



Office of the
**DEPUTY CHIEF
MANAGEMENT OFFICER**

DoD IT Defense Business Systems Process



Guidance

January 2009

Version History

Version	Publication Date	Author	Summary of Changes

Table of Contents

Version History	1
Table of Contents	2
1.0 Introduction	4
2.0 Purpose & Scope	5
3.0 Content Changes	5
4.0 Key Concepts	6
4.1 Defense Business System	6
4.2 Investment Tier.....	6
4.3 Business Capability Lifecycle (BCL).....	7
5.0 Governance	8
6.0 Certification Overview	8
7.0 Annual Review Overview	9
8.0 IRB Process Overview	10
8.1 High-level Process Steps.....	10
8.2 Program Manager (PM) Preparation	10
8.3 Pre-Certification Authority (PCA) Preparation and Validation	11
8.4 IRB Support Staff Review and Coordination	11
8.5 IRB Review, Recommendation/CA Certification.....	11
8.6 DBSMC Approval	12
9.0 IRB Certification Details	12
Certification Types	13
<i>Certification</i>	13
<i>Recertification</i>	13
<i>Decertification</i>	13
Certification Documentation.....	14
<i>Component Pre-Certification Memo (PCA Memo)</i>	14
BEA Compliance.....	15
Decisional Outcomes.....	15
10.0 IRB Annual Review Details	16
Annual Reviews on Multiple Certifications.....	17
11.0 Process Technology Support	19
11.1 The Defense Information Technology Portfolio Repository (DITPR)	19
11.2 Integrated Management Information Environment (IMIE)	19

12.0 Mission Area / Domain Assignments	20
13.0 References.....	20
Appendices	22
Issue Papers	24
IRB Cross Coordination Memos	24
Certification Authority Memo (CA Memo)	24
IRB Meeting Minutes.....	24
DBSMC Approval Memo	24
Problem Statement.....	24
Business Case	25
Component Acquisition Executive (CAE) Memo.....	25
Program Manager (PM)	26
Heads of the DoD Components	26
Component Pre-Certification Authority (PCA).....	26
Certification Authority (CA).....	27
IRB Chairs.....	27
IRB Support Staffs.....	28
DoD Investment Review Boards (IRBs).....	28
Defense Business System Management Committee (DBSMC).....	28

1.0 Introduction

To meet the threats and challenges of the twenty first century, the Department of Defense (DoD) must be as agile, flexible and adaptable as the forces it fields in battle around the world. These forces require an equally flexible, high-performance and responsive business support infrastructure, capable of adapting to ever-changing conditions.

The Department's defense business systems investment review process (referred to henceforth as the *Investment Review Board (IRB) Process*) provides a governance and oversight framework for effective investment decision-making, enabling the Department's senior leadership to guide investments to maximize the impact to the Warfighter. Led by the Deputy Secretary of Defense (DEPSECDEF), who chairs the Defense Business System Management Committee (DBSMC) with direct participation of the top leadership of each DoD Component, the Department is working to develop and implement integrated, cross-DoD business functions and capabilities.

As an integral part of this governance framework, the Investment Review Boards (IRBs) are responsible for overseeing the investment review process for business capabilities that support activities in their designated areas of responsibility and supporting the DBSMC in exercise of their responsibilities per 10 U.S.C. §186. Each IRB assesses investments relative to their impact on end-to-end business process improvements as guided by the Enterprise Architecture for defense business systems (the BEA) and the Enterprise Transition Plan (ETP) as well as Component architectures and transition plans. These products provide a roadmap to deliver more robust business capabilities.

The DoD IRB Process plays a vital role in delivering the flexibility and responsiveness required across the Department's Warfighting operations. This process ensures that all defense business system activities within the Office of the Secretary of Defense (OSD) and Component organizations:

- Act in support of the joint Warfighting capability by applying innovations and best practices from industry leaders as well as from our joint forces;
- Receive better information for strategic decisions to DoD leadership by providing access to actionable management information by way of the continued migration to a networked information (net-centric) environment; and,
- Reduce the cost of business operations by providing timely, reliable and accurate information to drive an effective decision-making process.

Since 2005, the IRB / DBSMC governance structure has existed for the purpose of certifying defense business system modernizations in excess of \$1 million¹ (over the modernization's lifecycle) to the BEA and conducting Annual Reviews on those Certifications. In 2007, the IRB / DBSMC's roles and responsibilities were expanded by an 18 April DBSMC decision and in a subsequent Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)) memorandum entitled "*Business Capability Lifecycle Refinement and Implementation and Extension of Enterprise Risk Assessment Methodology (ERAM)*" dated May 18, 2007, which directed that a new process for defense business systems, the Business Capability Lifecycle (BCL), be executed under the IRB / DBSMC governance structure.

¹ Systems may also be designated as an "Interest Program", irrespective of their dollar threshold or lifecycle state (i.e., development, sustainment, etc.), and be included in the IRB Process.

2.0 Purpose & Scope

This guidance provides a single, consistent approach for Component engagement with the IRB Process. It also provides detailed procedures required by the different organizations and individuals that have significant roles in the IRB / DBSMC Process. Procedures for BEA compliance as a part of the IRB Process can be found in the *BEA Compliance Guidance*, which is generally released with each version of the BEA. This document supersedes the *Investment Certification and Annual Review Process User Guidance*, dated 12 July 2006. Detailed procedures for BCL will follow in a separate document.

This document serves as guidance on preparing submissions to the DoD IRB Process for continuous lifecycle oversight of defense business systems. It is intended for Component personnel responsible for, accountable for, contributing to, and/or supporting the investment review and/or Certification process for defense business systems within their respective Component organization. More specifically, it is for those who seek to deliver a business capability by affecting a non-materiel (i.e. policy or process) solution or who anticipate spending over \$1 million on a defense business system modernization effort. Upon reading this document, Program Managers (PMs), Component Chief Information Officers (CIOs), IRB Chairs and members as well as other stakeholders should understand the following:

- The purpose of the IRB Process
- A general overview of the IRB Process and the user's role within it
- Who must comply with and use the IRB Process, and to what degree
- How to prepare for an IRB Review
- The different types of IRB / DBSMC reviews and when they are required
- A set of procedures for each type of IRB / DBSMC review
- The documentation that must be prepared and submitted throughout the process
- The governance, roles, information requirements, and products are associated with the IRB Process

Through the IRB Process and the establishment of enterprise-wide systems and capabilities, the Department is defining a set of consistent standards and practices that will enable full interoperability for the future. The Department utilizes the concept of tiered accountability as critical to the Department's success in modernizing business operations.

This guidance does not prescribe Component business system investment processes and procedures. Components are required to establish their own investment review processes which may vary but should be consistent with applicable laws, regulations and this guidance.

The relationship of other major DoD processes (e.g. Joint Capabilities Integration Development System [JCIDS], Defense Acquisition System [DAS], and Planning, Programming, Budgeting, and Execution [PPBE]) to the IRB Process may be referred to in this guidance, but the specific requirements of those processes are outside the scope of this document.

3.0 Content Changes

This guidance incorporates a number of clarifications, enhancements and changes to the IRB Process and will be interspersed throughout this document. They include:

- Brief introduction to the BCL
- Expanded IRB / DBSMC roles and responsibilities
- Addition of Recertifications, Decertifications, and Close-out Annual Reviews

- Introduction of the concept of an Integrated Management Information Environment (IMIE)
- Revision of various terms and definitions (Appendix D)
- Updates to information required for the Defense Information Technology Portfolio Repository (DITPR) entries and Dashboards for the IRB Process (Appendices E, F, and H)

4.0 Key Concepts

A list of additional terms and definitions can be found in Appendix D.

4.1 Defense Business System

The term *defense business system* means:

“an information system, other than a national security system, operated by, for, or on behalf of the Department of Defense, including financial systems, mixed systems, financial data feeder systems, and information technology 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)(2))”

The term *information system* means:

“a discrete set of information resources organized for the collection, processing, maintenance, use, sharing, dissemination, or disposition of information (44 U.S.C. § 3502(8))”

The term *defense business system modernization* means:

“(A) the acquisition or development of a new defense business system; or

“(B) 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)(b))”

4.2 Investment Tier

The rigor of the IRB Process is based on the size of a defense business system’s total modernization investment(s), as appropriated funds may not be obligated for a defense business system modernization which will have a total cost in excess of \$1,000,000 unless the approval authority designated for the defense business system certifies to the DBSMC.

