

**Financial Management (FM)
Overview and Summary Information (AV-1)
Version 9.0, March 15, 2012**

<p>The AV-1 is an executive-level summary of the Financial Management (FM) Core Business Mission (CBM). Initially, the AV-1 is used to focus the FM CBM development effort and document its scope. The final version will include findings and recommendations from the effort.</p>	
Architecture Project Identification	
CBM Name	Financial Management
CBM Description	USD(C)/CFO sets Departmental financial management policy, oversees associated financial activities and is committed to: proper and timely payments to the Department's military, civilian and retiree populations; accurate and timely payment of supplier and contractor invoices; accurate and reliable financial information to decision makers; and reliable warfighter support through effective and efficient financial operations and activities. FM activities include planning, programming, budgeting, execution accounting, cost information, and financial reporting.
Architect	DoD Office of the Deputy Chief Management Officer (ODCMO)
Developed By	Financial Management (FM)
Assumptions and Constraints	<p>The FM CBM:</p> <ul style="list-style-type: none"> • Will make maximum reuse of existing BEA models with changes only made when necessary. • Will address only DoD enterprise-level business and strategic plans, goals, objectives, and strategies, which are the primary drivers for the BEA. • Use an End-to-End (E2E) framework to enhance the understanding of enterprise-wide operation and interoperation. • Identify standard processes and data necessary for interoperation and normalization. • Provide a roadmap to guide development of standard financial management business systems.
Approval Authority	The Deputy Secretary of Defense, acting through the Defense Business Systems Management Committee (DBSMC).
Date Completed	Architecture content freeze date, February 10, 2012 and final release date March 15, 2012.
LOE and Development Costs	Level of effort and projected and actual costs to develop the CBM Models may be requested from the Office of the Deputy Chief Management Officer (ODCMO).

Business Outcome	<p>The work performed under the Budget-to-Report (B2R) BIP completes the realignment/gap resolution work begun in BEA 8.1, which restructured B2R to incorporate the non-aligned FM processes and provided a consistent E2E for FM alignment with invoice matching, disbursement, planning, and personnel pay. For BEA 9.0, the titles and definitions of the B2R L1 were aligned with BEA Operational Activities. An additional aspect of this work was to revise the FM focused OV-6c process models to conform to the BPMN Primitive Standard.</p> <p>The work performed under the Material Weaknesses BIP addresses issues from BEA 8.0 and enables the DoD business community to correctly see in the BEA visualization the linkages between Material Weaknesses and Performance Measures to support BPR analyses.</p> <p>The work performed under the DFMIG BIP will ensure DFMIG Business Rules in BEA 9.0 are updated in accordance with recent decisions resulting from the DFMIG Governance Board.</p> <p>The work performed under the SFIS Maintenance BIP will ensure SFIS content in BEA 9.0 is updated in accordance with recent decisions resulting from the SFIS Governance Board.</p>
Scope: Architecture View and Models Identification	
Models Developed	AV-1, AV-2, OV-2, OV-3, OV-5a/b, OV-6a, OV-6c, LRP
CBM Capabilities	<ul style="list-style-type: none"> • Forecast, Plan, Program and Budget and Funds Distribution and Control • Manage Financial Assets and Liabilities • Manage General Ledger • Collection and Disbursing • Financial Reporting • Managerial Accounting
Scope	The scope of the FM work for BEA 9.0 encompasses correcting issues in how the BEA links and visualizes material weaknesses and performance measures; updating the B2R E2E to the current methodology of the DCMO while not adding new content; and, maintenance on existing information in the BEA for SFIS and DFMIG, which will be updated to reflect recent decisions of the SFIS Governance Board and the DFMIG Board (i.e. updates, addition or deletions of SFIS elements, business rules, and standard values and/or DFMIG rules, respectively).
Time Frames Addressed	The BEA is the “To Be” architecture for transformation efforts at DoD. The current BEA “To Be” end state has intermediate time frames for implementation addressed in the Enterprise Transition Plan (ETP).
Organizations Involved	All DoD Business Mission Area CBMs

