-DAP BEA content, CIO architecture
Baseline architecture; a target architecture; sequencing plan	Functional strategies, DITPR lifecycle information
Policies, procedures, business data standards, business performance measures, and business information requirements that apply uniformly throughout the DoD	Investment Management Guidance, BEA Compliance Guide, DITPR & DITIP guidance, ASP measures, ASSIST Acquisition Streamlining & Standardization Info System, DoD IT Standards Registry (DISR), SFIS, etc.
Comply with all applicable law, including Federal accounting, financial management, and reporting requirements	Capability requirements documents (formerly problem statement part 1) that identify LRPs, process and system design to build for compliance, assert compliance to the relevant LRP, internal control
Routinely produce verifiable, timely, accurate, and reliable business and financial information for management purposes	DoDI 5000.75 capability requirement/ solution analysis/ functional requirements and acquisition planning / systems engineering; DoDI 8330.01 interoperability tests
Integrate budget, accounting, and program information and systems	DoDI 5000.75 capability requirement/ solution analysis/ functional requirements and acquisition planning / systems engineering; DoDI 8330.01 interoperability tests; DITPR associated systems info
Identify whether each existing business system is a part of the business systems environment outlined by the BEA, will become a part of that environment with appropriate modifications, or is not a part of that environment	DITPR lifecycle information, IBF-DAP compliance assessments



BEA Compliance – High Level View

- Below threshold (e.g., <\$1M)
 - System recorded in DITPR
 - Lifecycle, migration = 44 USC 3601/ OMB A-130 transition plan
 - Associated systems, interfaces = 44 USC 3601 / 10 USC 2222 interoperability
 - Business function
 - Component follows DoDI 5000.75 / DoDI 5000.02, CCA, etc. – all compliance verified at the *component* level
 - Systematic process for standards selection (e.g., ASSIST, DISR, DoD issuances) from process maps, logical data model, data elements relational data, etc.
 - Above threshold
 - BEA assessment completed in IBF-DAP per BEA compliance guide
 - System Dev Mod conducted using problem statement process (FY17 and prior) or DoDI 5000.75 (BCAC)
 - Systematic process for standards selection (e.g., ASSIST, DISR, DoD issuances) from process maps, logical data model, data elements relational data, etc.
 - BEA determination recorded in DITIP
 - BEA compliance verified by PCA and approved by CMO (DoD CMO primary DBS)
-
- ASSIST Acquisition Streamlining and Standardization Information System database is the official source for specifications and standards used by the DoD
 - DoD Information Technology Standards Registry (DISR), a module in the GIG Technical Guidance Federation, is an online repository IT standards



BEA Compliance – Covered DBS

- BEA module in IBF-DAP has BEA assessment records available for FY18 (later FY19)
 - Review BEA assessments.
 - Any BEA FY18 assessments updated since March 30 should be re-validated for the FY19 cycle.
 - If there are no discrepancies found or further changes, FY19 assessments can be locked for FY19.
 - Instructions for BEA assessments using the tool are in the BEA compliance guide posted in the tool.
- For FY18 assessments still in progress, awaiting review or verification will be left open. If they are for covered DBS that will be subject to certification in the FY19 cycle, those systems will be subject to disapproval or FY19 conditions or data quality actions.
- Remember to also update BEA data in DITIP based on PCA determinations from the BEA assessments completed in IBF- DAP.

BEA content (version 11.1 will be available at <http://dcmo.defense.gov/Products-and-Services/Business-Enterprise-Architecture/>)



Scoping and Compliance Summary and BEA DoDAF 2.0 Artifacts Used

In IBF-DAP BEA Module

BEA <u>DoDAF</u> Product/Content Name	Compliance Element	Alignment and Compliance Requirement	Compliance Function
OV-5a Operational Activity Decomposition Tree OV-5b Operational Activity Model	Operational Activities	Relevant Operational Activities identified and aligned in the BEA	Alignment Mapping
OV-3 Operational Resource Flow Matrix Information Exchanges Available	Information Exchanges	<p>Available Information Exchanges in the BEA relevant to the DBS are identified for interoperability to the maximum extent practicable</p> <p>Number of interfaces to other systems and associated systems are identified in DITPR</p>	Alignment Mapping and Assertion
OV-6c Business Process Model	Processes	Relevant DBS Processes identified and aligned in the BEA	Alignment Mapping
DIV-2 Logical Data Model	Data Attributes	<p>A logical data model exists for the system</p> <p>Relevant Data Attributes identified and aligned in the BEA</p>	Alignment Mapping
LRP Laws, Regulations, and Policies Repository	LRP	Relevant LRPs identified and aligned in the BEA	Alignment Mapping and Assertion



Scoping and Compliance Summary and BEA DoDAF 2.0 Artifacts Used (cont.)

BEA <u>DoDAF</u> Product/Content Name	Compliance Element	Alignment and Compliance Requirement	Compliance Function
Defense Financial Management Improvement Guidance	DFMIG	Relevant DFMIG identified and aligned to the DBS	Alignment Mapping and Assertion
OV-6a Operational Rules Model	Process Business Rules and Data Business Rules	Relevant Process Business Rules identified and aligned in the BEA	Alignment Mapping and Assertion
The Standard Financial Information Structure (SFIS) Checklist	SFIS System Categories	Relevant SFIS identified and alignment to the DBS	Alignment Mapping and Assertion
Enterprise Standards	Standards	Relevant Enterprise Standards identified and aligned in the BEA	Alignment Mapping and Assertion



IBF-DAP BEA Compliance Module



Operational Activities	Processes	System Functions	Business Capabilities	End-to-Ends	Information Exchanges	Data Attributes	Laws, Regulations & Policies	Business Rules	DFMIG	SFIS
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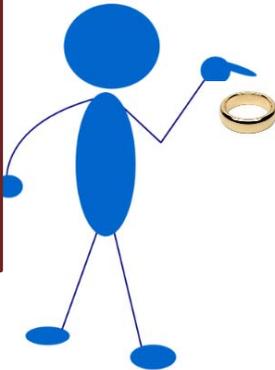
BEA Attribute	Summary of Actions
Operational Activities	Relevant Operational Activities identified (selected) = aligned. Select ones marked leaf level Y – leaf gives subsequent content to select from. If no activities exist, record the missing functionality as a BEA gap.
Processes	Relevant Processes selected. Use comments button to record if none exist.
System Functions	Relevant Functions selected. Use comments button to record if none exist.
Business Capabilities	Relevant Enterprise Standards. Use comments button to record if none exist.
End-to-Ends	Relevant End-to-Ends selected. Use comments button to record if none exist.
Information Exchanges	Available Information Exchanges in the BEA relevant to the DBS are selected for interoperability to the maximum extent practicable. Use comments button to record if none exist. Number of interfaces to other systems and associated systems are identified in DITPR
Data Attributes	Relevant compliant Data Attributes selected (compliance). A logical data model exists for the system. Use comments button to record if none exist.
Laws, Regulations & Policies	Relevant complaint LRPs selected (compliance). Use comments button to record if none exist.
Business Rules	Relevant compliant Process Business Rules selected (compliance). Use comments button to record if none exist.
DFMIG	Relevant compliant DFMIG selected (compliance)
SFIS	Relevant compliant SFIS selected (compliance)



Example Integrating Information and Interoperability

How does one integrate budget, accounting, and program information and systems? Create interoperable systems?

Person
data
standard
- EDIPI
- ring size



Building
data
standard



Laptop
data
standard

Contract Line Item		Contract Line Item		Contract Line Item	
Contract Line Item					
1	2	3	4	5	6
7	8	9	10	11	12
13	14	15	16	17	18
19	20	21	22	23	24
25	26	27	28	29	30
31	32	33	34	35	36
37	38	39	40	41	42
43	44	45	46	47	48
49	50	51	52	53	54
55	56	57	58	59	60
61	62	63	64	65	66
67	68	69	70	71	72
73	74	75	76	77	78
79	80	81	82	83	84
85	86	87	88	89	90
91	92	93	94	95	96
97	98	99	100	101	102

Contract
data
standard

- Electronic Data Interchange Personal Identifier (EDIPI)
- Real Property Unique Identifier (RPUID) – how many DBS are mapped to it??
- Only 15 were mapped to RPUID
- Item Unique Identification (IUID) Standards for Tangible Personal Property
- Unique item identifier (UII) will be used globally as the common data key in financial, property accountability, acquisition, and logistics (including supply and maintenance) automated information systems to enable asset accountability, valuation, life-cycle management, and counterfeit materiel risk reduction DoDI 8320.04
- Uniform Contract Line Item Numbering System



Example - Internal Control

- Internal control
 - Process used by management to help an entity achieve its objectives.
- Internal control helps an entity
 - Run its operations efficiently and effectively; Report reliable information about its operations; Comply with applicable laws and regulations
- Control activities
 - Policies, procedures, techniques, and mechanisms that enforce management’s directives to achieve the entity’s objectives and address related risks
 - Preventive controls work to prevent errors or fraud from occurring before a business process transaction is executed. Detective controls are designed to find errors / irregularities after occurrence and correct error.
 - Non-IT some examples of common categories of control activities
 - Top-level reviews of actual performance; Establish/review performance measures/indicators
 - Reviews by management at the functional or activity level
 - Management of human capital
 - Physical control over vulnerable assets; Segregation of duties
 - IT
 - General controls - Policies and procedures that apply to all or a large segment of an entity’s information systems; include security management, logical and physical access, configuration management, segregation of duties, and contingency planning
 - Application controls - incorporated directly into computer applications for the purposes of validity, completeness, accuracy, and confidentiality of transactions and data during application processing

BEA similarities: “enable DoD to comply with all applicable law, including Federal accounting, financial management, and reporting requirements; routinely produce verifiable, timely, accurate, and reliable business and financial information for management purposes”



Recordkeeping Requirements

- Records - All [...] papers, [...] machine-readable materials, and other documentary materials [...] made or received by an US government agency under federal law [...] and preserved or appropriate for preservation by that federal agency [...] as evidence of the organization, functions, policies, decisions, procedures, operations, or other activities of the US government or because of the informational value of the data in them.
 - Records, regardless of media or security classification, will be created, maintained and used, disposed, and preserved to document the transaction of business and mission in wartime and peacetime.
 - Duplicate copies of records preserved only for convenience are non-record materials – but still can be part of a legal hold

DoDI 5015.02, DoD Records Management Program, February 2015, based on federal law



Recordkeeping

Record Requirement	Section 2222 Relationship	Record Examples (retention requirements found in schedules***)
Functions	Organization and individual functions, process functions	Investment guidance, DoDI 5000.75, DBC charter, 4EWG charter
Policies*	Relevant policies	Investment guidance, DoDI 5000.75, DoD FMR, charters, portfolio guide
Decisions	Investment decision (includes CMO 2222(g) compliance decision), budget decision, PCA compliance decision	Investment decision memos (primary and OOC), PCA memos,** DBC meeting summaries
Procedures	Relevant procedures	Investment guidance, DoDI 5000.75, FMR, BPR assessment guidance, etc.
Operations	Relevant operations (e.g., investment requests, BEA assessments)	Investment guidance, DoDI 5000.75, DITIP, DITPR, SNaP-IT, IBF-DAP, DBC and 4EWG meeting slides
Other activities	As identified	As identified

* DoD policy (per DoDI 5025.01, August 1, 2016) is ‘A set of principles and associated guidelines to direct and limit DoD actions in pursuit of objectives, operations, and plans.’