Investment Tiers for defense business systems have been designated as follows:

Tier 1	Includes all Major Automated Information System (MAIS) defense business system programs
Tier 2	Includes all non-MAIS defense business system program investments \$10 million or above
Tier 3	Includes all non-MAIS defense business system program investments greater than \$1 million and less than \$10 million
Tier 4	Includes all non-MAIS defense business system program investments less than or equal to \$1 million
Interest Program	Includes any defense business system, regardless of Tier or point in its lifecycle, that has been designated an IRB “Interest Program”

Any investment that comes to the IRB for a Certification or Annual Review must be designated as Tier 1-4. In addition, a system may be designated by the Principal Staff Assistant (PSA) and / or the IRB Chair as an Interest Program regardless of its dollar threshold, lifecycle state, or tier level. The system may be required to

perform any number of activities at the IRB, including, but not limited to Certifications, Annual Reviews, and/or briefings.

The \$1M threshold is based on the total cost of investment funds for a modernization from concept refinement through deployment, excluding sustainment. Depending on how the modernization is structured, it may be a one-year effort or a multi-year effort. As stated, the Tier is based on the size of a system's total modernization investments (i.e., a system with three separate \$1M Certifications would be a Tier 3, not a Tier 4).

A program may be designated a MAIS by the Milestone Decision Authority (MDA) because it is an MDA special interest program, or because its program costs exceed thresholds established by statute².

4.3 Business Capability Lifecycle (BCL)

Per a May 18, 2007 memo issued by the USD(AT&L) entitled "*Business Capability Lifecycle Refinement and Implementation and Extension of Enterprise Risk Assessment Methodology (ERAM)*", the DoD announced the initial implementation of BCL. BCL is an approach that emphasizes rigorous analysis of requirements to enable delivery of defense business capabilities to the Warfighter in a compressed timeframe. BCL is based on the principle of tiered accountability, delegating responsibility to the appropriate level, and utilizes the IRB / DBSMC as its governance structure.

BCL consists of three distinct phases – Business Capability Definition (BCD), Investment Management (IM), and Execution:

BCD Phase: Identify and analyze perceived business problems / capability gaps as well as engage in root cause analysis and high-level solution recommendations, all of which will result in a clearly defined and scoped Problem Statement.

IM Phase: Consists of the development of a defensible and justifiable Business Case to include a Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPF) solution analysis, Analysis of Alternatives (AoA), Economic Analysis (EA), solution recommendation and the Acquisition Approach. A Program Charter, which articulates the way in which the process of implementing a materiel solution will be managed and controlled, is also developed during the IM phase.

Execution Phase: Materiel aspects of the capability are acquired and implemented in accordance with the Business Case.

The premise and focus of BCL is to build a solid foundation and basis for a solution during the BCD and IM phases in order to significantly reduce risk in delivering capability during the Execution phase. BCL is designed to work with, rather than prescribe, the implementation strategy and methodology deemed appropriate to achieve the outcomes of any business MAIS.

Detailed guidance and procedures associated with the BCL process will be released under separate cover in the near future. As BCL becomes more integrated with the existing IRB / DBSMC framework, users of the IRB Process should expect to see guidance and process documents updated and released more promptly in support of such changes.

² 10 U.S.C. § 2445a

5.0 Governance

The IRB / DBSMC Governance Structure (Figure 5.1) is the single integrated decision-making framework that provides business capability oversight and decision authority for defense business system development and deployment.

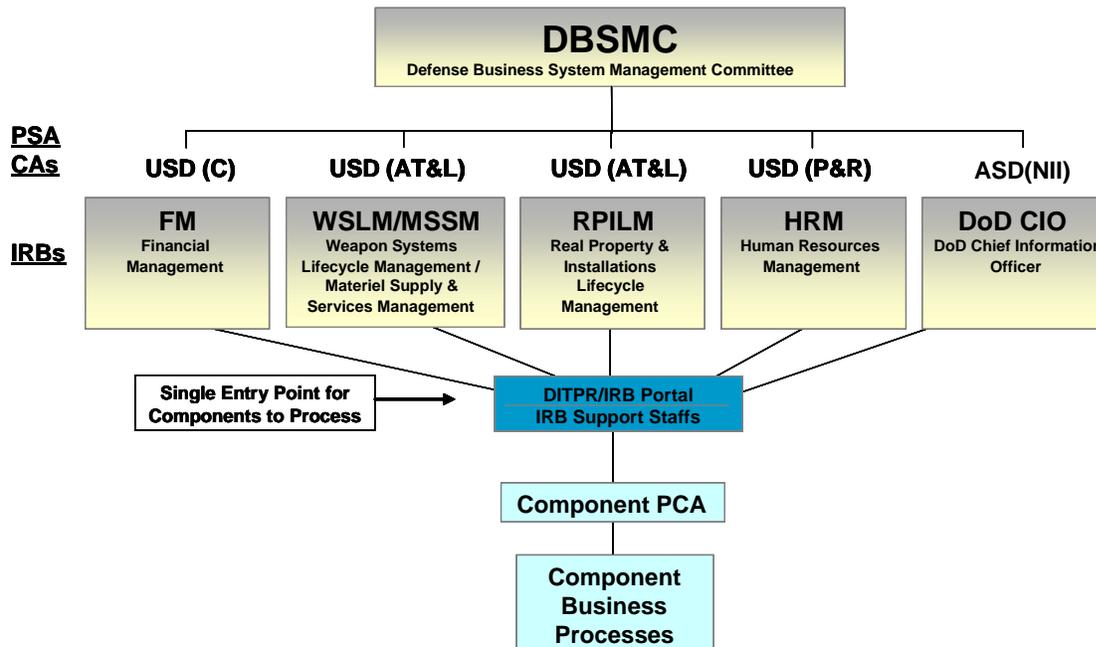


Figure 5.1: IRB/DBSMC Governance Framework

A detailed explanation of the roles and responsibilities involved in the IRB Process is found in Appendix C. Key roles include the PM, Pre-Certification Authority (PCA), Certification Authority (CA), IRB Support Staff, the IRBs and the DBSMC. Role delineation within individual Components may vary somewhat due to Component-specific practices.

6.0 Certification Overview

According to 10 U.S.C. § 2222 (a), funds may not be obligated for a defense business system modernization that will have a total cost in excess of \$1 million unless:

“(1) the approval authority designated for the defense business system certifies to the Defense Business Systems Management Committee established by section 186 of this title that the defense business system modernization –

- A. is in compliance with the enterprise architecture developed under subsection (c);*
 - B. is necessary to achieve a critical national security capability or address a critical requirement in an area such as safety or security; or*
 - C. is necessary to prevent a significant adverse effect on a project that is needed to achieve an essential capability, taking into consideration the alternative solutions for preventing such adverse effect; and*
- (2) the Certification of the approval authority is approved by the Defense Business Systems Management Committee.”*

Furthermore, 10 U.S.C. § 2222 (g)(2)(A) requires:

“Review and approval by an investment review board of each defense business system as an investment before the obligation of funds on the system.”

Approval Authorities (AAs), as identified in 10 U.S.C. § 2222 (a), are designated as CAs and will be referred to as such throughout this guidance.

IRB Certification and DBSMC approval is required for any defense business system modernization investment costing in excess of \$1 million in total DoD funds (appropriated and non-appropriated); obligating DoD funds for a defense business system modernization over \$1M that has not been approved by the DBSMC is a violation of 31 U.S.C. § 1341(a)(1) (the Anti-Deficiency Act (ADA)). Those defense business systems using only non-appropriated funds and considered to be stand-alone capabilities with no interfaces to other defense business systems may not be required to certify their modernization investments. 10 U.S.C. § 2222 requirements generally do not apply to maintenance and ongoing operational funding appropriated to specific systems.

Certification Review focuses on determining whether to approve funding based on DoD business requirements, the system’s alignment with the BEA and Component and Enterprise portfolios of systems. It is also important to understand that this applies to all investments geared towards creating new business systems capabilities.

7.0 Annual Review Overview

10 U.S.C. § 2222 (g)(2)(B) requires:

“Periodic review, but not less than annually, of every defense business system investment.”

Annual Review applies to all business systems, regardless of investment Tier, including systems for which there is no planned development or modernization spending. 10 U.S.C. § 2222 does not prescribe any specific format for Annual Review; however, Components must structure internal investment review processes consistent with Clinger-Cohen Act (40 U.S.C. § 11312) capital planning and investment control requirements. At a minimum, Components should ensure that systems are assessed against the DoD BEA; that systems are included in the Component or Enterprise Transition Plan as appropriate; and that system information has been updated in DITPR. It is anticipated that Components will incorporate the Annual Review requirement into their own annual review activities (such as portfolio management or annual budget review). Components are required to submit a memo or report to the IRB on a semi-annual basis, on a schedule consistent with the Enterprise Transition Plan update cycle, listing all business systems that have been reviewed internally. These internal Component reviews, coupled with notification of these reviews to the CA / IRB, meet the 10 U.S.C. § 2222 Annual Review requirement.

