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DoD Business Process Reengineering Assessment Guidance

September 28, 2012

Version History

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1. Overview

1.1 Background and Statutory Requirements

Section 1072 of the National Defense Authorization Act (NDAA) for Fiscal Year 2010¹ introduced new requirements into the Department's investment review process stipulating defense business system (DBS) modernizations may not be certified to obligate funds in excess of \$1 million without a determination of whether appropriate business process reengineering (BPR) had been completed. Section 1072 integrated this requirement into the Department's Investment Review Board / Defense Business Council (IRB / DBC) and Defense Business Systems Management Committee (DBSMC) governance framework and required BPR determinations be made by the Department of Defense (DoD) Deputy Chief Management Officer (DCMO) or one of the Military Department Chief Management Officers (CMO) depending on which Component's business processes the DBS modernization supports.

Section 901 of the National Defense Authorization Act for Fiscal Year 2012² modified the BPR requirements of the Department's investment review process by stipulating that funds available to the DoD, whether appropriated or non-appropriated, may not be obligated for DBSs in excess of \$1 million over the period of the current future-years defense program, referred throughout this document as covered DBSs, until the Pre-Certification Authority (PCA) has determined that appropriate BPR had been undertaken.

1.2 Purpose, Scope and Audience

The purpose of this document is to provide BPR Assessment Guidance to all appropriate stakeholders to include, but not limited to Functional Process Owners, Functional Sponsors, Program Managers, non-Military Department PCAs, Military Department (MilDep) CMOs, Principal Staff Assistants (PSA), and the IRB / DBC. Compliance is required for all covered DBSs with the exception of DBSs with a transition plan state of legacy and a termination date within 36 months of certification request.

A single BPR effort may support and be supported by multiple covered DBSs. Conducting appropriate BPR ensures business processes are streamlined and efficient as well as improves the support provided by covered DBSs. The BPR Standard outlined in Appendix A is an important step toward ensuring DBSs are given the greatest chance of success and fielded quickly. Conducting appropriate BPR will also help the Department rationalize its covered DBS's portfolio, improve its use of performance management, control scope changes, and reduce the cost of fielding business capability.

This document supersedes the memorandum, guidance and BPR assessment form issued on April 30, 2011.

1.3 Effective Date

This guidance is effective October 1, 2012 and will be reviewed annually.

¹Public Law 111-84

²Public Law 112-81

2. DoD Approach to Business Process Reengineering

DoD developed this guidance to implement a useful and tailored approach to BPR. The Department also sought to align its BPR approach with other existing oversight processes as discussed in Section 4 of this guidance.

DoD has taken a holistic approach to BPR which includes a Portfolio and End-To-End (E2E) perspective. The Department defines BPR as a “logical methodology for assessing process weaknesses, identifying gaps, and implementing opportunities to streamline and improve the 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) analysis³.

From a Portfolio perspective, the Department’s DBS investment management process requires the alignment of DBSs within an Organizational Execution Plan (OEP) to a Functional Strategy’s strategic goals. This effort aligns with the goals of DoD Directive (DoDD) 8115.01, Information Technology Portfolio Management policy. This Directive established the management of DoD information technology (IT) investments as portfolios. Portfolio Management should seek to 1) link portfolio objectives to Enterprise vision, mission, goals, objectives, and priorities, 2) develop quantifiable outcome-based performance measures, 3) identify capability gaps, opportunities, and redundancies, 4) identify risks, and 5) provide for BPR. DoDD 8115.01 requires assessment of the portfolio, internal and external to DoD. DOTMLPF-P analysis does not focus primarily on a materiel solution; however if an IT investment (materiel solution) is indicated, the proposed IT investment must be assessed to identify commonality in the portfolio and provide potential solutions that may be in the best interest of the Enterprise.

From an E2E perspective, the Department has identified business operations with underlying processes that cut across many of its traditional organizations and functional business areas, and developed 15 E2E Business Process Flows. On April 4, 2011, DCMO published a memorandum directing DBS owners to (1) use E2E as the framework to drive and organize Business Enterprise Architecture (BEA) content within the federated BEA ontology; and (2) synchronize future releases of the BEA with DoD's highest priority system acquisition and modernization efforts related to critical activities within the E2E lifecycle models. This essential framework may be used by the investment review process to guide and constrain DBS investments. Because BPR looks at business processes that are supported by DBS, it is important that conformity with the BPR Standard be a joint effort which includes all appropriate stakeholders, to include the Functional Sponsor and Program Manager (as applicable).