** Original PCA memo held by component is record, version in IBF-DAP or DITIP is copy

***Example records schedules for disposition-see OSD Records Admin at http://www.esd.whs.mil/OSD_RDS/



Out of Cycle Process

Component Action Required	Certification Owner	Conditions for CMO / DCMO Review
1. Submit OOC for Review and Certification Request	Military Departments	Any increase in a system <i>below</i> \$250M over the period of the current FYDP and over the established Military Departments threshold will be reviewed for decision by Military Department CMO in DITIP
		Any increase in a system <i>above</i> \$250M over the period of the current FYDP will be reviewed for decision by CMO and the DCMO in DITIP
	Fourth Estate	Any increase in a system will be reviewed for decision by the DCMO in DITIP
2. Submit for Notification Only	All	Removal of DBS from Portfolio *
	All	Any decrease in funding**
<p>Requests and Notifications are initiated using DITIP. Data updates to DITIP, DITPR and applicable IBF-DAP data are still required in all cases.</p> <p>* Archiving (Inactive) in DITPR removes system from the active certification portfolio in DITIP and results in the inclusions on the Pending Changes tab in DITIP</p> <p>** As a business rule, an OOC request made in DITIP cannot mix positive and negative numbers. All OOC requests with decreases should be processed first as a separate OOC request, followed by increase(s) request</p>		

Table 3 – Required Component Actions for OOC Requests

- In DITIP, enter amount for increase or decrease, NOT new total
- In DITIP, use negative sign (-) for decreases, all in \$K



Part 4: Resources and Q&A



FY 2019 Cycle Investment Management Training Dates

DCS: <https://conference.apps.mil/webconf/DBS2222>

Call in number (703) 692-7060 code 5656# (DSN is 222-7060).

All times are in Eastern Daylight Time, EDT.

- ❑ Tuesday, April 3, 2018: 1000 – 1230 (Mark Center Washington Rm. 8E22)
- ❑ Tuesday, April 10, 2018: 1300 – 1530 (Mark Center Hamilton Rm. 8C21)
- ❑ Tuesday, April 17, 2018: 1030 – 1230 (Mark Center Washington Rm. 8E22)
- ❑ Tuesday, April 17, 2018 : 1330 – 1430 **OEP Domain Administrator Training** (Mark Center Washington Rm. 8E22)
- ❑ Tuesday, April 24, 2018: 1000 – 1230 (Mark Center Washington Rm. 8E22)
- ❑ Tuesday, May 1, 2018: 1000 – 1230 (Mark Center Washington Rm. 8E22)
- ❑ Tuesday, May 8, 2018: 1300 – 1530 ((Mark Center Washington Rm. 8E22)
- ❑ Tuesday, May 15, 2018: 1000 – 1230 ((Mark Center Washington Rm. 8E22)
- ❑ Tuesday, May 15, 2018: 1330 – 1430 **OEP Domain Administrator Training** ((Mark Center Washington Rm. 8E22)
- ❑ Tuesday, May 22, 2018: 1300 – 1530 (Mark Center Washington Rm. 8E22)

OCMO Training Point of Contacts

Dave Brown david.p.brown1.civ@mail.mil

Mark Doehnert mark.p.doehnert.civ@mail.mil



IBF Portal and Help

- IBF Portal at <https://bea-ertools.osd.mil/ee/>

- Access:

- (1) Receipt of identified user completing the first time login page (use the E-mail certificate) to associate CAC with the server;
- (2) Confirmation from component OEP lead POC on user roles;
- (3) Receipt of a completed DD Form 2875 Part I, Part II through Block 20b and Part III, sent to IBF-DAP help at osd.pentagon.odcmo.mbx.ibf-dap@mail.mil.

- Limitations

- 4000 character maximum for data type
- If someone is trying to put in more than 4000 characters, either put in as a number of records with the content broken up or as an attachment.
- Speed (can be slower to log in)
- Enter dollars in units of Millions (enter digits only - do not enter the letter M)

- Help

- osd.pentagon.odcmo.mbx.ask-bea@mail.mil for BEA technical issues or questions
- osd.pentagon.odcmo.mbx.irb-support-staff@mail.mil for investment management process issues or questions
- osd.pentagon.odcmo.mbx.ibf-dap@mail.mil for IBF-DAP product help or questions





BACKUP



Defense Business System Determinations

- Determined by the PCA based on the definition provided in 10 U.S.C. § 2222 (i)(1).
 - If the answer to any of the questions below is “yes” then the IT investment likely meets the intent and therefore falls under the authority of 10 U.S.C. § 2222.
 - Does the IT investment support a business operation, function, or activity that meets the definition of a DBS?
 - Does the IT investment used to support a business operation, function, or activity meet the definition of an information system, as defined in title 44 U.S.C. § 3502?
 - Does the IT investment rely on other DBSs for interoperability?
 - Does the IT investment rely on a level of adherence to the BEA to effectively guide, constrain and permit interoperable DBSs solutions or support the governance framework for DBSs?
 - Does the IT investment involve inherently managerial functions or provide business functions or capabilities such as strategic planning, case / correspondence / records management, project or program management or other staff functions performed at a management headquarters level?
 - Then to determine if DBS is a covered or priority DBS program, use the following:
 - It is a “covered defense business system” if it is a defense business system that is expected to have a total amount of budget authority, over the period of the current future-years defense program submitted to Congress in excess of \$50,000,000 (\$50M), or above an internal DoD threshold (e.g., \$1M over period of FYDP for fourth estate).
 - It is a "priority defense business system" if it is a means a defense business system that is-
 - (A) expected to have a total amount of budget authority over the period of the current future-years defense program submitted to Congress under section 221 of this title in excess of \$250,000,000; or
 - (B) designated by the Deputy Chief Management Officer of the Department of Defense as a priority defense business system, based on specific program analyses of factors including complexity, scope and technical risk and after notification to Congress of such designation.



Defense Business System Determinations (cont.)

- It is a “covered DBS program” when it is a defense acquisition program to develop and field a covered defense business system or an increment of a covered defense business system.
 - Since a developed covered DBS program requires annual certification for any fiscal year in which funds are expended for development OR sustainment pursuant to a covered defense business system program, the develop and field would go into sustainment.

- What if no development was required?
 - Since the law about approvals required for development says " if no development is required, into production or fielding" then a commercial off the shelf (COTS) system that goes directly into production or fielding would still fall under a covered defense business system program or Priority defense business system program.



Primary OEP Page

Home | Help | Log Off

DCMO - - 2017

Organizational Execution Plan

Add a "General" Comment

Portfolio Introduction

The DCMO portfolio encompasses DoD business strategic planning, performance management, and oversight; business intelligence for effective decision-making for investment management; and delivering the Business Enterprise Architecture, Standards, and technology innovation. The DCMO DBS portfolio consists of:
· Integrated Business Framework - Data Alignment Portal (IBF-DAP) provides an online system to facilitate the automated collection and analysis of Functional Strategy and OEP content, to provide a means for DoD organizations to align their investments to initiatives identified in Functional Strategies, and to improve the DBC's ability to make informed investment decisions based on authoritative data and information. IBF-DAP incorporates the BEA Compliance System (BCS), a web based automated tool for assessing and reporting Defense Business System (DBS) compliance against data

OEP Version

PCR Memo

Save

- Primary Business Operations
- Accomplishments
- PCA Review Results
- Risks & Challenges
- Goals
- Initiatives / Align Investments
- Attachments
- All Investments
- Aligned Investments
- Comments
- History

Add a "Primary Business Operations" Tab Comment

Business Operations

[3 items]

Business Operation	Business Cost (\$M)
Business System Certification Review	
Financial Management Processes	
Planning and Analysis	

Major Cost Drivers

[0 items]

Cost Driver



OEP Summarizer

Unclassified

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DCMO Integrated Business Framework Data Alignment Portal (IBF-DAP)

Enabling DoD Data Sharing across the Business Mission Area

- Home
- Functional Strategy
- BEA Compliance
- Organizational Execution Plan

OEP Users Guide

Organizational Execution Plans

[58 items] Page 1 of 3 << < > >>

Action	Organization	Chapter	Year	Summary
View/Edit	AIR FORCE	Acquisition	2016	View
View/Edit	AIR FORCE	All Relevant Business Areas	2016	View
View/Edit	AIR FORCE	Defense Security Enterprise	2016	View
View/Edit	AIR FORCE	Enterprise IT Infrastructure	2016	View
View/Edit	AIR FORCE	Financial Management	2016	View
View/Edit	AIR FORCE	Human Resources Management	2016	View
View/Edit	AIR FORCE	Installations & Environment	2016	View
View/Edit	AIR FORCE	Logistics	2016	View
View/Edit	AIR FORCE	NAF	2016	View
View/Edit	AIR FORCE	Other	2016	View
View/Edit	AIR FORCE	Security Cooperation	2016	View
View/Edit	ARMY	AAFES	2016	View
View/Edit	ARMY	Acquisition	2016	View
View/Edit	ARMY	All Relevant Business Areas	2016	View