Purpose and Viewpoint	
Purpose (Problems, Needs, Gaps)	Update the appropriate products of the BEA to reflect DCMO direction as outlined in the April 4 th Memorandum titled “Use of End-to-End (E2E) Business Models and Ontology in DoD Business Architectures’ and ensure alignment with various governance boards such as SFIS and DFMIG. At this point, it is envisioned that this update would potentially require modification of the OV-6c processes, OV-6a business rules and LRP sources and any other derivative products.

Questions to be Answered	<p>Of the four primary questions being answered by BEA 9.0, the one applicable to FM is “How are we investing our funds to best enable the warfighting mission?”</p> <p>In addition, five questions were derived from the scoping questions to support the analysis of the BEA 9.0 integration among the Core Business Missions:</p> <ul style="list-style-type: none"> • Can we ensure that funds are used in accordance with the budget and that program performance supports achieving strategic capabilities? • Can we capture the full costs of DoD programs, assets, and liabilities? • Can we ensure accurate and timely payments to DoD business partners and service members? • Can we provide financial reporting and financial accountability that is ultimately supported by program accountability? • Can we provide accurate and timely financial information to support management decision making?
Architecture Viewpoint	<p>FM-related work for BEA 9.0 will be developed from a Financial Management (business owner) perspective, focusing on enterprise level processes, data standards, and business rules (i.e., business capabilities that are DoD wide as established by statute, policy, or long-standing practice, and the supporting IT systems).</p>
Context	
Mission	<p>FM-related content will be developed from a Financial Management (business owner) perspective, focusing on enterprise level processes, data standards, and business rules (i.e., business capabilities that are DoD wide as established by statute, policy, or long-standing practice, and the supporting IT systems).</p>
SMP Goals	<p>2. Strengthen DoD Financial Management to respond to Warfighter needs and sustain public confidence through auditable financial statements.</p> <p>6. Re-engineer/use end-to-end business processes to reduce transaction times, drive down costs, and improve service.</p>
SMP Key Initiatives	<ul style="list-style-type: none"> • Execute Financial Improvement and Audit Readiness (FIAR) strategy and plans to achieve audit readiness by FY 2017. • By FY 2012 the DoD will achieve a commercial payment/improper payment of 0.11 percent or less.
SMP Measures	<p>Achieve auditability, implement effective and efficient financial systems and processes.</p>
Rules, Conventions, and Criteria	<p>Rules: The FM CBM adheres to the DoD Architecture Framework (DoDAF) and BPMN 2.0/Primitives modeling guidelines.</p> <p>Conventions: The conventions and methodology to be followed are documented in the BEA Development Methodology and the Architecture Product Guide.</p> <p>Criteria: ODCMO establishes detailed evaluation criteria for the delivery.</p> <p>Information Assurance Posture: The FM CBM information confidentiality, integrity, and availability must be protected to the extent required by applicable DoD policy.</p>

<p>BEA Tasking / Linkages to Other Architectures</p>	<p>Tasking -- The 2005 National Defense Authorization Act (NDAA) requires architectures to assess and maintain investments throughout the DoD BMA. Additionally, the 2010 National Defense Authorization Act (NDAA) changed the Department’s investment review process to require that defense business system modernizations may not be certified to obligate funds in excess of \$1 million without the determination that appropriate Business Process Reengineering (BPR) had been completed.</p> <p>Linkages to Other Architectures – BEA is linked to the Federal Enterprise Architecture (FEA) Business Reference Model through the DoD EA Reference Models and federated with Component and program architectures through tiered accountability.</p>
<p>Tools and File Formats to be Used</p>	<p>IBM Rational System Architect v 11.4.1, Microsoft SQL Server, Word, Access, and Excel.</p>