Conducting BPR is an ongoing process that should focus on increasing efficiencies and/or streamlining the business processes. Determining whether appropriate BPR has been undertaken validates that the business process supported by the DBS have been streamlined, and/or eliminated or reduced unique requirements and interfaces to the maximum practical extent.

³CJCSI 3170.01H

The Department recognizes covered DBSs are in different levels of maturity or stages of development and appropriate BPR may be tailored for each stage. The different BPR Submission Types based on the stage of a covered DBS are: 1) Development, 2) Modernization, 3) Research, 4) Technical Refresh, and 5) Sustainment. Detailed information is provided in the BPR Assessment Requirement Matrix (Appendix B) regarding the BPR Submission Types and the tailored assessment for each. The glossary (Appendix C) provides full definitions for each submission type.

The BPR assessment process will seek to ensure there is clear documentation of the business need and confidence that the solution meets the need prior to approval/certification of funds. Utilizing and complying with the BPR Standard constitutes appropriate BPR and ensures enabling technologies are developed based on well-defined requirements, and a clear business need to position the covered DBS for success.

3. BPR Assessment Process

DoD's BPR assessment process has been integrally tied to the IRB / DBC process⁴. As part of that process, the BPR Standard (Appendix A) must be used as the basis for assessing each covered DBS except DBSs with a transition plan state of legacy and a termination date within 36 months of its certification request. The PCA is responsible to determine whether appropriate BPR has been accomplished prior to submitting request for funding certification (documented in the OEP). The BPR determination will be identified: 1) in the Portfolio Certification Request Memorandum (PCR Memo), and 2) in response to the BPR Performed⁵ declaration on the Certification Page in the Defense Information Technology Portfolio Registry (DITPR).

Annually, the Office of the Deputy Chief Management Officer (ODCMO) will conduct a visual assessment of the objective evidence validating that appropriate BPR efforts have been sufficiently undertaken based on the BPR Standard to ensure that:

- *The business process supported by the DBS is (or will be) as streamlined and efficient as practicable; and*
- *The need to tailor commercial-off-the-shelf systems to meet unique requirements or incorporate unique interfaces has been eliminated or reduced to the maximum extent practicable*

Upon completion of the BPR assessment, one of the following dispositions and a brief description of the finding will be provided to the PCA and the IRB / DBC:

- Evidence validates appropriate BPR was performed.
- Evidence does not validate appropriate BPR was performed.

For Fiscal Year 2013:

In October 2012, DCMO will begin validating a sampling of the BPR assessments certified by the PCAs. The covered DBSs to be assessed will be determined based on the NDAA Compliance attachment to the FY13 OEP PCR Memos indicating appropriate BPR had been undertaken. Furthermore, PCAs will be required to provide a plan of action for covered DBSs in which BPR was not certified in fiscal year 2013 based on the BPR Assessment Requirement Matrix (Appendix B).

For Fiscal Year 2014:

In the third quarter of fiscal year 2013, DCMO will coordinate with appropriate PCAs and begin validating the fiscal year 2014 BPR assessments certified by PCAs.

⁴Defense Business System Investment Management Process Guidance of June 29, 2012

⁵BPR Performed is a DITPR Data Element declared on a DBS which indicates DoD BPR compliant requirements have been met.

4. Integration with Other Requirements

4.1 DoD Instruction (DoDI) 5000.02 – Operation of the Defense Acquisition System

Many of the standards of BPR discussed above are considered good program management/implementation practices – and in some cases, already part of DoDI 5000.02. As DBSs move through the acquisition process outlined in DoDI 5000.02, we encourage use of documentation already routinely produced to objectively demonstrate what is asserted in the BPR Standard. As stated earlier, however, answers to the questions from the BPR Standard should also specify which part of the objective evidence directly supports any assertions.

Additionally, BPR is, in many respects, continuous and ongoing throughout a development/modernization's lifecycle. It is not the intent of this process to ask organizations conducting BPR to complete work out-of-cycle of their acquisition approach. However, if an organization asserts certain elements of the BPR Standard are not applicable to specific programs which support the BPR efforts, they must fully explain the reasoning and indicate how those elements will otherwise be addressed.