AIR FORCE - Acquisition - 2015

Portfolio Introduction	Acquisition encompasses life cycle management of weapon systems, equipment, and services for formulation, systems acquisition, test and evaluation, systems sustainment, and activities in the financial management, and acquisition logistics.
OEP Version	6052014
PCR Memo	View: ../user/uploads/ha...35796...17447900/AF FY15 OEP PCR Memo_13_June_2014.pdf

Business Operations

Business Operation	Business Cost
Technology Development	\$1,122M
Contract Management	\$798M
Systems Sustainment	\$274M
Preliminary Design Development	(costs included under Program Development)
Program Development & Production	\$1,052M
Test & Evaluation	\$350M
FFRDC, A&AS, and other contractor support (spread across multiple business operations areas)	\$3,351M

Cost Drivers

Cost Driver
1 - Oversight demands
2 - Reporting
3 - Financial reconciliations



Primary Business Operations/Major Cost Drivers

Unclassified

Primary Business Operations
Accomplishments
PCA Review Results
Risks & Challenges
Goals
Initiatives
Attachments

Investments
Aligned Investments
Comments
History

Add a "Primary Business Operations" Tab Comment

Business Operations

[5 items]

	Business Operation	Business Cost (\$M)	Copy Of ID
	Accounting: Manage Collections & Disbursements		17455777
	Accounting: Perform Financial Reporting		17455778
	Budget Management		17455779
	Cost Management		17455780
	Financial Decision Support Analysis / Business Intelligence		17455782

Major Cost Drivers

[10 items]

	Cost Driver	Copy Of ID
	DFAS Cost for Accounting, Reconciliations, Reporting, and other support	17456198
	Manpower Costs - Audit Readiness	17456189
	Manpower Costs - Cost Management Analysis (CBAs)	17456193
	Manpower Costs - Number of Acquisition Programs	17456192
	Manpower Costs - PPBE Process: # of PPBE Cycles. # of Exhibits, Supplemental/ Reprogramming, Amount & Complexity of Army Appropriations	17456191
	Manpower Costs - Volume of Congressional Inquiries	17456190
	SFIS Compliance	17456200
	System Costs - Cost of Legacy Systems	17456195



Accomplishments

The screenshot shows a web application interface for 'ARMY - Financial Management - 2016'. The main page has a blue header with 'Unclassified' and 'Home | Help | Log Off'. Below the header, there are sections for 'Add a "General" Comment', 'Portfolio Introduction', 'OEP Version', and 'PCR Memo'. A navigation bar includes 'Primary Business Operations', 'Accomplishments', 'Investments', 'Aligned Investments', and 'Comments'. The 'Portfolio Accomplishments' section is active, showing 'No data to display.' A modal window titled 'New: Portfolio Accomplishment' is open, displaying a form with the following fields: 'OEP ARMY - Financial Management - 2016', '* Business Result', and 'Fiscal Year'. A 'Save' button is located at the bottom right of the form. The modal window also has a 'Home | Help | Log Off' header and a 'Portfolio Accomplishment' icon with a checkmark. The browser address bar shows the URL: https://bea-etools.osd.mil/?verb=New&CLASS.CLASS_ID=6374&a_6374_-1_35805...



PCA Review Results

Unclassified

ARMY - Financial Management - 2016

Home | Help | Log Off

New: PCA Review Result

PCA Review Result

OEP ARMY - Financial Management - 2016

Selecting Investments - Criteria
Selecting Investments - Results
Aligning Investments - Criteria
Aligning Investments - Results

Unclassified

100%

Unclassified

Add a "General" Comment

Portfolio Introduction

OEP Version

PCR Memo

Primary Business Operations | Accomplishments

Investments | Aligned Investments | Co...

Add an "PCA Review Results" Tab Comment

PCA Results

Selecting Investments - Cr...	Selecting Investments - Re...	Aligning Investmen - Cri...
-------------------------------	-------------------------------	-----------------------------

No data to display.



Risks and Challenges

Unclassified

Home | Help | Log Off

Organizational Execution Plan

New: OEP Risk OEP Risk

Note: * indicates a required field.

OEP ARMY - Financial Management - 2016

Risk Area *

Risk/Challenge

Risk Mitigation

Save

Risks & Challenges Goals Initiatives Attachments

[1 items]

	Risk Area	Risk/Challenge	Risk Mitigation	Copy Of ID
	Suboptimal data exchanges with legacy systems	Impacts audit readiness for sensitive activities	Secure funding and continue Business Process Reengineering (BPR)	17456981

System Administrator (EE) : Apr 6, 2015 2:09:24 PM

Unclassified



Organizational Goals

Unclassified

Example TEST BUSINESS OUTCOME

https://bea-etools.osd.mil/?verb=New&CLASS.CLASS_ID=6388&a_6388_-1_35929=20710928&re...

Unclassified Home | Help | Log Off

New: OEP Goal  OEP Goal

OEP ARMY - Financial Management - 2016

OEP Business Outcome

Description

ROM Cost (\$M)

ROM Cost Known?

BPR Needed?

IT Involved?

Unclassified

100%

PCA/Org Business Outcome

No data to display.

Unclassified



Goal Measures

Unclassified

Select Measures
Select PCA/Org Initiatives
Comments
History

Add a "Select Measures" Tab Comment

In the top section of this tab you will select the Functional Strategy measures that are applicable to your OEP. If after reviewing the Functional Strategy measures, you have measures that are not addressed, you can scroll to the bottom section and create Component-specific measures that are not found in Functional Strategies. For more information refer to the comprehensive [OEP Help](#) resource. Pay close attention to the "Change Restriction" selection as this provides options to narrow or widen the focus of the list.

All Functional Strategy Goal Performance Measures (Current Year)

Change Restriction ▼

Select All
Select None

Select	OEP Detail	Measure
<input type="checkbox"/>		Percentage of systems/applications that are PKI-enabled
<input type="checkbox"/>		See Performance Measures at the FM Initiatives, meeting these measures enables DoD to meet the FM Business Outcomes.
<input type="checkbox"/>		% applicable IT and NSS that are C&A-compliant (DoD CIO)
<input type="checkbox"/>		% Systems supported by CDCs and IPN
<input type="checkbox"/>		See Performance Measures at the FM Initiatives, meeting these measures enables DoD to meet the FM Business Outcomes.
<input type="checkbox"/>		Acq/Log PM16 Competitive strategy or rationale for sole source, to be provided as part of each ACAT Program's milestone acquisition strategy.
<input type="checkbox"/>		Acq/Log PM09 Percentage of contract obligations that are competitively awarded
<input type="checkbox"/>		Acq/Log PM26 Average rate of acquisition unit cost growth from the previous year for active MDAPs starting in FY2002 and later.
<input type="checkbox"/>		# of systems hosted on the DoD enterprise cloud environment
<input type="checkbox"/>		%of appropriate systems that use DMDC enterprise identity management service
<input type="checkbox"/>		Percentage of systems/applications that are SHA-256 enabled

Unclassified



Functional Strategy Initiatives

Unclassified

- Primary Business Operations
- Accomplishments
- PCA Review Results
- Risks & Challenges
- Goals
- Initiatives
- Attachments
- Investments
- Aligned Investments
- Comments
- History

Add an "Initiatives" Tab Comment

In the top section of this tab you will select the Functional Strategy initiatives that are applicable to your OEP. If after reviewing the Functional Strategy initiatives, you have goals that are not addressed, you can scroll to the bottom section and create Component-specific initiatives that are not found in Functional Strategies. For more information refer to the comprehensive [OEP Help](#) resource. Pay close attention to the "Change Restriction" selection as this provides options to narrow or widen the focus of the list.

All Functional Strategy Initiatives (Current Year)

Change Restriction ▾

Select All Select None

Select	Select Investments	Business Area	Initiative	Initiative Description	Outcomes
<input type="checkbox"/>		ACQ	Acq/Log I09: Improve the productivity of each Component's Acquisition System	(Acquisition) Improve the productivity of each Component's Acquisition System. Please note FY 14 title, "Improve performance of each Component's Acquisition System."	
<input type="checkbox"/>		ACQ	Acq/Log I06: Increase the use of competition to control costs of goods and services.	(Contracting) Increase the use of competition to control costs of goods and services. Please note the FY14 title, "Increase the use of competition."	
<input type="checkbox"/>		ACQ	Acq/Log I04: Provide incentives to industry to drive down DoD procurement and life-cycle costs.	(Contracting) Provide incentives to industry to drive down DoD procurement and life-cycle costs. Please note FY14 title, "Provide incentives to industry to drive down costs."	
<input type="checkbox"/>		ACQ	Acq/Log I18: Increase, by one percentage point annually, the amount of contract obligations that are competitively awarded	Increase, by one percentage point annually all contract obligations that are competitively awarded	Acq/Log O01: Strengthen acquisition processes



Organizational Initiatives

Unclassified

<input type="checkbox"/>	I&E	Real Property Acceptance Requirements	RPAR provides uniform and consistent processes, data elements and metadata required for the acceptance of real property through any	BEA Compliance Interoperability
<input type="checkbox"/>	I&E	Real Property Requirements		
<input type="checkbox"/>	LOG	Acq/Log I14a Asset Visibility throughout the end supply ch		
<input type="checkbox"/>	LOG	Acq/Log I14b the supply ch end process to Comprehensive Management		
<input type="checkbox"/>	LOG	Acq/Log I14c the supply ch end process to Strategic Network Optimization		

PCA/Org Initiatives

No data to display.

System, Administrator (EE) : Apr 6, 2015 2:44:00 PM

Unclassified

100%

https://bea-etools.osd.mil/?verb=New&CLASS.CLASS_ID=6391&a_6391_-1_3...

Unclassified

Home | Help | Log Off

New: OEP Initiative

OEP Initiative

OEP ARMY - Financial Management - 2016

(OEP Initiative)

Description

Save



Initiative Measures

Unclassified

Save

- Select Investments
- Select Measures
- Select PCA/Org Goals
- Comments
- History

Add a "Select Measures" Tab Comment

In the top section of this tab you will select the Functional Strategy measures that are applicable to your OEP. If after reviewing the Functional Strategy measures, you have measures that are not addressed, you can scroll to the bottom section and create Component-specific measures that are not found in Functional Strategies. For more information refer to the comprehensive [OEP Help](#) resource. Pay close attention to the "Change Restriction" selection as this provides options to narrow or widen the focus of the list.