In addition to Annual Reviews conducted at the Component level, the IRBs will conduct Annual Reviews of all modernization activities that have previously been certified and are currently in process. IRB Annual Reviews must occur within 12 months of the Certification’s DBSMC approval date, and every 12 months thereafter until the Certification ends (a program with a single-year Certification will only do one Annual Review, etc.). Defense business systems for which there is no modernization funding have nothing to certify and, therefore, have no IRB Annual Review requirement. However, they are not exempt from the Annual Review requirement by the Component or from being requested by an IRB to present their current status either individually or as part of a portfolio review, or from being designated as an Interest Program.

8.0 IRB Process Overview

8.1 High-level Process Steps

Figure 8.1 provides a high level view of the IRB Process flow. It highlights participant responsibility as well as gating factors that enable the process to move forward.

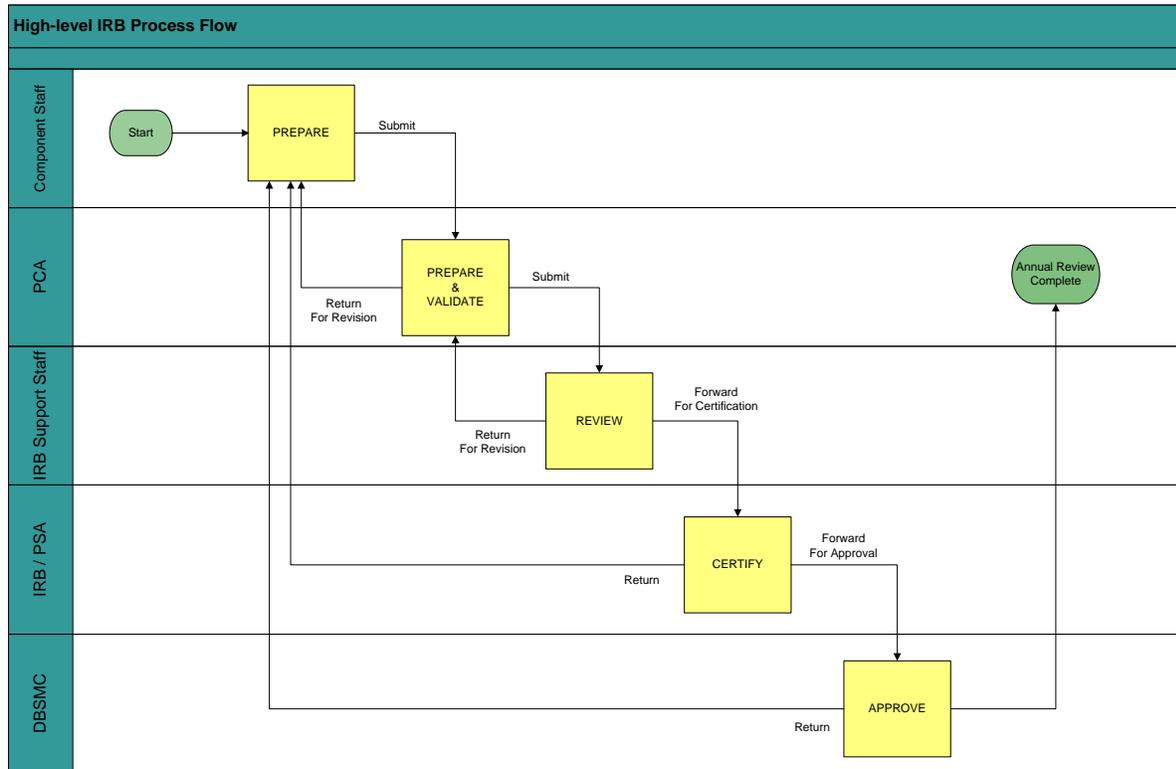


Figure 8.1: High-level IRB Process Flow

It is the Component’s responsibility to identify defense business systems that require review by an IRB. The IRBs may assist Components in identifying those systems through analysis of the annual IT budget and other mechanisms. Importantly, Components must request to add their systems for review onto the cognizant IRB’s fiscal year (FY) agenda prior to submitting the actual system package. System identification for the entire FY ought to occur prior to the start of that FY, though ad hoc system review requests may be made throughout the FY and accepted at the discretion of the IRB Chair. All requests for submission, however, are to occur no later than 30 days prior to an IRB date.

8.2 Program Manager (PM) Preparation

PMs are the primary subject matter experts for all information pertaining to the systems they manage. When a system is identified for review, PMs should coordinate with the PCA to ensure all required information relating to their system(s) is complete, current, and accurate in order to submit the information to IRB for review in agreement with prescribed deadlines.

8.3 Pre-Certification Authority (PCA) Preparation and Validation

PCAs are required to comply with investment review policies prescribed by the Component and by this guidance. PCAs are responsible for internal Certification and review of system modernization funding requests by PMs, in addition to ensuring that requests are submitted to the IRB with complete, current and accurate documentation and within the prescribed deadlines. System packages should be submitted no later than 30 days prior to an IRB review; the IRBs will publish specific deadlines which correspond to their respective meeting dates.

8.4 IRB Support Staff Review and Coordination

The IRB Support staff provides assistance to the IRBs in a number of ways, including, but not limited to: helping Components to identify systems that require review; scheduling systems on the IRB/DBSMC review calendars; participating in system reviews; facilitating and supporting IRB meetings; and preparing issue papers, IRB meeting minutes and other documentation. The IRB Staff will also assist in the coordination of system review packages across IRBs to capture the input of functional stakeholders.

8.5 IRB Review, Recommendation/CA Certification

IRBs review and recommend decisions on various types of system requests. IRBs evaluate systems based on a variety of criteria in order to:

- Ensure business capabilities are delivered that support the Warfighter
- Enable transformation by ensuring investments align with DoD strategic mission, goals and objectives and with Business Mission Area (BMA) capabilities
- Ensure compliance with the BEA and alignment to the Component and/or Enterprise Transition Plans
- Exploit common processes and systems where feasible
- Ensure an appropriate level of review based on cost, scope and complexity
- Comply with the legislation, regulations, policies and procedures outlined in this guidance and other directives as appropriate

Evaluation may be achieved through paper coordination, virtual collaboration tools and/or face-to-face meetings, including, but not limited to, the IRB Meeting. The IRB Chair determines the format and structure for IRB meetings and the level of participation from the Component PCA, other IRBs, as well as the IRB Members specified in each IRB's Charter, as appropriate. The type(s) of systems being reviewed may be a factor in determining additional IRB attendees. For system reviews that require coordination with other IRBs, the Lead IRB must ensure that comprehensive and complete information is provided to all interested IRBs. The interested IRBs must participate in the review with the Lead IRB to avoid duplicative reviews of the same request.

In terms of Tiered review, for Tiers 1, 2 and 3 there is essentially no difference in the core documentation required for IRB certifications. It should be expected, however, that the degree of scrutiny applied by the IRBs, including the amount of additional questions a program may be asked to prepare answers to, will vary in proportion to the size of the investment.

The CA / IRB Chair Certifies modernization requests and recommends Approval of the Certifications to the DBSMC. The IRB Chair also approves Annual Reviews, which do not progress to the DBSMC level for further review.

Throughout the IRB Process conditions may be placed on systems. Conditions are documented and tracked within DITPR and their status will be reviewed, at the very least, by the IRB during a system's Annual

Review; it is the Component’s responsibility to track fulfillment of their levied conditions. A report may be pulled from DITPR which denotes all open and closed conditions for any given system.

8.6 DBSMC Approval

The DBSMC will be notified of all IRB Certification decisions and may elect to approve or disapprove the Certifications. If a certification is approved, the DBSMC will sign an approval memo which warrants the ability to obligate the related funding. The approval will be recorded in DITPR and a copy of the memo will be uploaded to the IRB Portal.

9.0 IRB Certification Details

The IRB Certification process, as illustrated below, is a straightforward workflow. Once funding is secured by the Component, the system modernization request undergoes pre-Certification at the Component level, followed by IRB review for Certification and then DBSMC review for Certification Approval. Importantly, all documentation must be submitted by the deadlines prescribed in advance by the IRB, or the system may face delay until the next available IRB date.