4.2 DoD Business Capability Lifecycle (BCL)

Many of the standards described in this guidance are also present in the Acquisition Policy for DBSs, issued by the Under Secretary of Defense for Acquisition, Technology and Logistics on June 23, 2011. In many cases, documentation produced as part of the BCL process, such as the Problem Statement Document and the Business Case Document, will contain many of the same requirements as this BPR Assessment Guidance and could serve as objective evidence to the BPR Standard.

4.3 Clinger-Cohen Act

The Clinger-Cohen Act (CCA), formally the Information Technology Management Reform Act of 1996, was enacted by Congress to improve the way Federal Agencies acquire and manage IT resources. The CCA established the DoD Chief Information Officer (CIO) role in helping ensure IT acquisition programs were being appropriately managed. The CCA explicitly requires Functional Sponsors to analyze their missions and assess their business processes and, based on this analysis, redesign their mission-related and administrative processes (as appropriate) before making significant investments in IT. The BPR Assessment Guidance is consistent with the requirements of the CCA.



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Appendix A

Business Process Reengineering

Standard

Version 1.0

Purpose

This standard is intended to improve the conformance, quality, consistency and audit-ability of BPR assessments. The content replaces the BPR assessment form issued on April 30, 2011 and provides a standard method for assessing BPR efforts to support consistent compliance with BPR requirements.

Many questions within the BPR Standard require that objective evidence be available at the time of assessment. The intent is not to recreate existing documentation or to duplicate efforts, but to ensure evidence exists that appropriate BPR was undertaken on the business processes supported by a covered DBS.

The last page of the BPR Standard may be used as a template for listing all applicable objective evidence, including reference question number, BPR Standard category, description and file name of the objective evidence.

For questions, please contact the Enterprise Business Integration (EBI), ODCMO at (571) 372-3034.

BPR Standard Version 1.0 - Assessment Questions

Q1. What business need are you trying to solve or sustain through this BPR submission?

- Describe and document the current or existing need to be addressed. The business need shall:
 - Define the scope, magnitude and duration of the business need (e.g., issue, situation or opportunity).
 - State the product or service developed, delivered, or being maintained to support the business process involved.
 - Identify the customer of the product or service, and describe the expected standard of quality.
 - Describe the current operating environment and performance level of the product or the service provided.
 - Describe the problem, issue, situation or opportunity as a quantifiable gap between current performance and customer expectations.
 - Describe why the status quo is a challenge (or opportunity) to the organization's mission.

Q2. Which of the 15 BEA End-to-End Processes does the business need support or sustain?

- Identify the primary and any secondary E2E process (es) relating to the involved business need. The submission shall:
 - Identify the E2E business process flows aligning to the business need.
 - Identify the Operational Activities (OV-5) aligning to the business need (whether they are connected to E2Es or not).
 - Identify all standards associated with operational activity (ies) aligning to the business need.
(e.g. Operational activities with associated Standard Financial Information Structure (SFIS) identified within the BEA)
- Identify all redundant functional capabilities across the business processes to include secondary E2E processes in order to leverage existing solutions internal and external to the organization.

Q3. Have you completed an “As-Is” map of the current process that illustrates the specific business need that requires change? If yes, include objective evidence.

- Document an “As-Is” process map of the current-state business process relevant to the business process being reengineered. The process map shall:
 - Identify process start and stop point(s) in the business process that encompass the full scope of the business need.
 - Fully document the current state of the business process, with sufficient detail to visually analyze rework loops, errors, duplication of effort, and process constraints.
 - Identify those laws, regulations and policies mandated for compliance.

Q4. What are the operational process metrics (e.g., time, defects, production, and cost savings/avoidance) for the baseline "As-Is" process?

- Based on the business need in Q1, identify the baseline/current performance and source of data. The submission shall:
 - Identify and describe the operational process metrics for the baseline/current performance.
 - Identify and document operational process metrics that include no less than:
 - Operational definitions, thresholds, scope, and calculations.

- A data collection plan, including data sources, collection method (e.g., manual, system-generated), and required data fields.