All Functional Strategy Performance Measures (Current Year)

Change Restriction ▾

Select All Select None

Select	OEP Detail	Measure
<input type="checkbox"/>		Collaborate with Treasury, facilitate early ERP adoption of IPP
<input type="checkbox"/>		M1: Percentage of Defense Travel dollars recovered (Travel Transformation: Travel Policy Compliance Program)
<input type="checkbox"/>		# transaction sets sending SLOA data correctly
<input type="checkbox"/>		M1: Improve data management of variance in Active and Reserve Component (AC/RC) end strength (from DoD SMP)
<input type="checkbox"/>		Successful execution of the 2015 BRAC round that results in infrastructure reductions and significant cost savings.
<input type="checkbox"/>		Acq/Log PM14-1Air Force Customer Wait Time
<input type="checkbox"/>		TBD based on federal direction
<input type="checkbox"/>		M2: Convert civilian personnel folders to electronic personnel folders (appropriated fund, non intel civilians only)
<input type="checkbox"/>		NGRMS: Implement Incr 3 Q3; start Incr 4 sys dev Q2 to be implem FY19 Q3
<input type="checkbox"/>		Continue SFIS/SLOA validations
<input type="checkbox"/>		Acq/Log PM14-3 Navy Customer Wait Time
<input type="checkbox"/>		% Audit Readiness Valuation of Mission Critical Assets

Unclassified



Selecting Investments per Initiative

- Select Investments
- Select Measures
- Select PCA/Org Goals
- Comments
- History

Add a "Select Investments" Tab Comment

This tab allows alignment of Investments with the Initiative defined on this page. For more information refer to the comprehensive [OEP Help](#) resource. Pay close attention to the "Change Restriction" selection as this provides options to narrow or widen the focus of the list.

All OEP Organization Investments

Change Restriction ▼

Select All Select None

Select	BIN	Acronym	System	DITPR ID	Functional Area	NAF	OA/Init #
<input type="checkbox"/>	007--99	CMOTestEx	Testing Example	-99	Acquisition		
<input type="checkbox"/>	007--1	DCMO-TE	Training Example	-1	Acquisition		
<input type="checkbox"/>	007-000004842	BIA	BUSINESS INTELLIGENCE AND ANALYTICS	12515	Other		
<input type="checkbox"/>	007-000100063	IBF-DAP	INTEGRATED BUSINESS FRAMEWORK - DATA ALIGNMENT PORTAL	16476	Other		



Selecting Initiatives and Mapping to Investments

Organizations *would* typically select functional strategy initiatives, or create and select PCA/organizational outcomes and associated initiatives, and map these initiatives to investments as a *gap*, when:

- There is strategic direction that will significantly influence or is influencing specific investments in the portfolio.
- There will be FY19 program costs for new applications and infrastructure capabilities that are planned or will be under development. Typically Dev Mod funds.
- There will be changes or modification to existing applications and infrastructure capabilities which will result in improved capability or performance of the activity, or achievement or progress or achieving a functional strategy initiative.
- There is an investment in sustainment with a gap between actual and desired performance or functional strategy expectation but there are no DM funds for FY19
 - Choose this investment for alignment, and explain the funding gap as well.
- There is a legacy system going away as a direct result to support an initiative.



Selecting Initiatives and Mapping to Investments (continued)

- Organizations **would not** typically select functional strategy initiatives, or create and select PCA/organizational outcomes and associated initiatives, and would not map initiatives to investments, as a gap, when:
 - There is no strategic direction that will significantly influence or is influencing specific investments in the portfolio.
 - There will only be CS funded maintenance of an existing application, infrastructure program or investment or corrective software maintenance, including all efforts to diagnose and correct actual errors (e.g., processing or performance errors) in a system or technical refresh (CS per DoD FMR).
 - There is an investment in sustainment without any significant gaps between actual and desired performance or functional strategy or PCA/organizational expectations.
- Organizations **would** map investments in pure sustainment to Operational Activities.
- ~~FY19 OEP template allows investment mapping that shows where initiatives are being met (no gap).~~

But map all to all for the Enterprise IT Infrastructure Functional Strategy



Selecting Initiatives and Mapping to Investments (continued)

- If an *initiative* is complete at Component level but the measureable results for the associated *outcome* have not been achieved, Components should (1) select a functional strategy outcome so that you can then select outcome measure(s) that will allow you to later show achievement of that *outcome* target.
 - Selecting and mapping to completed initiative(s) would no longer be applicable because the initiative itself had already been completed.
 - Once the ability to show the type of initiative to investment mapping referred to on [slide 22](#) is in place, that would also allow showing the initiative is completed.



Click to Select – Save – Wait for Save

I wanted to select all EITI, so I typed “EITI” in Business Area, and then Click - selected all of them. Then hit Save Changes

Initiatives / Align Investments

Primary Business Operations | Accomplishments | PCA Review Results | Risks & Challenges | Goals | **Initiatives** | Attachments | Investments | Aligned Investments | Comments | History

Add an "Initiatives" Tab Comment

In the top section of this tab you will select the Functional Strategy initiatives that are applicable to your OEP. If after reviewing the Functional Strategy initiatives, you have goals that are not addressed, you can scroll to the bottom section and create Component-specific initiatives that are not found in Functional Strategies. For more information refer to the comprehensive [OEP Help](#) resource. Pay close attention to the "Change Restriction" selection as this provides options to narrow or widen the focus of the list.

All Functional Strategy Initiatives (Current Year)

Change Restriction ▼

Select All | Select None | Save Changes

Select	Select Investments	Business Area	Initiative	Initiative Description	Outcomes
<input checked="" type="checkbox"/>		EITI	Eliminate redundant programs	DoD Enterprise IT services provide efficiency by reducing redundancy in duplicative IT investments, and operations cost. Consolidated delivery of capabilities through common IT services reduces complexity, which provides both first-order effects associated with elimination of unnecessary IT, but also second-order effects such as simplified business processes enabled by those common IT services.	Reduce Unnecessary Redundancies
<input checked="" type="checkbox"/>		EITI	Transition to approved hosting	o Define Data Center and IT Infrastructure Architecture o Consolidate DoD Data Centers o Consolidate IT Infrastructure o Establish DoD Enterprise Cloud	Adopt Enterprise IT Solutions
<input checked="" type="checkbox"/>		EITI	Execute tech refresh	Migrate from system-specific IT infrastructure to Enterprise IT infrastructure at the first opportunity (e.g., with appropriate business case in conjunction with a technology refresh or contract expiration)	Improve Cyber Security
<input checked="" type="checkbox"/>		EITI	Implement identity management solutions	Use Designated DoD Enterprise Services, including the use of DoD enterprise identity management and enterprise directory services when available	Adopt Enterprise IT Solutions
<input checked="" type="checkbox"/>		EITI	Reduce redundant IT infrastructure	DoD Enterprise IT services provide efficiency by reducing redundancy in duplicative IT investments, and operations cost. Consolidated delivery of capabilities through common IT services reduces complexity, which provides both first-order effects associated with elimination of unnecessary IT, but also second-order effects such as simplified business processes enabled by those common IT services.	Reduce Unnecessary Redundancies
<input checked="" type="checkbox"/>		EITI	Expedite patching	Currently, the approach to cyber defense is based primarily on policy compliance, hardening configurations, and patching vulnerabilities, which are necessary but not sufficient. As the DoD focuses on cyber defenses driven by intelligence about the potential adversary, this shift will enable improvements to detect, protect, and respond to the threat's quickly changing cyber tactics. The term "active cyber defense" describes this new approach, which is DoD's synchronized real-time capability to discover, detect, analyze, and mitigate threats and vulnerabilities. It operates at network speed by sensors, software, and intelligence to detect and stop malicious activity before it can affect DoD networks and systems.	Improve Cyber Security
<input checked="" type="checkbox"/>		EITI	Migrate redundant systems	DoD Enterprise IT services provide efficiency by reducing redundancy in duplicative IT investments, and operations cost. Consolidated delivery of capabilities through common IT services reduces complexity, which provides both first-order effects associated with elimination of unnecessary IT, but also second-order effects such as simplified business processes enabled by those common IT services.	Reduce Unnecessary Redundancies
<input checked="" type="checkbox"/>		EITI	Complete PKI enablement	The DoD PKI cyberspace identity credential that is stored on the DoD Common Access Card is used by every DoD user on the unclassified networks. On the Department's secret networks, similar cyberspace identity credentials are being deployed. This is a central part of efforts to drive anonymity out of the networks, and to drive up the accountability required for a successful insider threat management program.	Improve Cyber Security
<input checked="" type="checkbox"/>		EITI	Seamless enterprise IT capabilities into both the Joint Information Environment (JIE) and the Intelligence Community ITE	Drive Implementation of Capabilities to Achieve the JIE. The JIE is the primary enabler of this strategy. The intent of the JIE is to provide a unified, reliable, timely, effective, and agile DoD-wide information environment. It is a technical capability that supports DoD's human capital by bringing to bear the power of the DoD IE across the strategic, operational, and tactical levels. JIE users include the Military Departments, Joint Forces, and non-DoD mission partners across the full spectrum of operations at all echelons, and in all operational environments. The JIE will help users achieve full spectrum warfighting superiority, improved mission effectiveness, and increased information security. The JIE encompasses most of the key initiatives for the DoD CIO, including network standardization and data center consolidation.	Adopt Enterprise IT Solutions
<input checked="" type="checkbox"/>		EITI	Use cross domain solutions	Secure information sharing across domains of different classifications and sensitivity levels will continue to increase and in which Enterprise Cross Domain (ECD) services will be the standard. Cross domain products and services are provided by three main methods: 1. "Bring the data to the user" involves moving data from one domain to another. 2. "Bring the user to the data" involves authenticating and authorizing users' access to data typically stored in large databases. 3. "Multi-level" cross domain techniques are typically machine-to-machine transfers where the blend of filtering, sanitization and machine authorizations is brought to bear.	Adopt Enterprise IT Solutions

PCA/Org Initiatives



Click Pick – Wait for Next Screen

After I hit Save Changes, and changes get saved, the word “Pick” shows up. I hit “Pick” to get to the list of Investments to pick from.

of the list.