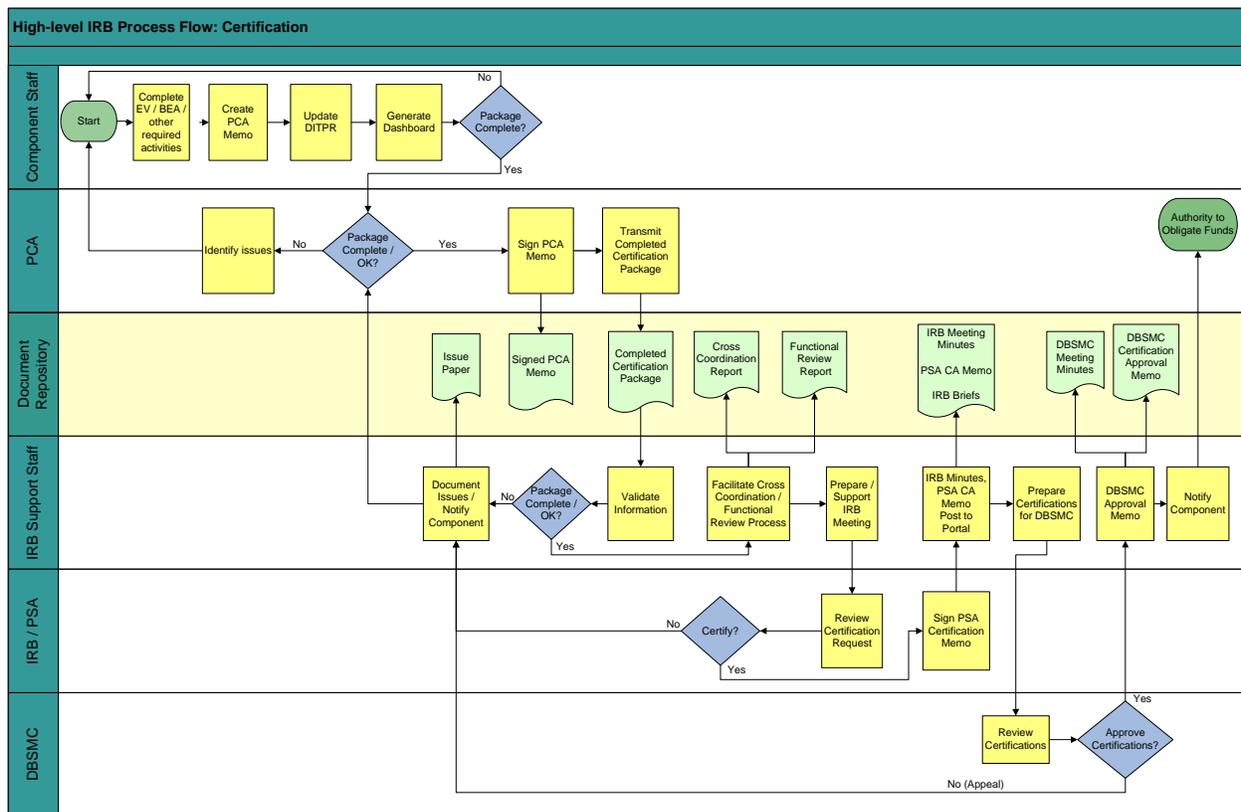


Figure 8.1: High-level IRB Process Flow: Certifications

Certification requests ought to accurately reflect the Component’s budget data as reported in Select and Native Programming-IT (SNaP-IT), the authoritative source for budget information. If the request does not accurately reflect this data, explanation must be provided and / or an approved reprogramming action must be underway.

Certification Types

Certification

As previously defined, IRB Certification is required for any system modernization investment costing in excess of \$1 million in total DoD funds. Certification by the IRB and approval by the DBSMC is required before obligating *any funds for modernization* that is projected to cost more than \$1M over its lifecycle, even if the cost in the first year will be less than \$1 million. In addition, a program may not obligate funds for any amount over the DBSMC-approved amount (i.e., there is no “buffer” provided above the certification amount for the obligation of funds). Components with a multi-year certification may move a minimal amount of funds between fiscal years, as long as this activity does not exceed the DBSMC-approved amount.

For multi-year Certifications, a Component may redistribute funds between fiscal years, but if the total amount will exceed the DBSMC-approved amount, a Recertification is required. If the amount of funds redistributed in any given fiscal year is more than 10% of its approved amount, the PCA is required to provide an explanation to the IRB Chair through their Support Staff and may be required to perform a Recertification at the discretion of the IRB Chair.

Recertification

Recertification is required when additional capital investment above a previously Certified amount is needed or additional time outside of the originally Certified FY period is needed, *on the same modernization effort*. If a Component needs more funds in the same FY period in which they have already been certified but to be used for a different modernization, a new Certification is required. For multi-year Certifications, a Component may redistribute funds between fiscal years, but if the total amount will exceed the DBSMC-approved amount, a Recertification is required. If the amount of funds redistributed in any given fiscal year is more than 10% of its approved amount, the PCA is required to provide an explanation to the IRB Chair through their Support Staff and may be required to perform a Recertification at the discretion of the IRB Chair. A Recertification request should be for the *additional* amount of funds requested, *not* the previously certified amount plus the new amount.

Similarly, if a Component has not obligated Certified modernization funds within the period of time covered by the Certification and needs to obligate them outside of the approved period (i.e., “carryover”), it must request a Recertification. In these cases, the period of time, not the funds, is what needs Recertification. The total amount of Certified modernization funds remains the same, only the period during which those funds may be obligated changes.

Recertification information is to be entered into DITPR and submitted for IRB / DBSMC review with a thorough explanation in the PCA Memo and Dashboard which reflect the circumstances of the Recertification. Note: The redistribution threshold of 10% provides flexibility within a DBSMC-approved amount. A program may not obligate funds for any amount over the total DBSMC-approved amount.

Decertification

A Decertification is a reduction in the amount of funds a Component has certified. If a Component determines that the funding level for a certified modernization will be reduced by more than 10% of the certified funding level, a Decertification may be warranted. A Decertification may also occur in the case that the FY period of the Certification is reduced (i.e., from 3 FY to 2 FY), funding eliminated altogether, or could be requested by the Component or IRB / DBSMC in other cases, such as if the amount of funds executed in

any given fiscal year is considerably less than the Certified amount. Decertification information is to be entered into DITPR and submitted for IRB / DBSMC review with thorough explanation in the PCA Memo and related Dashboard information which reflects the circumstances of the Decertification.

Certification Documentation

During the Certification process, a variety of documentation is gathered about defense business system modernization investment. Collectively, this information provides an audit trail for the Certification process.

Standard IRB documentation: includes, but is not limited to:

- Certification Dashboard (DITPR Report)
- Economic Viability (EV) Analysis (may be completed in DITPR)
- Component Pre-Certification Authority (PCA) Memo
- System Regulatory Compliance Report (DITPR Report)

The package may also include any other documents or artifacts requested by the PCA, IRBs or DBSMC to support financial and/or architectural assertions and assessments. The manner in which these documents are generated may change in the future with the continued development of an Integrated Management Information Environment (IMIE) (Section 11.2). Until IMIE becomes usable, however; Components are to use the documentation and process as described in this guidance.

All documents are to be uploaded to the IRB Portal following the directions and naming conventions detailed in the *IRB Portal Guide*, located on the IRB Portal.

The standard Certification package is prepared by the Component and uploaded to the IRB Portal when submitting a system for IRB Certification. If any part of the package is missing or incomplete, the IRB Support Staff will inform the Component that processing cannot begin until the package is complete.

Component Pre-Certification Memo (PCA Memo)

The PCA prepares a memo (Appendix G) that requests Certification of program funding and defines which 10 U.S.C. § 2222-defined criteria for Certification the system is seeking. This memo authoritatively asserts for the Component that the system in question:

- Has provided current, complete and accurate information required for Certification;
- Has updated information in DITPR;
- Is compliant / planned compliant with the DoD BEA (or in the absence of BEA Compliance, is submitted as a Category B or C Certification per 10 U.S.C. § 2222);
- Is included in the Component or Enterprise Transition Plan as appropriate; and,
- Has completed and verified the required EV Analysis and included it along with the Certification submission.

The PCA uploads this memo on the IRB Portal along with the other requested documentation.

Certification Dashboard

The Certification Dashboard is a summary report used throughout the IRB Process. This also includes a Recertification or Decertification Dashboard, which are new additions to DITPR. Dashboards aid the IRB process by facilitating discussion and providing a general overview of a system modernization request. It

includes a variety of information and should explain the problem that the Component is intending to solve with the modernization funds being requested. This report is generated entirely from information stored in DITPR. Dashboards uploaded in other formats (MS Excel, PowerPoint, etc.) and / or containing data inconsistent with that in DITPR will not be accepted by the IRB Support Staff.