Q5. Root Cause Analysis - What are the root causes of the business need identified above?

- Conduct Root Cause Analysis (RCA) on the specified suboptimal situations/conditions described in the business need. The submission shall:
 - Document the method used to identify each root cause.
 - Document root cause(s) in the order of determined impact to the problem, issue, situation or opportunity.
 - Document specific efforts to involve affected stakeholders directly impacted by specific root causes in the analysis.
 - Analyze and document environmental impacts on the root cause(s), including laws, regulations, directives, policies, governance, personnel to include senior level, training or lack thereof, oversight, facilities, etc.

Q6. What non-materiel solutions (e.g., process, organizational, or training changes) are you implementing across the full spectrum of operations to address the business need? Why are non-materiel solutions alone insufficient to solve the business need?

- Document how each step of the DOTMLPF-P Analysis is applied to each root cause identified by Root Cause Analysis. *The submission shall:*
 - Identify non-materiel solution(s) utilized in an attempt to address the business need.
 - Document if/how the identified non-materiel solution(s) will impact existing DOTMLPF-P.

Q7. What other existing materiel solutions (internal and external to DoD) did you consider to meet your business need? Why were these solutions unable to meet the business need?

- Identify existing materiel solutions across the business missions that can potentially satisfy the business requirements. The submission shall:
 - Document the method used to evaluate /consider existing materiel solutions within DoD, and Commercial Off-the-Shelf /Government Off-the-Shelf (COTS/GOTS) solutions, including resources used, decision making criteria, and efforts to ensure sufficient analysis.

- Document a detailed justification if the existing material solution that is unable to meet the business need is currently identified in a Functional Strategy as a Mandatory / Enterprise Solution or System
- Document the Analysis of Alternatives conducted to demonstrate why the existing material solutions and/or COTS/GOTS solutions may not be sufficient to address the problem, issue, situation or opportunity.

Q8. Which industry best practices/ benchmarks were leveraged to develop and evaluate potential “To-Be” processes and solutions? For example, did you consult with industry leaders, use the Supply Chain Operations Reference (SCOR) Model or an equivalent, incorporate written government best practices, incorporate industry leading performance metrics, etc.?

- Describe benchmarking conducted and best practices adopted in developing and/or evaluating the proposed “To- Be” processes and RCA solutions identified. The submission shall:
 - Document the method used for benchmarking and incorporation of best practices.
 - Document how benchmarking and best practices enhance the “To-Be” process and address the problem, issue, situation or opportunity OR describe how the “To-Be” process was enhanced and the problem, issue, situation or opportunity was addressed without using best practices and bench marking.

Q9. Have you completed a “To-Be” map of the target process that illustrates the improvements to the “As-Is” process that this effort will generate? If yes, include objective evidence.

- Document a “To-Be” process (map) describing the future state of operations, indicating improvements, and efficiencies that will meet the business need. The “To-Be” process map shall:
 - Identify start and stop point(s) that encompass the full scope of the future state business process.
 - Fully document the future state of the business process with sufficient detail to visually analyze rework loops, errors, non-value added steps, potentials for duplication of effort, and process constraints.
 - Identify and document resolutions for each root cause identified in the RCA as well as the efforts taken to ensure that effective resolution of the identified root cause will inhibit recurrence of the problem, issue, or situation.
 - Demonstrate where processes were improved on the “To-Be” map or separate document to include at a minimum:

- Hand-off(s) between individuals or organizations are eliminated.
- Reduced resource requirements in achieving outcomes.
- Reduced time in achieving outcomes.
- Impact of laws/regulations/policies constraining the “To-Be” process.
- Identify standard enterprise data exchanges for all interfaces that are planned to remain as part of the target processes (e.g. the Standard Line of Accounting/Accounting Classification (SLOA)).

Q10. How have you eliminated or reduced the need for unique requirements, processes, or Reports, Interfaces, Conversions, or Extensions (RICE) objects? How many RICE objects are planned as part of this development/modernization?

- Identify and itemize the business need for unique requirements and/or unique interfaces by using the RICE approach. Detail and furnish justification for the involved RICE objects. The submission shall:
 - Evaluate and document Non-value added (NVA) activities.
 - Identify and describe RICE related to the business need.
 - Documented RICE analysis at a minimum should include:
 - Assessment of existing RICE.
 - Assessment of existing RICE for reuse opportunities.
 - Assessment of opportunities to leverage COTS/ GOTS vice new RICE development.
 - Detailed justification for proposed RICE, tying need and purpose to business need, customer requirements and/or process performance expectation.