All Functional Strategy Initiatives (Current Year)

Change Restriction ▾

Select All Select None Save Changes

Select	Select Investments	Business Area	Initiative	Initiative Description	Outcomes
<input checked="" type="checkbox"/>	Pick	EITI	Eliminate redundant programs	DoD Enterprise IT services provide efficiency by reducing redundancy in duplicative IT investments, and operations cost. Consolidated delivery of capabilities through common IT services reduces complexity, which provides both first-order effects associated with elimination of unnecessary IT, but also second-order effects such as simplified business processes enabled by those common IT services.	Reduce Unnecessary Redundancies
<input checked="" type="checkbox"/>	Pick	EITI	Use cross domain solutions	Secure information sharing across domains of different classifications and sensitivity levels will continue to increase and in which Enterprise Cross Domain (ECD) services will be the standard. Cross domain products and services are provided by three main methods: 1. "Bring the data to the user" involves moving data from one domain to another. 2. "Bring the user to the data" involves authenticating and authorizing users' access to data typically stored in large databases. 3. "Multi-level" cross domain techniques are typically machine-to-machine transfers where the blend of filtering, sanitization and machine authorizations is brought to bear.	Adopt Enterprise IT Solutions
<input checked="" type="checkbox"/>	Pick	EITI	Implement identity management solutions	Use Designated DoD Enterprise Services, including the use of DoD enterprise identity management and enterprise directory services when available	Adopt Enterprise IT Solutions
<input checked="" type="checkbox"/>	Pick	EITI	Reduce redundant IT infrastructure	DoD Enterprise IT services provide efficiency by reducing redundancy in duplicative IT investments, and operations cost. Consolidated delivery of capabilities through common IT services reduces complexity, which provides both first-order effects associated with elimination of unnecessary IT, but also second-order effects such as simplified business processes enabled by those common IT services.	Reduce Unnecessary Redundancies
<input checked="" type="checkbox"/>	Pick	EITI	Transition to approved hosting	o Define Data Center and IT Infrastructure Architecture o Consolidate DoD Data Centers o Consolidate IT Infrastructure o Establish DoD Enterprise Cloud	Adopt Enterprise IT Solutions
<input checked="" type="checkbox"/>	Pick	EITI	Migrate redundant systems	DoD Enterprise IT services provide efficiency by reducing redundancy in duplicative IT investments, and operations cost. Consolidated delivery of capabilities through common IT services reduces complexity, which provides both first-order effects associated with elimination of unnecessary IT, but also second-order effects such as simplified business processes enabled by those common IT services.	Reduce Unnecessary Redundancies
<input checked="" type="checkbox"/>	Pick	EITI	Seamless enterprise IT capabilities into both the Joint Information Environment (JIE) and the Intelligence Community ITE	Drive Implementation of Capabilities to Achieve the JIE. The JIE is the primary enabler of this strategy. The intent of the JIE is to provide a unified, reliable, timely, effective, and agile DoD-wide information environment. It is a technical capability that supports DoD's human capital by bringing to bear the power of the DoD IE across the strategic, operational, and tactical levels. JIE users include the Military Departments, Joint Forces, and non-DoD mission partners across the full spectrum of operations at all echelons, and in all operational environments. The JIE will help users achieve full spectrum warfighting superiority, improved mission effectiveness, and increased information security. The JIE encompasses most of the key initiatives for the DoD CIO, including network standardization and data center consolidation.	Adopt Enterprise IT Solutions
<input checked="" type="checkbox"/>	Pick	EITI	Complete PKI enablement	The DoD PKI cyberspace identity credential that is stored on the DoD Common Access Card is used by every DoD user on the unclassified networks. On the Department's secret networks, similar cyberspace identity credentials are being deployed. This is a central part of efforts to drive anonymity out of the networks, and to drive up the accountability required for a successful insider threat management program.	Improve Cyber Security
<input checked="" type="checkbox"/>	Pick	EITI	Execute tech refresh	Migrate from system-specific IT infrastructure to Enterprise IT infrastructure at the first opportunity (e.g., with appropriate business case in conjunction with a technology refresh or contract expiration)	Improve Cyber Security
<input checked="" type="checkbox"/>	Pick	EITI	Expedite patching	Currently, the approach to cyber defense is based primarily on policy compliance, hardening configurations, and patching vulnerabilities, which are necessary but not sufficient. As the DoD focuses on cyber defenses driven by intelligence about the potential adversary, this shift will enable improvements to detect, protect, and respond to the threat's quickly changing cyber tactics. The term "active cyber defense" describes this new approach, which is DoD's synchronized real-time capability to discover, detect, analyze, and mitigate threats and vulnerabilities. It operates at network speed by sensors, software, and intelligence to detect and stop malicious activity before it can affect DoD networks and systems.	Improve Cyber Security

PCA/Org Initiatives



[2 items]



Click to Select – Save – Wait for Save

After I Click and Save Changes, the choices are saved.

DCMO - - 2017 - Eliminate redundant programs Home | Help | Log Off
OEP Initiative

Add a "General" Comment Delete

Eliminate redundant programs

(OEP Initiative)

Description

Note: * indicates a required field.

Save

Select Investments | Select Measures | Select PCA/Org Goals | Comments | History

Add a "Select Investments" Tab Comment

This tab allows alignment of Investments with the Initiative defined on this page. For more information refer to the comprehensive [OEP Help](#) resource. Pay close attention to the "Change Restriction" selection as this provides options to narrow or widen the focus of the list.

All OEP Organization Investments Change Restriction ▾

Select All | Select None | Save Changes

Select	BIN	Acronym	System	DITPR ID	Functional Area	NAF	OA/Init #
<input type="checkbox"/>	007--99	CMOTestEx	Testing Example	-99	Acquisition		
<input checked="" type="checkbox"/>	007--1	DCMO-TE	Training Example	-1	Acquisition		
<input checked="" type="checkbox"/>	007-000004842	BIA	BUSINESS INTELLIGENCE AND ANALYTICS	12515	Other		
<input checked="" type="checkbox"/>	007-000100063	IBF-DAP	INTEGRATED BUSINESS FRAMEWORK - DATA ALIGNMENT PORTAL	16476	Other		



Once Finished and Saves Occur, See List of Aligned Investments on That View Only Tab

DCMO - - 2017 Organizational | Help | Log

Add a "General" Comment

Portfolio Introduction The DCMO portfolio encompasses DoD business strategic planning, performance management, and oversight; business intelligence for effective decision-making for investment management; and delivering the Business Enterprise Architecture, Standards, and technology innovation. The DCMO DBS portfolio consists of:

- Integrated Business Framework - Data Alignment Portal (IBF-DAP) provides an online system to facilitate the automated collection and analysis of Functional Strategy and OEP content, to provide a means for DoD organizations to align their investments to initiatives identified in Functional Strategies, and to improve the DBC's ability to make informed investment decisions based on authoritative data and information. IBF-DAP incorporates the BEA Compliance System (BCS), a web based automated tool for assessing and reporting Defense Business System (DBS) compliance

OEP Version
PCR Memo

Save

Primary Business Operations | Accomplishments | PCA Review Results | Risks & Challenges | Goals | Initiatives | Attachments | Investments | **Aligned Investments** | Comments | History

Add an "Aligned Investments" Tab Comment

This tab presents only those Investments that have been aligned with an Initiative.

Investments Aligned to Initiatives

[20 items]

Initiative	Initiative Type	Functional Strategy	UII (BIN)	DITPR ID	Acronym	System
Complete PKI enablement	FS	EITI (2017)	007-000004842	12515	BIA	BUSINESS INTELLIGENCE AND ANALYTICS
Complete PKI enablement	FS	EITI (2017)	007-000100063	16476	IBF-DAP	INTEGRATED BUSINESS FRAMEWORK - DATA ALIGNMENT PORTAL
Eliminate redundant programs	FS	EITI (2017)	007-000004842	12515	BIA	BUSINESS INTELLIGENCE AND ANALYTICS
Eliminate redundant programs	FS	EITI (2017)	007-000100063	16476	IBF-DAP	INTEGRATED BUSINESS FRAMEWORK - DATA ALIGNMENT PORTAL
Execute tech refresh	FS	EITI (2017)	007-000004842	12515	BIA	BUSINESS INTELLIGENCE AND ANALYTICS
Execute tech refresh	FS	EITI (2017)	007-000100063	16476	IBF-DAP	INTEGRATED BUSINESS FRAMEWORK - DATA ALIGNMENT PORTAL
Expedite patching	FS	EITI (2017)	007-000004842	12515	BIA	BUSINESS INTELLIGENCE AND ANALYTICS
Expedite patching	FS	EITI (2017)	007-000100063	16476	IBF-DAP	INTEGRATED BUSINESS FRAMEWORK - DATA ALIGNMENT PORTAL
Implement identity management solutions	FS	EITI (2017)	007-000004842	12515	BIA	BUSINESS INTELLIGENCE AND ANALYTICS
Implement identity management solutions	FS	EITI (2017)	007-000100063	16476	IBF-DAP	INTEGRATED BUSINESS FRAMEWORK - DATA ALIGNMENT PORTAL
Migrate redundant systems	FS	EITI (2017)	007-000004842	12515	BIA	BUSINESS INTELLIGENCE AND ANALYTICS
Migrate redundant systems	FS	EITI (2017)	007-000100063	16476	IBF-DAP	INTEGRATED BUSINESS FRAMEWORK - DATA ALIGNMENT PORTAL
Reduce redundant IT infrastructure	FS	EITI (2017)	007-000004842	12515	BIA	BUSINESS INTELLIGENCE AND ANALYTICS
Reduce redundant IT infrastructure	FS	EITI (2017)	007-000100063	16476	IBF-DAP	INTEGRATED BUSINESS FRAMEWORK - DATA ALIGNMENT PORTAL
Seamless enterprise IT capabilities into both the Joint Information Environment (JIE) and the Intelligence Community ITE	FS	EITI (2017)	007-000004842	12515	BIA	BUSINESS INTELLIGENCE AND ANALYTICS
Seamless enterprise IT capabilities into both the Joint Information Environment (JIE) and the Intelligence Community ITE	FS	EITI (2017)	007-000100063	16476	IBF-DAP	INTEGRATED BUSINESS FRAMEWORK - DATA ALIGNMENT PORTAL



Attachments

Unclassified

Home | Help | Log Off

ARMY - Financial Management

Add a "General" Comment

Portfolio Introduction

OEP Version

PCR Memo

Primary Business Operations | Accounts

Investments | Aligned Investments

Add an "Attachments" Tab Comment

Attachments

No data to display.