Appendix E provides a sample Dashboard Report; supplemental information can also be found on the DITPR website. The process for completing any IRB Dashboard is very similar; the accuracy and validity of the data within all Dashboards is of the utmost importance.

Economic Viability (EV) Analysis

An EV Analysis is required for all system modernization requests that are submitted for Certification to the IRB. There is an EV tool within DITPR which may be used to complete the analysis; the User’s Guide for this tool is available on the DITPR homepage. The use of this tool is not mandatory; however, if another methodology is used, Components are required to upload the documentation file in the system’s folder on the IRB Portal.

System Regulatory Compliance Report

The Regulatory Compliance report is also required for all system modernization requests that are submitted for Certification to the IRB. This report is to be generated from DITPR after all system and certification information has been entered. Components are required to upload the report to the system’s folder on the IRB Portal.

BEA Compliance

The BEA is the Enterprise Architecture for defense business systems. BEA compliance assertion is one element of the IRB Process, as required by 10 U.S.C. § 2222. Detail surrounding the compliance process can be found in the BEA Compliance Guidance.

Generally, new versions of the BEA are released annually. Defense business systems in the IRB Process shall make every effort to comply with the latest version of the BEA. Specifically, such systems shall comply with the latest version of the BEA not later than 180 days after its release.

Decisional Outcomes

Based on information reviewed, the IRBs may perform a number of actions, which include, but are not limited to: add and / or close conditions; Certify / Recertify / Decertify funds; and /or decide not to take action on a system’s request. The outcome is documented in the IRB Meeting Minutes and in DITPR. Certified system modernization requests (which, for the purposes of this document, include Certifications, Recertifications and Decertifications) are forwarded to the DBSMC for approval. Upon receiving DBSMC approval, a program may obligate funds; however, funds may not be obligated before this time.

Summary: System Review and Certification Documentation and Tools

Responsibility	Documents	System/Tool Updates
Component – Tiers 1-3 systems	<ul style="list-style-type: none"> Prepare and submit required IRB Certification package to include: PCA Memo, Dashboard, EV Analysis (if DITPR’s EV tool was not used) and System Regulatory Compliance 	<ul style="list-style-type: none"> Update DITPR with system information Upload Certification submission package to the IRB Portal Upload any requested or required

IRB and Support Staff	Report. <ul style="list-style-type: none"> • Prepare memos and summary reports • Document IRB proceedings and decisional outcomes 	supporting materials to the IRB Portal <ul style="list-style-type: none"> • Update DITPR with IRB and DBSMC decisions • Update DITPR with Certification and approval results and dates • Post IRB related correspondence, minutes and briefings to the IRB portal
CA	<ul style="list-style-type: none"> • Sign CA Memo for transmittal to the DBSMC 	
DBSMC	<ul style="list-style-type: none"> • Sign and issue DBSMC Certification Approval memo 	

10.0 IRB Annual Review Details

The IRB Annual Review process is very similar to the IRB Certification process. Once the IRB provides its Annual Review schedule to the PCA the steps are essentially the same, as seen in the figure below.

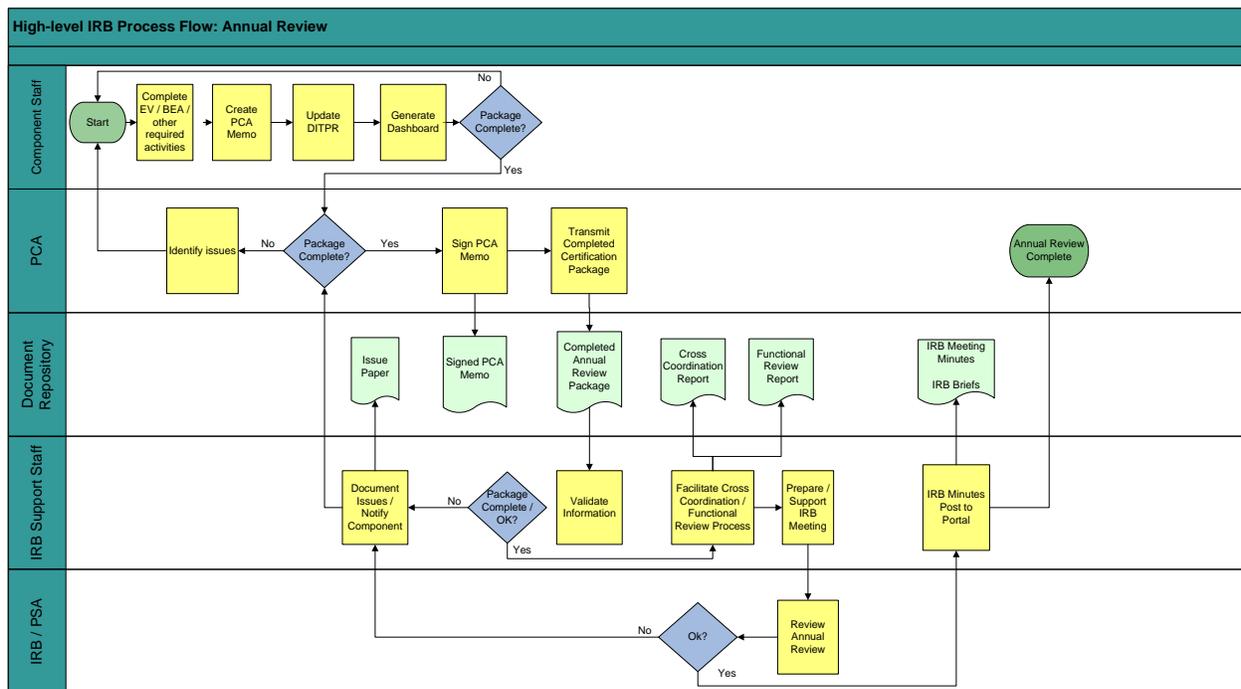


Figure 10.1: High-level IRB Process Flow: Annual Reviews

Annual Reviews are scheduled by the IRBs throughout the year and all required documentation must be submitted by the deadlines prescribed in advance by the IRB. The standard documentation required for IRB Annual Reviews is narrower in scope than a Certification and focuses on:

- Continued compliance with the BEA
- Program performance in terms of cost, milestone achievement and assessment of program risk against what was originally certified
- Progress towards meeting any conditions placed on program Certifications by an IRB or the DBSMC

IRBs pay special attention to any system that has significantly missed milestone dates or outspent its budget in any one year of a multi-year Certification. These systems may be required to Recertify, and if the program projects it will need to obligate any dollar amount above the total DBSMC-approved amount or beyond the FY period, it must Recertify before obligating those funds.

Annual Reviews on Multiple Certifications

It is possible for a system to be reviewed more than once in a given year; an IRB can request a review of any system, at any time, for any reason. For example, a high-cost, high-risk under-performing program may be reviewed multiple times in a year. One reason this may occur is if a program has multiple Certifications on different modernizations open against it. Even though the Certifications on a program may overlap each other (i.e., FY08-10 and FY9-10), separate Annual Reviews are to be completed to validate progress on each modernization effort. Programs that have more than one Certification active on the same modernization effort at any given time should roll up Certification information in DITPR and perform a comprehensive Annual Review.

Close-out Annual Review

A Close-out Annual Review is to occur when a system reaches the end of a Certification period and the Component does not expect to Certify that system for new funds on the same modernization; i.e., the modernization effort is complete. The purpose of conducting this type of review is to allow the IRB insight into completed modernization efforts, to utilize the IRB as a forum for discussion on lessons learned, and to track metrics on progress of defense business modernization efforts.

Components will submit the same package as required for a standard IRB Annual Review and will specify in the Annual Review Assertion Memo and in the “Expected Outcomes” section of the Annual Review Dashboard (DITPR) that the review is in fact, a Close-out. Generally, the IRB will be curious to know whether the completed modernization fulfilled the business need and how success of the modernization was measured. The completion of a Close-out Annual Review does not exclude the program from receiving a future Certification; however, it is to be used when a program deems a modernization to be complete.

Updating DITPR

Components should review the Certification section of DITPR for each active Certification for a given program and:

- Update all fields related to costs, milestones and risks.
- Detail issues regarding achievement of capability milestones to include cost, schedule, and performance; highlight any instances of exceeding / meeting / not meeting expectations.
- Detail all actions or issues relating to meeting conditions placed on the initial Certification.