Q11. What are the operational process metrics (e.g., time, defects, production, and cost savings/avoidance) used for the targeted outcome "To-Be" process?

- For each metric in Q4, identify the target performance and source of data. The submission shall:
 - Identify and describe the operational process metrics used to measure the targeted outcome.
 - Identify and document operational process metrics that include no less than:
 - Operational definitions, thresholds, scope, and calculations.

Q12. How have you engaged key stakeholders in your BPR process to ensure they are willing to change their processes/operations as needed?

- Document how key stakeholders were/are engaged in the BPR process to ensure buy-in. The submission shall:
 - Document quantifiable method(s) used to identify and assess the impact on stakeholders including people, groups of people, or institutions on the success of the business project.
 - Describe specific stakeholder interests in the BPR effort.
 - Project's benefit(s) to stakeholder(s).
 - Changes that the project might require the stakeholder to make.
 - Project activities that may cause conflict for the stakeholder.
 - The importance of a stakeholder's interests to the success of the proposed project.
 - The likelihood and impact of a stakeholder's positive response to the project.
 - The likelihood and impact of a stakeholder's negative response to the project.
- Document the strategy in obtaining support or reducing obstacles to the project.

Q13. Have you developed an implementation /change management plan that includes: operating procedures, organizational training, interoperability, personnel, governance, infrastructure, etc? How have your stakeholders and solution providers been involved in the creating of this plan?

- Develop an implementation/change management plan to include operating procedures, organizational training, interoperability, personnel, governance and infrastructure involving stakeholders and solution providers in creation of the plan. The submission shall:
 - Document an implementation/change management plan considering no less than:
 - Organization
 - Training
 - Interoperability
 - Personnel
 - Governance
 - Infrastructure
 - Other aspects determined relevant by consequential senior leadership

- Documentation of the communication of root causes beyond the scope of control of the project lead to involved senior leaders for escalation.
- A response plan for performance outside expected tolerances, including who is responsible, what the plan is, how the plan will be executed, and what the escalation plan is if intervention is insufficient.

Objective Evidence Reference List

Please document all objective evidence gathered while conducting BPR. This list may be used to cross check that you have documented all objective evidence. All objective evidence must be available for the BPR assessment conducted by the PCA and DCMO.

Question #	Objective Evidence	Description of Objective Evidence	Name of file attached
1	Business Need		
2	Strategic Alignment		
3	“As-Is” Process		
4	Baseline Business Performance Metrics		
5	Root Cause Analysis		
6	DOTMLPF-P		
7	Existing Materiel Solutions		
8	Industry Best Practices and Benchmarking		
9	“To-Be” Process		
10	Customization and Extension Justification		
11	Target Business Performance Metrics		
12	Stakeholder Engagement		
13	Implementation /Change Management		