Unclassified

Home | Help | Log Off

New: OEP Attachment

OEP Attachment

Note: * indicates a required field.

OEP ARMY - Financial Management - 2016

Attachment Description

Attachment Artifact

Reset Save

100%

System, Administrator (EE) : Apr 6, 2015 2:50:20 PM

Unclassified

For your roadmaps to the target



Data Source Links

Authoritative Source	Link	Access
DoD Information Technology Investment Portal (DITIP)	https://snap.cape.osd.mil/ITPortal/PortalHome.aspx	https://expresso.osd.mil/
DoD Information Technology Portfolio Repository (DITPR)	https://ditpr.dod.mil	https://ditpr.dod.mil
Select & Native Programming Data Input System for Information Technology (SNaP-IT)	https://snap.cape.osd.mil/snapit	https://expresso.osd.mil/
IBF DAP Portal	https://bea-ertools.osd.mil/ee/	https://bea-ertools.osd.mil/ee/ & 2875
IBF SharePoint site	https://dcmo.sp.pentagon.mil/dcoi/ibf/default.aspx	CAC gives all on .mil networks access
BCAC CMO Certification Portal	https://dcmo.sp.pentagon.mil/dcoi/PS/PPS/SitePages/Home.aspx	CAC on .mil networks plus permission gives access. Email osd.pentagon.odcmo.mbx.ibf-dap@mail.mil for issues.
BCAC Business Community of Practice	https://www.milsuite.mil/book/groups/bcaccommunity/overview	CAC gives all access but need to join
CMO public access web site	http://dcmo.defense.gov/	



Data Source Links

Authoritative Source	Link	Access
Defense Acquisition Management Information Retrieval (DAMIR); Defense Acquisition Visibility Environment (DAVE)	https://ebiz.acq.osd.mil/DAMIR	CAC and permission
IBF SharePoint site	https://dcmo.sp.pentagon.mil/dcoi/ibf/default.aspx	CAC gives all on .mil networks access
<p>This URL for this site will soon change to cmo.sp.pentagon.mil. Once the date is finalized, it will be communicated to all users. No action is needed at this time.</p>		



Terminology and Taxonomy Example

- **Business Outcomes(Goals)**

- Functional Strategy: *Select* Acq/Log FY14-I04: Provide incentives to industry to drive down DoD procurement and life-cycle costs.
- Organizational: *Create* Assess and Improve Army Industrial Base Capabilities

- **Initiatives**

- Functional Strategy: *Select* Acq/Log FY14-I06: Increase the use of competition to control costs of goods and services.
- Organizational: *Create* Prepare industrial capabilities assessments to assess the ability of the production base to meet the system's production requirements and assess its ability to accelerate production to meet all defense needs.

- **Investments**

- Link Investments with Initiatives (system and non-system IT investments)

- **Measures (Outcome and Initiative (Output))**

- Functional Strategy: *Select* Acq/Log PM09 Percentage of contract obligations that are competitively awarded (Outcome)
- Organizational: *Create* Number of industrial capabilities assessments completed (Output)



Investment Management Process Principles

- A single Defense Business Council (DBC) co-chaired by the CMO and DoD CIO
 - Provides unified direction & leadership across Business Mission Area
 - Required by law – title 10 U.S.C. section 2222
- Analyze business resource investments by portfolios
 - Include business processes, business functions and systems
 - Functional Portfolio Managers (FPMs) responsible for the evaluation of his/her portfolio as well as certification recommendations to the CMO/MilDep CMO and briefs to the DBC
- Provide greater transparency of business operations costs to improve business results and demonstrate net benefits (return on investment) while reducing the overall costs of our business operations
- Use authoritative data as a basis for investment decisions – data driven approach
- Make use of single process and tool for assessing compliance with the BEA
- Promote best practices
- Improve business services to the warfighter



Terminology and Taxonomy

Functional Strategies

- Vision
- **Business outcomes**
- **Initiatives**
- **Measures**
- Risks, Challenges, and Interdependencies



Business Enterprise Architecture (BEA)

- | | |
|--|---|
| <ul style="list-style-type: none">• Operational Activities• End to End Business Flows• Business Capabilities• Processes | <ul style="list-style-type: none">• System Functions• Information Exchanges• Laws Regulations and Policy (LRP) |
|--|---|



Terminology and Taxonomy

Functional Strategies

- Vision
- **Business outcomes**
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|--|---|



Terminology and Taxonomy

Functional Strategies

- **Business Outcomes**
- **Initiatives**
- **Measures**
- **Risks, Challenges, and Interdependencies**

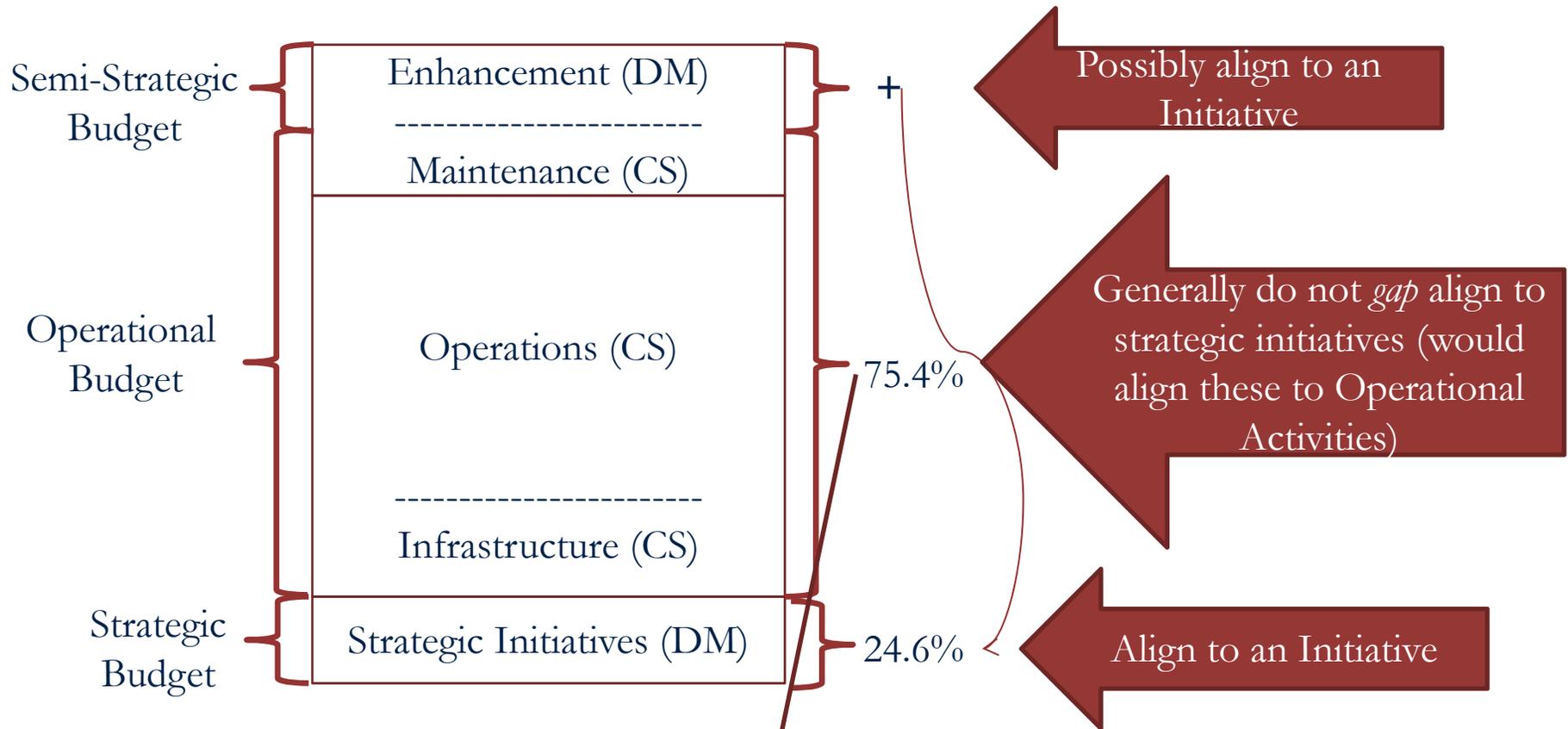
Organizational Execution Plan (OEP)

- **Business Outcomes (Goals)**
 - Functional Strategy (*Select/Map to*)
 - Organizational (*Create*)
- **Initiatives**
 - Functional Strategy (*Select/Map to*)
 - Organizational (*Create*)
- **Investments**
 - Link to initiatives
- **Measures** (outcome and initiative (output))
 - Functional Strategy (*Select/Map to*)
 - Organizational (*Create*)
- **Risks and Challenges**

BEA: Operational Activities



Alignment Based on Funds / Budget



E.g., FY19 PB IT-1 BMA investments for FY19:
CS = \$5,833,735K (76.2%)
DM = \$1,822,354K (23.8%)

If investment in sustainment has *gap* between actual and desired performance or functional strategy expectation but there are no DM funds for FY19, then can choose this investment for alignment, but explain the funding gap as well.



