DEPUTY CHIEF MANAGEMENT OFFICER
9010 DEFENSE PENTAGON
WASHINGTON, DC 20301-9010

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MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDERSECRETARIES OF DEFENSE
COMMANDER, UNITED STATES TRANSPORTATION COMMAND
ASSISTANT SECRETARY OF DEFENSE FOR NETWORKS AND INFORMATION INTEGRATION/DOD CHIEF INFORMATION OFFICER
DIRECTOR, COST ASSESSMENT AND PROGRAM EVALUATION
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Use of End-to End (E2E) Business Models and Ontology in DoD Business Architectures

DoD historically spends more than $6.0B annually developing and maintaining a portfolio of more than 2,000 business systems and Web services. Many of these systems, and the underlying processes they support, are poorly integrated. They often deliver redundant capabilities that optimize a single business process with little consideration to the overall business enterprise. It is imperative, especially in today's limited budget environment, to optimize our business processes and the systems that support them to reduce our annual business systems spending.

The Defense Business System Management Committee (DBSMC) embraced the E2E business lifecycle model as a viewpoint to frame and understand our business environment. Further, the DBSMC endorsed using and extending the E2E framework to evolve the Business Enterprise Architecture (BEA) within the context of the DoD Enterprise Architecture. This essential framework will be used by the DBSMC and the supporting Investment Review Board (IRB) process to guide and constrain business system investments and conduct business process reengineering determinations as required by statue.

This memorandum outlines a new approach to leverage the E2Es defined within the BEA and provides the illumination necessary to achieve the management and interoperability required by statute. The Assistant Deputy Chief Management Officer will issue additional guidance to ensure these approaches are clearly applied to these management efforts. Additional guidance will identify future "time boxed" BEA development activities in consultation with the E2E Governance Council.

The BEA is the Enterprise's blueprint for defining the Department's business environment. It captures required Enterprise capabilities; metrics aligned to the Department's Strategic Management Plan; processes, data standards and rules to permit system and Web service

interoperability. It is also a tool for driving portfolio management and business process reengineering. BEA release 8.0 captured and defined the Department's 15 E2E business lifecycle models at a high level.

The BEA will remain aligned to the DoD Architecture Framework (DoDAF), currently DoDAF v 2.0). In order to facilitate integration of the systems and business architecture within the E2E lifecycle models, the BEA will be described in an ontology using a common language {World-Wide Web Consortium (W3C) open standards Resource Description Framework (RDF)/Web Ontology Language (OWL)) and modeling notation (Business Process Modeling Notation (BPMN) 2.0 Analytic Conformance Class (Primitives)}. These open standards shall be applied to all subordinate Enterprise and solution architectures federated or asserting compliance with the BEA.

Effective immediately: (1) the E2E framework shall be used to drive and organize BEA content within the federated BEA ontology; and, (2) future releases of the BEA will be synchronized with our highest priority system acquisition and modernization efforts related to critical activities within the Hire-to-Retire and Procure-to-Pay E2E lifecycle models. Initial priorities are as follows:

- Define BEA foundation, organization and structure using the new approach leveraging semantic Web technology.

- Create the BEA ontology architecture with necessary DoD Chief Information Officer and stakeholder coordination.

- Define the relationship of BEA ontology to the DoD Enterprise Architecture and its applicability to Component and solution architectures.

- Propose a schedule for establishing a federation of ontologies within the BEA.

In coordination with the prioritization and timing prescribed, Component and Agency business architectures shall demonstrate compliance with BEA content via participation and conformance with procedures and processes described herein. The DBSMC will receive quarterly BEA updates via the E2E Governance Council.

Elizabeth A. McGrath