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Appendix B

Business Process Reengineering Assessment Requirement Matrix

Assessment Requirement by BPR Submission Type	Development	Modernization	Research	Technical Refresh	Sustainment	Legacy	
	Required BPR Standard						
Q1 - What business need are you trying to solve or sustain through this BPR submission?	X	X	X	X	X		BPR NOT REQUIRED FOR LEGACY SUBMISSIONS - MUST HAVE TERMINATION DATE WITHIN 36 MONTHS OF FUND CERTIFICATION REQUEST
Q2 - Which of the 15 BEA End-to-End Processes does the business need support or sustain?	X	X	X	X	X		
Q3 - Have you completed an "As-Is" map of the current process that illustrates the specific business need that requires change?	X	X	X				
Q4 - What are the operational process metrics (e.g., time, defects, production, and cost savings/avoidance) for the baseline "As-Is" process?	X	X					
Q5 - Root Cause Analysis - What are the root causes of the business need identified above?	X	X	X	X			
Q6 - What non-materiel solutions (e.g., process, organizational, or training changes) are you implementing across the full spectrum of operations to address the business need? Why are non-materiel solutions alone insufficient to solve the business need?	X						
Q7 - What other existing materiel solutions (internal and external to DoD) did you consider to meet your business need? Why were these solutions unable to meet the business need?	X	X					
Q8 - Which industry best practices/ benchmarks were leveraged to develop and evaluate potential "To-Be" processes and solutions? For example, did you consult with industry leaders, use the Supply Chain Operations Reference (SCOR) Model or an equivalent, incorporate written government best practices, incorporate industry leading performance metrics, etc.?	X	X					
Q9 - Have you completed a "To-Be" map of the target process that illustrates the improvements to the "As-Is" process that this effort will generate?	X	X					
Q10 - How have you eliminated or reduced the need for unique requirements, processes, or Reports, Interfaces, Conversions, or Extensions (RICE) objects? How many RICE objects are planned as part of this development/modernization?	X	X					
Q11 - What are the operational process metrics (e.g., time, defects, production, and cost savings/avoidance) used for the targeted outcome "To-Be" process?	X	X					
Q12 - How have you engaged key stakeholders in your BPR process to ensure they are willing to change their processes/operations as needed?	X	X					
Q13 - Have you developed an implementation /change management plan that includes: operating procedures, organizational training, interoperability, personnel, governance, infrastructure, etc? How have your stakeholders and solution providers been involved in the creating of this plan?	X	X					
BPR Not Required						X	



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Appendix C

Business Process Reengineering Assessment Glossary

Term	Definition
Alignment	The degree of agreement, conformance, and consistency among organizational purpose, vision, and values; structures, systems, and processes; and individual skills and behaviors.
"As Is" Process Model:	A model that graphically portrays how a business process is currently structured. In process improvement efforts, it is used to establish a baseline for measuring subsequent business improvement actions and progress.
Baselining	Obtaining data on the current process that provide the metrics against which to compare improvements and to use in benchmarking.
Benchmark	A structured approach for identifying the best practices from industry and government, and comparing and adapting them to the organization's operations. Such an approach is aimed at identifying more efficient and effective processes for achieving intended results, and suggesting ambitious goals for [DBS] program output, product/service quality, and process improvement.
Best Practices	The processes, practices, and systems identified in public and private organizations that performed exceptionally well and are widely recognized as improving an organization's performance and efficiency in specific areas. Successfully identifying and applying best practices can reduce business expenses and improve organizational efficiency.
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.
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.
Change Management	Activities involved in (1) defining and instilling new values, attitudes, norms, and behaviors within an organization that support new ways of doing work and overcome resistance to change; (2) building consensus among customers and stakeholders on specific changes designed to better meet their needs; and (3) planning, testing, and implementing all aspects of the transition from one organizational structure or business process to another.
Continuous Process	An ongoing effort to incrementally improve how products and services

Improvement	are provided and internal operations are conducted.
Covered Defense Business Systems	Defense business systems in excess of \$1 million over the period of the current future-years defense program
Customer	Groups or individuals who have a business relationship with the organization; those who receive and use or are directly affected by the products and services of the organization. Customers include direct recipients of products and services, internal customers who produce services and products for final recipients, and other organizations and entities that interact with an organization to produce products and services.
Cycle Time	Time elapsing from the beginning to the end of a process.
Defense Business System	An information system, other than a national security system, operated by, for, or on behalf of the DoD, including financial systems, mixed systems, financial feeder systems, and IT and information assurance infrastructure, used to support business activities, such as acquisition, financial management, logistics, strategic planning and budgeting, installations and environment, and human resource management (10 U.S.C. 2222(j)(1)).
Defense Business System Modernization	The acquisition or development of a new defense business system; or any significant modification or enhancement of an existing defense business system (other than necessary to maintain current services)(10 U.S.C. 2222(j)(3)).
Development	Design and development of a new functional capability that is currently not being provided in the Department of Defense.
Function	A set of related activities that is part of a process, often known as a sub process within a process. Organizations often divide themselves into functional units, such as purchasing, product development, order fulfillment, etc.
Input	The financial and nonfinancial resources the organization obtained or received to produce its outputs.
Legacy	(1) Any system with a sunset [termination] date within 36 months of the date of the certification request. Legacy systems are not required to undertake effort to assert BEA compliance but must identify a sunset [termination] date and the systems(s) it is being replaced by. Legacy systems are not allowed to obligate modernization dollars. (2) For BPR Submission Type “Legacy”: Maintain an existing covered DBS in support of past functional capabilities in a portfolio across the Department of Defense that is scheduled to be sunset within 36 months over the FYDP.
Model	A representation of a set of components of a process, system, or subject area. A model is generally developed for understanding, analysis, improvement, and/or replacement of the process.