4EWG Portfolio Management and Analysis Criteria

Scoping / Alignment within IBF-DAP	Value Assessment	Cost Assessment	Analysis
Step 1	Step 2	Step 3	Step 4
<ol style="list-style-type: none"> 1. Validate System to Operational Activity Mapping – Discover “opportunities” and identify immediate action that can be taken 2. Deeper Dive Mapping of Systems to Identify additional opportunities and actions <ul style="list-style-type: none"> ○ Processes ○ Functions ○ Users ○ Information exchanges and system partners ○ TARGET Completion Date: 30 April 	<ul style="list-style-type: none"> • Score and assess systems within opportunities <ul style="list-style-type: none"> ○ Alignment to business – Strategy, Activities & Processes Supported, Functions, Outcomes ○ Data (e.g., number of using components, users) ○ Business Function usage (enterprise – singular) 	<ul style="list-style-type: none"> • Score and assess systems within opportunities <ul style="list-style-type: none"> ○ Funding / Cost for IT ○ Alignment to initiatives ○ Alignment to IT technical infrastructure ○ Complexity 	<ul style="list-style-type: none"> • Subdivide Portfolio into functional groupings with PSA responsibility for management and improvement of grouping to present to 4EWG <ul style="list-style-type: none"> ○ Reduce redundancy and duplication ○ Select to maximize value of IT Assets and lower cost for overall portfolio ○ Reduce complexity of portfolio ○ Document path to target (e.g. SV-8)



Value Assessment Criteria

VALUE							
	Line of Business Outcome	Strategic Alignment	Enterprise Scope	Transformation	Data Dependencies	ROI	
Higher 	SCORE	Value against 4th Estate priorities	Extent to which the system supports the functions across the entire 4th Estate enterprise	Value of the system to the transformation plans	The value of the information needed by entities in accomplishing their mission.	Return on Investment.	
	5	Critical: Mission fails without system	Core: An existing system, a system in development, or a system beginning the acquisition process that is/will become the solution for a given capability(ies)	Enterprise Wide system	Critical: Without this system, the transformation fails (i.e. fills a gap to meet a transformation plan).	Authoritative: System produces and transfers authoritative data.	Positive rate of return
	3	Primary: Can tolerate brief loss of availability, but system is critical to Functional mission success.		Used in more than one organization for Activity and Function.	Essential: Core or Interim system but not critical to transformation. Enhancement is consistent with the transformation plan [but not critical to the transformation]	Data exchange required for mission success. (i.e., If this system went away, would it impact critically other functions?)	Break even
	1	Supporting: Mission minimally affected by loss of system	Legacy: An existing system that is designated for closure when the capability is absorbed by a core system. Sunset date is 36 months	Niche – Supports singular organization or portion of user community	Does not align to the transformation plan	No data exchanges	Negative rate of return



Cost Assessment Criteria

COST							
	Financial (Cost) Risk	Schedule (new capability)	Cost	Complexity	Developmental Technology Risk	Risk to the Infrastructure	
Better 	SCORE PM's assessment of the program's cost performance to date against the program's baseline cost thresholds.	PM's assessment on whether the program is able to meet all its schedule to deliver new capability	Execution Cost for IT and direct operational expense \$ per user	Number of bidirectional data exchanges or ability to manipulate non-authoritative data	Consistency with organization technical architecture and experience; existing solutions vs cutting edge technologies.	The degree of infrastructure investment required or burden placed on the infrastructure to operate.	
	5	Execution Cost less than budget over 2yr period and decreasing	Slight schedule variance may occur – No impact to OEP	Normalized value for portfolio	Few data exchanges with other systems. Is authoritative data source for data to support process.	Planned hardware and software conform to organization's technical architecture and there is successful experience in using this technology in the organization.	Minor or no additional infrastructure changes will be required; minimal to no investment is involved. May include infrastructure improvement
	3	Execution cost equals budget over two year period	Latest estimate suggests the ability to achieve Threshold dates is at risk; or Milestone dates expected to slip more than halfway from Objective dates to Threshold dates. Minor impact to OEP	Normalized value for portfolio		Planned hardware and software minimally conform to organization's technical architecture and there is fair experience in using this technology in the organization.	Moderate changes will be required and will use significant part of present infrastructure capacity.
	1	Cost increasing and greater than budget	Schedule slip causing impact to OEP	Normalized value for portfolio	Many complex interfaces – shared authoritative data source for processes.	Planned hardware and/or software solution does not conform to organization's technical architecture and there is little or no experience with this technology in the organization.	Substantial infrastructure investment will be required; seriously burdens the present infrastructure and degrades the performance of other functions



Business Analytics Support Portfolio Analysis Tools

Business Function Resources *

Filter MilDep versus 4th Estate, Select Business Function

- Area Chart: The selected Business Function broken out by Component resources
Hover to show option to view Component Detail Resources
- Stacked Bar Chart: The selected Business Function broken out by Dev/Mod versus CS resources
- Multi-Line Chart: The selected Business Function reported resources from FY15, FY16 and FY17
- Stacked Bar Chart: The selected Business Function broken out by Core versus Legacy resources



Component Detail Resources *

Change Business Function Selection (will change Business Function Resources selection)

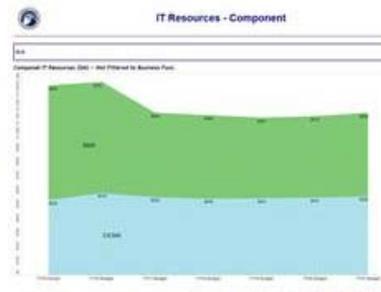
- Area Chart: The selected Business Function and Component showing system count
Hover to show options to view IT Resources or List of Systems drill downs
- Stacked Bar Chart: The selected Business Function and Component broken out by Dev/Mod versus CS resources
- Multi-Line Chart: The selected Business Function and Component reported resources from FY15, FY16 and FY17
- Stacked Bar Chart: The selected Business Function and Component broken out by Core versus Legacy resources



IT Resources - Component *

- Area Chart: The selected Component broken out by mission area (BMA, EIEMS, WMA, DIMA)

NOTE: This view only shows the selected Component as the Business Function designation only applies to Business Mission Area systems (DBS). The non-BMA areas cannot show system detail as there is no one-to-one relationship between non-BMA investments and DITPR systems.



System of Interest (SoI) Search

Search by DITPR ID, Investment UII, Acronym. Filter by MilDep versus 4th Estate, DBS versus non-DBS, Missions Area, FY17 Covered versus non-Covered and Status (active versus archived)

To reselect the Business Function or Component, return to Business Function Resources and change the Business Function and Component drill down selection

- List of systems within the selected Business Function and Component

Enter desired System of Interest at the bottom

DITPR ID	Investment UII	Acronym	Business Function	DBS	Status	Covered
001	001	001	Logistics and Material Readiness	DBS	Active	DBS
002	002	002	Logistics and Material Readiness	DBS	Active	DBS
003	003	003	Logistics and Material Readiness	DBS	Active	DBS
004	004	004	Logistics and Material Readiness	DBS	Active	DBS
005	005	005	Logistics and Material Readiness	DBS	Active	DBS
006	006	006	Logistics and Material Readiness	DBS	Active	DBS
007	007	007	Logistics and Material Readiness	DBS	Active	DBS
008	008	008	Logistics and Material Readiness	DBS	Active	DBS
009	009	009	Logistics and Material Readiness	DBS	Active	DBS
010	010	010	Logistics and Material Readiness	DBS	Active	DBS
011	011	011	Logistics and Material Readiness	DBS	Active	DBS
012	012	012	Logistics and Material Readiness	DBS	Active	DBS
013	013	013	Logistics and Material Readiness	DBS	Active	DBS
014	014	014	Logistics and Material Readiness	DBS	Active	DBS
015	015	015	Logistics and Material Readiness	DBS	Active	DBS
016	016	016	Logistics and Material Readiness	DBS	Active	DBS
017	017	017	Logistics and Material Readiness	DBS	Active	DBS
018	018	018	Logistics and Material Readiness	DBS	Active	DBS
019	019	019	Logistics and Material Readiness	DBS	Active	DBS
020	020	020	Logistics and Material Readiness	DBS	Active	DBS



Business Analytics Support System Analysis Tools

Sol Information

Change Sol Selection (will change Sol selection on subsequent views)
 Summary View for the selected System (DBS) of Interest (Sol)
 Sol selected either at the bottom of Sol Search or at the bottom of any System Detail view

- System basic information
- System Description
- Resource History (broken out by Dev/Mod versus CS resources) *
- Transition Plan State
- Current / Active Lifecycle Phases(s)
- Using Components

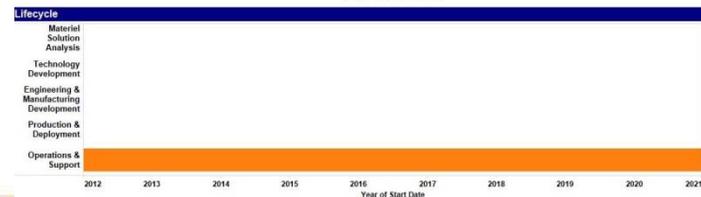
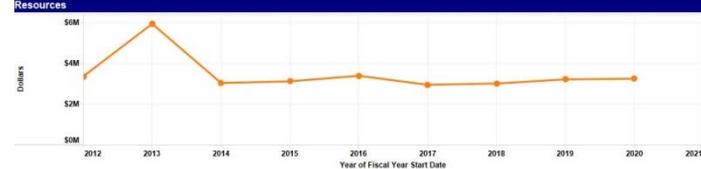
DITPR ID	Investment UJI	System Acronym	System Name	System Owner	Business Func.	DBS	Covered	Status
167	007-000005050	ACES	Automated Civil Engineer System	AIR FORCE	I&E	DBS	\$1M Covered	✓

System Description	Resource History	
ACES supports base level and higher Headquarters Civil Engineer (CE) functions in day-to-day operations. ACES provides direct Civil Engineer information management support to active Air Force units, the Air National Guard, and the Air Force Reserve, during peace and war, at fixed main bases, bare bases, and deployed locations. ACES provides for resource tracking and critical decision-making in the management of all CE functional areas.	FY12 Actual	\$3,120M
	FY13 Actual	\$3,360M
	FY14 Actual	\$5,941M
	FY15 Actual	\$3,041M
	FY16 Budget	\$3,121M
	FY17 Budget	\$3,594M
	FY18 Budget	\$2,953M
	FY19 Budget	\$3,014M
	FY20 Budget	\$3,219M
	FY21 Budget	\$3,251M

Transition State	Using Components
Core	
Current / Active Lifecycle Phase(s)	

System Lifecycle	Day of Start Date	Day of End Date	Using Component	Type	Status
Operations & Support	May 30, 2000	September 30, 2022	AIR FORCE	Using Component	Current
					No Effective Date