Relevant Documentation

The documentation that a Component is required to prepare for the IRB Annual Review process is very similar to the documentation required for Certification. As with the submission of Certification packages, the IRB Annual Review packages will currently utilize the IRB Portal and DITPR as the official record of data. It is the PCA’s responsibility to review the package, approve its content, verify its accuracy and upload a copy of the approved documentation to the IRB Portal. System Submissions must be uploaded by the prescribed date of the IRB to which it belongs.

- Each program is required to have complete and up-to-date information entered into DITPR.

- An Annual Review Dashboard is generated by the Component PCA using DITPR and uploaded onto the IRB Portal in the program’s folder.
- Any required supporting documentation such as updated EV analyses, plans for architecture compliance, or longer explanations of milestones issues are also uploaded to the IRB Portal.
- Finally, the Component PCA must generate an IRB Annual Review Assertion memo (similar to the PCA Memo generated for the Certification process) and upload it to the IRB Portal.

Annual Review Dashboard

The Annual Review Dashboard (Appendix H) generated from DITPR is similar to the Certification Dashboard; the difference primarily lies in the areas on milestone achievement. The Dashboard displays a brief summary of the modernization, information regarding the program progress (achievement versus plan (schedule, cost, performance)) and actions taken to address any conditions placed on the Certification.

Component Annual Review Assertion Memo

The IRB Annual Review Assertion Memo (Appendix I) is similar in function to the Component PCA Memo, shares the same degree of accountability, is only required when a previously Certified system submits its required Annual Review package to the IRB, and:

- Asserts the system is consistent with the Component’s architecture and is / will be compliant with the BEA (specifying the version)
- Asserts which BEA version the system was certified, and which version it is currently compliant
- States the system is included in the Component or Enterprise Transition Plan
- States that the system’s data in DITPR is current, complete and accurate as of a specified date
- Reports the condition under which the system is compliant with 10 U.S.C. § 2222
- Provides information on how the system is performing in terms of cost, schedule, and performance
- Identifies whether or not the Annual Review is a Close-out

The following table summarizes the documents, reports, data repository inputs and tool updates requirements of various stakeholders that are used in the process.

Summary: Annual Review Documentation and Tools

Responsibility	Documents	System/Tool Updates
Component – All systems	<ul style="list-style-type: none"> • Prepare semi-annual Annual Review memo to the IRBs on schedule with the ETP releases 	<ul style="list-style-type: none"> • Upload to IRB Portal
Component – Tiers 1-3 systems	<ul style="list-style-type: none"> • Prepare and submit required Annual Review package to include Annual Review Dashboard and Annual Review Assertion Memo 	<ul style="list-style-type: none"> • Update DITPR with system information • Submit Annual Review package to the IRB Portal
IRB Support Staff	<ul style="list-style-type: none"> • Prepare Memos and Summary Reports for PSA CA 	<ul style="list-style-type: none"> • Update DITPR with Annual Review results

Decisional Outcomes

Based on the information reviewed, the IRBs may assess an Annual Review as “satisfactory”; add and / or close conditions; recommend reduction in the requested amount of funds and / or the period the funds were requested for; or assess an Annual Review as “unsatisfactory” and recommend a plan of action for achieving a “satisfactory” review (conditions can also be added during any review). The Annual Review outcome is documented in the IRB Meeting Minutes and in DITPR. Annual Reviews are not reviewed by the DBSMC.

11.0 Process Technology Support

11.1 The Defense Information Technology Portfolio Repository (DITPR)

DITPR serves as the Department’s authoritative inventory of IT systems. It has been mandated by the DoD CIO^{3,4} that all Components are required to register and maintain current information about all of their IT business systems, regardless of tier, in DITPR.⁵ The Component is required to update a number of fields in DITPR which include data elements that are common to both DITPR and SNaP-IT. According to the Financial Management Regulation (FMR), all defense business systems must be included within the IT Budget at the system level⁶; therefore, there must be a 1-to-1 relationship between the common data elements in DITPR and in SNaP-IT (a defense business system, as defined in 10 U.S.C 2222, in DITPR is generally considered the equivalent of an initiative in SNaP-IT).

Maintaining complete and up-to-date information in DITPR enables the automatic generation of standard reports, including system Dashboards. Components are required to enter system overview and compliance information⁷ and Certification information for those systems seeking IRB / DBSMC Certification approval and other systems (i.e., Interest Programs) as directed by the IRBs. Further information on entering information into DITPR for the IRB Process can be found in Appendices E, F and H in addition to the DITPR User’s Guide⁸.

11.2 Integrated Management Information Environment (IMIE)

In the future, the Integrated Management Information Environment (IMIE), currently in development, will support the IRB Process. The intent of IMIE is to create actionable visibility of resource investments and provide opportunities to improve the speed and quality of investment decisions. The environment will also provide clear, consistent views of the information for use by senior leadership throughout the IRB Process. This net-centric “maintain once, use many” approach will be accomplished over time through an electronic fusion of inputs from DITPR, SNaP-IT and other specific authoritative sources of data.

³ “Department of Defense (DoD) Information Technology Portfolio Registry (DITPR)” Memorandum, March 17, 2005

⁴ “Department of Defense (DoD) Information Technology Portfolio Repository (DITPR)” Memorandum, June 15, 2005

⁵ “Department of Defense (DoD) Information Technology (IT) Portfolio Repository (DITPR) and DoD SECRET Internet Protocol Router Network (SIPRNET) IT Registry Guidance for 2007-2008” Memorandum, September 6, 2007

⁶ DoD Financial Management Regulation, Volume 2B, Chapter 18, 180103 (G).

⁷ FISMA, MC/ME/MS, E-Authentication, PIA, Privacy, Interoperability, IT Portfolio Management, 40 U.S.C. (formerly CCA) registration, and PfM requirements. See ref (f).

⁸ “DOD Information Technology Portfolio Repository (DITPR) User’s Guide” November 7, 2008

Until otherwise directed, Components will be required to follow the processes previously outlined in this document for IRB submissions. The official record of data for the IRB Process will continue to be the documentation uploaded to the IRB Portal and the system information entered into DITPR.

12.0 Mission Area / Domain Assignments

When a system requires addition to DITPR and needs to be assigned to the proper Mission Area(s) (MA)/Domain(s), the Component adding the system will coordinate with the MA and Domain leads before adding the entry into DITPR. When adding the entry, the Component will apply the Primary and Secondary Mission Areas and Domain based on the outcomes of the coordination process.⁹

Transfer of primary responsibility for a defense business system from one IRB to another within the BMA will be based on the functions and capabilities of the system and its alignment to the PSA / IRB area of responsibility. Both PSA's (or equivalent representative) must agree to the transfer and coordinate with the Component PCA, and all involved parties are responsible for updating and taking the appropriate actions within DITPR and related systems throughout the transfer process. The releasing IRB must confirm that the system in question is not currently under a Certification or other review and that it has no open conditions or other open actions which would prevent or interfere with the transfer of the system. Once an agreement has been reached, the IRB that requested the transfer will initiate the action in DITPR, providing justification for the request in the appropriate comment area. The accepting IRB will agree to the transfer in DITPR, notify the Component PCA, and provide comments in DITPR to appropriately capture the action taken and allow for more stringent record keeping.

Transfer of primary responsibility for a system between MAs (Business, Warfighter, Enterprise Information Environment (EIE) and Intelligence) will be based on the functions and capabilities of the system as it relates to the MAs in question. Transfer can be initiated by either the Component or the MA and all involved parties are responsible taking the appropriate actions within DITPR and related systems throughout the transfer process. In the case the Component initiates transfer, the targeted MA must be contacted and agreement must be reached between the Component PCA and the MA PSA (or equivalent representative) before the releasing MA is contacted to agree to the release and approve it in DITPR, following a similar process as that described above.

In situations where a MA initiates the transfer into or out of the BMA, both the BMA PSA and the equivalent representative from the targeted MA must agree to the transfer and provide written notification of the transfer to the Component PCA. It is strongly encouraged to include the Component PCA in the entirety of the transfer process. If no agreement regarding a transfer can be made between MA leads, the final decision is adjudicated by the DoD CIO as directed in DoD Instruction 8115.02, *Information Technology Portfolio Management Implementation*.

Finally, systems should not be archived in DITPR by a Component without prior notification of all affected MAs, IRBs and functional proponents, as appropriate.

13.0 References

- (a) Sections 186 and 2222 of title 10, United States Code.

⁹ See ref (1).