Modeling or Flowcharting	A graphic representation of the activities and sub processes within a process and their interrelationships.
Modernization	Changing an existing capability in order to provide new functional capability that is not currently provided in the Department of Defense.
Outcome	The ultimate, long-term, resulting effects--both expected and unexpected—of the customer's use or application of the organization's outputs.
Pre-Certification Authority	The PCA is the senior accountable official that is responsible for ensuring compliance with investment review policies prescribed by the Component and the DBS Investment Management Process Guidance. For each Military Department, the PCA is the respective Chief Management Officer. For the Defense Agencies, the PCA is the Agency Director. The Combatant Commanders serve as the PCA for their respective Combatant Commands. For any system developed by an OSD organization or by an “Other Defense Organization” (excluding Defense Agencies), the appropriate OSD Principal Staff Assistant is the PCA.
Process Management Approach	Approaches, such as continuous process improvement, business process redesign, and reengineering, which can be used together, or separately to improve processes and sub processes.
Process	A set of activities that produce products and/or services for customers.
Process Owner	An individual held accountable and responsible for the workings and improvement of one of the organization's defined processes and its related sub processes.
Research	Testing possible functional capability in a controlled environment in order to make a recommendation for whether there is a need for a new functional capability or enhancement to an existing functional capability within the Department of Defense.
Root Cause Analysis	A technique used to identify the conditions that initiate the occurrence of an undesired activity or state.
Stakeholder	An individual or group with an interest in the success of an organization in delivering intended results and maintaining the viability of the organization's products and services. Stakeholders influence [DBS] programs, products, and services. Examples include congressional members and staff of relevant appropriations, authorizing, and oversight committees.
Supply Chain Operations Reference Model	The Supply Chain Operations Reference-model (SCOR) is a process reference model that has been developed and endorsed by the Supply Chain Council as the cross-industry standard diagnostic tool for supply

	chain management.
Sustainment	Maintaining the functional capabilities of a target technical solution within the Department of Defense.
Technical Refresh	Updating of a technical infrastructure or platform of an existing technical capability within a portfolio across the Department of Defense. There are no operational changes or enhancements to the business process(es) that the covered DBS supports, but there is an upgrade to the covered DBS in order to meet regulatory compliance. Technical refresh is a system change to upgrade system quality vice business process.



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Appendix D Business Process Reengineering Assessment Acronyms

Acronym	Definition
BCL	Business Capability Lifecycle
BEA	Business Enterprise Architecture
BPR	Business Process Reengineering
CCA	Clinger-Cohen Act
CIO	Chief Information Officer
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CMO	Chief Management Officer
COTS	Commercial-off-the-shelf
DBC	Defense Business Council
DBS	Defense Business System
DBSMC	Defense Business Systems Management Committee
DCMO	Deputy Chief Management Officer
DITPR	Defense Information Technology Portfolio Registry
DoD	Department of Defense
DoDD	Department of Defense Directive
DoDI	Department of Defense Instruction
DOTMLPF -P	Doctrine, Organization, Training, Materiel, Leadership and education, Personnel, Facilities and Policy
EBI	Enterprise Business Integration
E2E	End-To-End
FY	Fiscal Year
GOTS	Government-off-the-shelf
IRB	Investment Review Board
IT	Information Technology
MILDEP	Military Department
NDAA	National Defense Authorization Act
NVA	Non-Value Added
ODCMO	Office of the Deputy Chief Management Officer

OEP	Operational Execution Plan
OSD	Office of the Secretary of Defense
PCA	Pre-Certification Authority
PCR	Portfolio Certification Request
PSA	Principal Staff Assistant
RCA	Root Cause Analysis
RICE	Reports, Interfaces, Conversions, Extensions
SCOR	Supply Chain Operations Reference Model
SFIS	Standard Financial Information Structure
SLOA	Standard Line of Accounting/Accounting Classification