DITPR ID	Investment UJI	System Acronym	System Name	System Owner	Business Func.	DBS	Covered	Status
167	007-000005050	ACES	Automated Civil Engineer System	AIR FORCE	I&E	DBS	\$1M Covered	✓



Sol Lifecycle & Migration

Change Sol Selection (will change Sol selection on subsequent views)
 Summary View for the selected System (DBS) of Interest (Sol)
 Sol selected either at the bottom of Sol Search or at the bottom of any System Detail view

- Line Chart: The selected Sol resources broken out by Dev/Mod versus CS *
- Gantt Chart: The selected Sol Lifecycle Phases from FY12 through FY21

Compare system resources to the system lifecycle phases and identify alignment particularly with respect to Dev/Mod resources and pre-Operation & Sustainment Lifecycle Phases

Sol Migration Plan

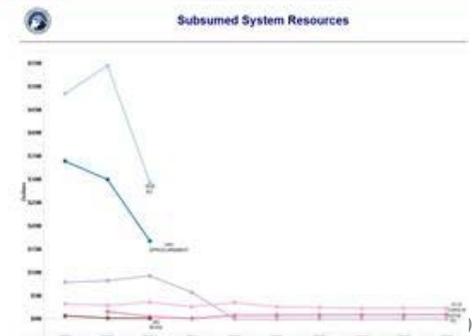
Change Sol Selection (will change Sol selection on subsequent views)
 Summary View for the selected System (DBS) of Interest (Sol)
 Sol selected either at the bottom of Sol Search or at the bottom of any System Detail view

- Two tables listing subsuming and/or target systems for the Sol
- Hover over Sol DITPR ID on either table to show option to view Migration Resources

Legacy System	Legacy Acronym	System Name	Legacy Date	Legacy System	Legacy Date	Migration	Year of Target System
007-000005050	ACES	Automated Civil Engineer System	May 2000	007-000005050	September 2022	✓	2022
007-000005050	ACES	Automated Civil Engineer System	May 2000	007-000005050	September 2022	✓	2022
007-000005050	ACES	Automated Civil Engineer System	May 2000	007-000005050	September 2022	✓	2022
007-000005050	ACES	Automated Civil Engineer System	May 2000	007-000005050	September 2022	✓	2022
007-000005050	ACES	Automated Civil Engineer System	May 2000	007-000005050	September 2022	✓	2022
007-000005050	ACES	Automated Civil Engineer System	May 2000	007-000005050	September 2022	✓	2022
007-000005050	ACES	Automated Civil Engineer System	May 2000	007-000005050	September 2022	✓	2022
007-000005050	ACES	Automated Civil Engineer System	May 2000	007-000005050	September 2022	✓	2022
007-000005050	ACES	Automated Civil Engineer System	May 2000	007-000005050	September 2022	✓	2022
007-000005050	ACES	Automated Civil Engineer System	May 2000	007-000005050	September 2022	✓	2022

Migration Resources

- Resources for Sol (Target or Legacy)
- Resources for Legacy System Subsumed by Sol or Target System





Why we are mapping initiatives to investments and measures?

Supports 44 US Code §3506 “With respect to general information resources management, each agency shall-

- develop and maintain a strategic information resources management plan that shall describe how information resources management activities help accomplish agency missions;
- develop and maintain an ongoing process to-
 - (A) ensure that information resources management operations and decisions are integrated with organizational planning, budget, financial management, human resources management, and program decisions
 - (B) [...] develop a full and accurate accounting of information technology expenditures, related expenses, and results;
 - (C) establish goals for improving information resources management's contribution to program productivity, efficiency, and effectiveness, methods for measuring progress towards those goals, and clear roles and responsibilities for achieving those goals”

OMB Circular A-130 (2016) “Managing Information as a Strategic Resource”

- Requires evaluating IT resources supporting each agency strategic objective and requires enterprise architecture (e.g., BEA) align to the IRM Strategic Plan (functional strategies equates to this).

CPIC - 40 US Code § 11312 (b)

- (5) identify quantifiable *measurements* for determining the net benefits and risks of a proposed investment; and
- (6) provide the means for senior management personnel of the executive agency to obtain timely information regarding the progress of an investment in an information system, including a system of milestones for measuring progress, on an independently verifiable basis, in terms of cost, capability of the system to meet specified requirements, timeliness, and quality”



Why we are mapping initiatives to investments and measures? (cont.)

In the 2014 *Congressional Report on Defense Business Operations*, the DoD said in its “Next Steps: Maturing the Integrated Business Framework” it would take deliberate steps to broaden it to focus upon:

“An integrated business strategy that encompasses the Department's functional strategies with business goals tied to IT-enabled processes ...to accomplish the objectives of the integrated business strategy; and

- Automating data collection from the strategies and plans to support the review and alignment process as part of the business framework.”

GAO 13-557 DOD Business Systems Modernization Further Actions Needed To Address Challenges and Improve Accountability, May 2013, Recommendations for Executive Action

- Ensure that the functional strategies include all of the critical elements identified in DOD investment management guidance, including performance measures to determine progress toward achieving the goals that incorporate all of the attributes called for in the department’s guidance.



Supporting Rationale for EITI Alignment

- DoD Directive 8000.01 (March 17, 2016) Subj: Management of the Department of Defense Information Enterprise (DoD IE)" states "It is DoD policy that [...] m. New and existing IT investments and services will support achieving the goals and objectives of the DoD IRM Strategic Plan (Reference (p)) and support the implementation of the joint information environment (JIE) strategy (Reference (q [The DoD Strategy for Implementing the Joint Information Environment, September 28 2013])), and DoDI 8110.01 [...]"
 - Also says the DoD CIO "h. Guides the DoD Components in aligning their IRM activities with the desired outcomes and goals of the JIE in accordance with the Initial Capabilities Document (ICD) for The Joint Information Environment (JIE)"
 - And also says "the DoD Component heads: [...] b. Align the Component's IT investment portfolio with DoD IE policies and guidance, as required." and "(8) Ensure Component policy supports DoD-wide enterprise policy."
- The DoD IRM Strategic Plan 2014 - 2018
<http://dodcio.defense.gov/Portals/0/Documents/DoD%20IRM%20SP%202014-2018%20OSD003540-15%20RES%20Final.pdf> references the strategic management plan (SMP), and the SMP (FY 2014 - 2015 SMP) referenced the functional strategies (FS).
 - The FY 2015 - 2018 DoD Agency Strategic Plan (ASP) that replaced the SMP doesn't call out the FS specifically, but it does call out the Defense Business Council (DBC) as providing unified direction and leadership for the Department's business mission area, including approving the ASP, and the 4th Estate Working Group + Military Departments (4EWG) as the one to prioritize investments in functional and cross-functional transformation initiatives, and the DBC and 4EWG approve of the FS's.
- ~~So therefore it seems to follow that if ALL the new and existing IT investments need to support the JIE, and if ALL the EITI FS initiatives are under the JIE, then ALL IT systems need to align to ALL the EITI FS initiatives~~



Performance Measures

Performance Measure Examples

- Federal financial reporting should provide information that helps the reader to determine the costs of providing specific programs and activities and the composition of, and changes in, these costs.
 - Examples of financial information that can help to address this objective include information on the costs of programs and activities; cost comparisons with estimates, with similar functions, with targets, and over time; relevant analyses of the composition and behavior of costs, such as full and incremental costs, fixed and variable costs, direct and indirect costs, and reimbursable and other costs, where appropriate.
 - Examples of information that can help to address this objective include financial and nonfinancial indicators of service inputs, outputs, and outcomes, including comparisons with goals; indicators of program efficiency and effectiveness; work load measures and unit costs; and total and marginal costs and benefits, the relationship of these to budget requests, and when the benefits will be realized.

Source: Statement of Federal Financial Accounting Concepts 1: Objectives of Federal Financial Reporting



Performance Measures – Goals, Objectives, Indicators (OMB)

- Objective, Strategic. Strategic objectives reflect the outcome or management impact the agency is trying to achieve and generally include the agency's role. Each objective is tracked through a suite of performance goals and other indicators.
- Goal, Performance. A statement of the level of performance to be accomplished within a timeframe, expressed as a tangible, measurable objective or as a quantitative standard, value, or rate.
- Output. Quantity of products or services delivered by a program, such as the number of inspections completed or the number of people trained.
- Outcome. The desired results of a program.
- Indicator, Contextual. Data that provides situational information for the purpose of understanding trends or other information related to a goal or a program. Examples could include data about warning signals, unwanted side effects, external factors the government can influence, or external factors where the government may have a limited effect.
- Indicator, Customer Service. A type of measure that indicates or informs the improvement of government's interaction with those it serves or regulates.
- Indicator, Efficiency. A type of measure, specifically, a ratio of program activity inputs (such as costs or hours worked by employees) to its outputs or outcomes. Efficiency indicators reflect the resources used to achieve outcomes or produce outputs. Measuring the cost per unit of outcome or output tends to be most useful for similar, repeated practices. In other circumstances, it tends to be more useful to find effective practices and then look for lower cost ways of delivering them.
- Indicator, Input. A type of measure that indicates the consumption of resources, especially time and/or money, used.
- Indicator, Intermediate Outcome. A type of measure that indicates progress against an intermediate outcome that contributes to an ultimate outcome, such as the percentage of schools adopting effective literacy programs, compliance levels, or the rate of adoption of safety practices. Intermediate outcome indicators are especially helpful if they are based on strong theory and have been validated through research to have a strong positive correlation with the ultimate outcome desired.
- Indicator, Process. A type of measure that indicates how well a procedure, process or operation is working, (e.g., timeliness, accuracy, fidelity or completeness).
- Indicator, Outcome. A type of measure that indicates progress against achieving the intended result of a program. Indicates changes in conditions that the government is trying to influence.
- Indicator, Output. A type of measure, specifically the tabulation, calculation, or recording of activity or effort, usually expressed quantitatively. Outputs describe the level of product or activity that will be provided over a period of time. While output indicators can be useful, there must be a reasonable connection, and preferably a strong positive correlation, between outputs used as performance indicators and outcomes. Agencies should select output indicators based on evidence supporting the relationship between outputs and outcomes, or in the absence of available evidence, based on a clearly established argument for the logic of the relationship.

Source: OMB Circular No. A-11 (2016)