- (b) Section 11312 of title 44, United States Code.
- (c) “Milestone Decision Authority (MDA) for Major Automated Information System (MAIS) Major Defense Acquisition Programs (MDAPs)” Memorandum, December 19, 2007
- (d) “Department of Defense (DoD) Information Technology Portfolio Registry (DITPR)” Memorandum, March 17, 2005
- (e) “Department of Defense (DoD) Information Technology Portfolio Repository (DITPR)” Memorandum, June 15, 2005
- (f) “Department of Defense (DoD) Information Technology (IT) Portfolio Repository (DITPR) and DoD SECRET Internet Protocol Router Network (SIPRNET) IT Registry Guidance for 2007-2008” Memorandum, September 6, 2007
- (g) “Business Capability Lifecycle Refinement and Implementation and Extension of Enterprise Risk Assessment Methodology (ERAM)” Memorandum, May 18, 2007
- (h) “Acquisition Management of Major Automated Information Systems (MAIS) Business System Programs Operating Under the Enterprise Risk Assessment Methodology (ERAM)” Memorandum, July 18, 2007
- (i) “Delegation of Authority and Direction to Establish an Investment Review Process for Defense Business Systems” Memorandum, March 19, 2005
- (j) BEA Compliance Guidance for BEA 5.0, May 23, 2008
- (k) “DOD Information Technology Portfolio Repository (DITPR) User's Guide” November 7, 2008
- (l) DoD Directive 8115.01, “Information Technology Portfolio Management,” October 10, 2005

Appendices

A. Acronyms

Acronym	Definition
AA	Approval Authority
ADA	Anti-Deficiency Act
AoA	Analysis of Alternatives
ASD(NII)	Assistant Secretary of Defense, Networks and Information Integration
BCL	Business Capability Lifecycle
BCR	Benefit Cost Ratio
BEA	Business Enterprise Architecture
BMA	Business Mission Area
CA	Certification Authority
CAE	Component Acquisition Executive
CIO	Chief Information Officer
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
DAS	Defense Acquisition System
DBSMC	Defense Business Systems Management Committee
DEPSECDEF	Deputy Secretary of Defense
DITPR	Defense Information Technology Portfolio Repository
DoD	Department of Defense
DoDAF	Department of Defense Architecture Framework
DoDD	Department of Defense Directive
DoD CIO	Department of Defense Chief Information Officer
DOTMLPF	Doctrine, Organization, Training, Materiel, Leadership, Personnel and Facilities
DUSD(BT)	Deputy Under Secretary of Defense for Business Transformation
ERAM	Enterprise Risk Assessment Methodology
ERP	Enterprise Resource Planning
ETP	Enterprise Transition Plan
FMR	Financial Management Regulation
FY	Fiscal Year
IMIE	Integrated Management Information Environment
IRB	Investment Review Board

IT	Information Technology
JCIDS	Joint Capabilities Integration Development System
MA	Mission Area
MAIS	Major Automated Information System
MDA	Milestone Decision Authority
MDAP	Major Defense Acquisition Program
NDAA	National Defense Authorization Act
NSS	National Security System
NPV	Net Present Value
ODCMO	Office of the Deputy Chief Management Officer
OMB	Office of Management and Budget
OSD	Office of the Secretary of Defense
PCA	Pre-Certification Authority
POC	Point of Contact
PPBE	Planning, Programming, Budgeting and Execution
PCA	Pre-Certification Authority
PSA	Principal Staff Assistant
PM	Program Manager
SNaP-IT	Select and Native Programming-IT
USD (AT&L)	Under Secretary of Defense for Acquisition, Technology & Logistics
USD (C)	Under Secretary of Defense (Comptroller)
USD (P&R)	Under Secretary of Defense for Personnel and Readiness

Additional IRB Process Documentation

Issue Papers

Throughout the IRB Process, questions regarding a system may arise that require clarification or additional information. Examples of instances that may trigger an Issue Paper are: inadequate description of cost, schedule and performance issues; mismatching information on the PCA Memo and Dashboard; inadequate explanation of a modernization effort; questions on DITPR data, etc. Any Issue Papers resulting from these questions are uploaded in the system's folder on the IRB Portal and will be forwarded to the PCA point-of-contact (POC) by the IRB Support Staff for resolution. The Component should respond directly on the Issue Paper instead of through a separate memo or email and return it back to the IRB Support Staff when complete.

IRB Cross Coordination Memos

While each system is assigned a primary IRB based on its functional area, it is not uncommon for a system to be of interest to more than one IRB. In this case, the primary IRB will coordinate distribution of information to the appropriate IRBs and upload any coordination memos to the IRB Portal in the system's folder. These memos will typically contain conditions that are placed on a system during the review process; these conditions will be entered into DITPR.

Certification Authority Memo (CA Memo)

Following each IRB meeting where Certification decisions were made, the CA issues a memorandum to the DBSMC recommending approval of those certified system modernization requests. This memo has, as an enclosure, a summary listing each system Certified. IRB members, affected programs and Components may retrieve the memorandum, which is posted on the IRB Portal along with other IRB related documents.

IRB Meeting Minutes

After each IRB meeting, minutes are released detailing results of all systems that were reviewed and decisions that were made. The minutes document action items produced at the IRB Meeting and any conditions levied on a system under review. The minutes may also document other IRB Meeting discussions. Minutes are uploaded to the IRB Portal upon completion.

DBSMC Approval Memo

As a final act approving an investment Certification, Recertification, Decertification or Rescission, the DBSMC signs and issues a formal memo announcing the approval results of systems acted upon by the DBSMC at its most recent meeting. This memo is uploaded to the IRB Portal.

Problem Statement

The Problem Statement document clearly articulates the business problem to be solved, the value of solving it and the approach to solving it. Programs operating under BCL, which includes, but is not limited to those listed in the June 16, 2008 MDA delegation memo¹⁰, are required to submit their Problem Statements to the IRB. Unless otherwise directed by the IRB, other programs operating in the IRB Process are not required to submit a distinct Problem Statement document to the IRB. However, all DITPR entries for defense business

¹⁰ "Delegation of Milestone Decision Authority (MDA) for Major Automated Information System (MAIS) Defense Business System Programs to Deputy Under Secretary of Defense, Business Transformation (DUSD(BT))", June 16, 2008

systems are to identify the information that would typically be found in a Problem Statement (e.g., defining the problem, the intended solution, what success looks like, and metrics that will track progress).

Those programs required to submit a distinct Problem Statement to the IRB are directed to use Section 3 of the “BCL Business Case Template and Guide”.

Business Case

The Business Case details the compelling, defensible, and credible justification for the acquisition of a material business solution. It also provides an analysis of possible alternative solutions, documents the economic analysis underpinning the proposed solution, and provides a proposed acquisition approach and contracting strategy. All business MAIS operating under BCL, which includes those listed in the June 16, 2008 MDA delegation memo, are required to submit their Business Case to the IRB. Unless otherwise directed by the IRB or the MDA, other programs in the IRB Process are not required to submit a Business Case to the IRB.

Component Acquisition Executive (CAE) Memo

The CAE Memo is required for all defense business system acquisition decisions in which the IRB is supporting the MDA. The memorandum shall state that the program; is ensuring best business practices are being employed; is compliant with applicable statute and regulation, to include statutory oversight approval; describes all issues or conditions applicable to the acquisition decision; and recommends approval of the acquisition to the MDA.

IRB Roles & Responsibilities

Program Manager (PM)

PMs are the focal point for providing information about their respective systems during the IRB Process. As such, PMs are responsible for ensuring that all required data are valid, current and show an accurate picture of the state of the information represented. The information they provide enables their Component organizations, as well as the IRBs, to make informed decisions. Specifically, PMs shall:

- Ensure program information provided to the PCA is current, complete and accurate
- Ensure that system information in DITPR is current, complete and accurate
- Verify that the IRB and the DBSMC, via the Component PCA, have completed system review, Certification and approval before obligating funds over \$1M for modernization
- Ensure the business system complies with the BEA or has a documented plan (Compliance Plan) to achieve compliance
- Ensure the business system is included in the Component and/or Enterprise Transition Plans as appropriate

Heads of the DoD Components

Consistent with 40 U.S.C. § 11312, Components are expected to establish their own investment review governance structures and designate a PCA in support of their transformation initiatives. In no case should there be more than one PCA per Component, per CA. The Heads of the DoD Components shall:

- Designate the office and person at the Component level responsible for system reviews and compliance with 10 U.S.C. § 2222
- Designate DoD Component members for each IRB in accordance with each IRB's charter. The designated member(s) are to be senior level-equivalent Government representatives.
- Ensure Component-level investment review processes are consistent with applicable statute, regulations, DoD policy and this guidance
- Provide a copy of the Component PCA designation letter to the DBSMC Chair and IRB support staffs annually or whenever there is a change to the office or representative
- Per 10 U.S.C. § 2222, provide to the CA, through the IRB, a summary report(s), no later than the end of each fiscal year, of all Annual Reviews performed during the fiscal year
- Verify that systems are recorded accurately in the Component and Enterprise transition plans as appropriate

Component Pre-Certification Authority (PCA)

The PCA is accountable for the Component's business system investments and compliance to the BEA. In no case should there be more than one PCA per Component, per CA. The Component PCAs shall:

- Identify those Component systems that require IRB Certification
- Prepare, review, approve and upload all required IRB Certification and Annual Review documentation to the IRB Portal
- Participate in IRBs as designated members if appointed
- Assess and pre-certify architecture compliance of systems submitted for Certification and review and approve all architecture compliance plans
- Validate information in DITPR as being current, complete and accurate
- Ensure Component's budget office receives any changes to a system's modernization funding appropriation as a result of an investment review or Annual Review

Certification Authority (CA)

In the March 19, 2005 Memo entitled “*Delegation of Authority and Direction to Establish an Investment Review Process for Defense Business Systems*”, delegation of approval authority and accountability for defense business systems and the systems that support them was made to the following PSAs who, in addition to their other responsibilities within DoD, are designated CAs:

- USD(AT&L) – for acquisition, logistics, installation and environment activities
- USD(C) – for financial management activities
- USD(P&R) – for human resource management activities
- ASD(NII)/DoD CIO – for IT infrastructure and information assurance activities in support of business systems
- DEPSECDEF - for DoD business activities not addressed above

In accordance with 10 U.S.C. § 2222, the PSA CAs are assigned responsibility for the review, approval and oversight of the planning, design, acquisition, deployment, operation, maintenance and modernization of the defense business system assigned to them. PSAs are expected to set strategic objectives, establish policy, define enterprise level capabilities and provide functional input into enterprise level architecture products, transition plans that support their core business mission. CA’s shall:

- Establish and charter one or more IRB’s as appropriate
- Serve as or designate the Chair of the IRB(s) within their purview
- Determine the membership of each chartered IRB in coordination with DoD stakeholders
- Provide oversight for their respective IRB(s)
- Establish criteria by which their IRBs will recommend to the DBSMC that a program or initiative be designated an enterprise solution
- Review IRB certification recommendations; certify defense business system modernizations with total cost exceeding \$1 million, and submit a memorandum to the DBSMC listing those modernizations certified for DBSMC approval
- Ensure an annual review is conducted for all defense business systems within their purview.

IRB Chairs

The IRB Chairs, as CAs or under the direction of their respective CAs, shall:

- Preside at IRB meetings
- Provide oversight of defense business capabilities as described in their charters
- Provide support for the review and recommendation of milestone requests for business MAIS
- Ensure alignment with PSA priorities
- Appoint additional members to the IRB as appropriate, to ensure comprehensive and rigorous business MAIS acquisition decision reviews
- Lead the establishment and implementation of specific criteria for defense business system Certification and Annual Review
- Ensure IRB Certifications and Annual Reviews occur for those defense business system modernizations with total costs exceeding \$1M in accordance with 10 U.S.C. § 2222
- Refer non-materiel solutions affecting the enterprise to the appropriate DoD official
- Designate, when appropriate, specific systems as Interest Programs and define IRB review requirements for those systems

IRB Support Staffs

The IRB Support Staffs are responsible for supporting the auditability of the IRB Process, supporting the IRB Chair's execution requirements and serving as the primary interface for Components throughout the IRB Process. In support of IRBs and the DBSMC, the IRB Support Staff schedules systems on the IRB and DBSMC review calendars, facilitates and supports IRB meetings, and executes pre- and post-meetings with the IRB Chair(s). In addition, the staff coordinates cross-coordination and review activities for submitted content and ensures that information required by the IRBs for decisional purposes is current, complete and accurate. The staff follows up on actions of both bodies by writing and uploading Issue Papers and Meeting Minutes, updating IRB and DBSMC-related fields in DITPR, and creating or maintaining other data, documentation and / or records relating to the IRB Process.

The IRB Support Staff is the Component's primary point of contact with the IRB Process. The staff assists the Component by ensuring submitted documentation is complete, facilitating issue resolution prior to the IRB, answering Component questions relating to the IRB Process and informing Components of the progress of their package in the process, including any decisions reached.

DoD Investment Review Boards (IRBs)

The DoD IRBs meet on a scheduled basis. The IRB members provide functional insight to the IRB Chair and perform their reviews using a tiered process which links the level of review to the scope, complexity, cost and risk of the initiative or investment.

Generally, the IRBs will review business systems and initiatives for compliance to the BEA. The IRBs also ensure review of every Tier 1-3 business system modernization investment at least annually, review and approve the enterprise criteria for their respective IRB, recommend to the IRB Chair and CA Certification or non-Certification based on Certification criteria and recommend to the IRB Chair and CA approval of new enterprise solutions. The IRB Members shall act as advisors to the IRB Chair and provide support in the execution of the Chair's responsibilities and functional and/or acquisition input throughout the process as required.

The IRB may also request that a Component provide a briefing during an IRB Meeting on a variety of topics. IRB members make recommendations to the IRB Chair / CA for approval of the authority to execute new business capabilities as represented in Problem Statements and Business Cases and whether or not to recommend Certification of a system modernization funding request. The IRB may place specific conditions on a defense business system.

Defense Business System Management Committee (DBSMC)

In accordance with 10 U.S.C. § 186, the DBSMC, in coordination with designated IRBs aligned to the PSAs, provides DoD BMA business management and transformation oversight for the resources, policies, processes, activities, materiel and non-materiel solutions required to support the identification, selection, execution and control of DoD business enterprise priorities. The role of the DBSMC is to:

- Recommend to the Secretary of Defense (SECDEF) policies and procedures necessary to effectively integrate the requirements of 10 U.S.C. § 2222, into all business activities and any transformation, reform, reorganization or process improvement initiatives undertaken within DoD
- Review and approve any major update of the BEA under 10 U.S.C. § 2222, including evolving the architecture, and of defense business system modernization plans
- Manage cross-domain integration consistent with an enterprise architecture

The DBSMC has final approval authority for all defense business system modernization investments. If and when approval is granted, it will be so noted in the DBSMC Approval Memo. In the event the DBSMC does

not approve a CA recommendation, the Component PCA may or may not decide to resubmit the request once the relevant issues have been resolved.

Additional Terms and Definitions

Term	Definition
Application	A software program that performs a specific function directly for a user and can be executed without access to system control, monitoring or administrative privileges.
Business Capability Lifecycle (BCL)	BCL is a holistic approach that emphasizes rigorous analysis of requirements to enable delivery of business capabilities to the warfighter in a compressed timeframe. BCL aligns the existing Department business capabilities policies by consolidating requirements, acquisition, and Business Enterprise Architecture (BEA) compliance into a single oversight structure.
Business Enterprise Architecture (BEA)	Per 10 U.S.C. §2222(d), the defense business enterprise architecture developed under shall include the following: “(1) An information infrastructure that, at a minimum, would enable the Department of Defense to— “(A) comply with all Federal accounting, financial management, and reporting requirements; “(B) routinely produce timely, accurate, and reliable financial information for management purposes; “(C) integrate budget, accounting, and program information and systems; and “(D) provide for the systematic measurement of performance, including the ability to produce timely, relevant, and reliable cost information. “(2) Policies, procedures, data standards, and system interface requirements that are to apply uniformly throughout the Department of Defense.
Component	Military Department or agency of the Department of Defense. Includes the Office of the Secretary of Defense, the Military Departments, the Chairman of the Joint Chiefs of Staff, the combatant commands, the Office of the Inspector General of the Department of Defense, the Defense agencies, DoD field activities, and all other organizational entities within the Department of Defense. (CJCSI 3170.01E)
Defense Business System	An information system, other than a national security system, operated by, for, or on behalf of the Department of Defense, including financial systems, mixed systems, financial data feeder systems, and information technology 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)(2))
Defense Business System Modernization	(A) the acquisition or development of a new defense business system; or (B) 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))
DoD Enterprise Transition Plan (ETP)	The ETP describes a systematic approach for the transformation of business operations within the Department of Defense. This approach is driven by a clear set of priorities and a targeted set of business capabilities enabled by key programs. It is guided by the BEA. The ETP is based upon the following key principles: <ul style="list-style-type: none"> • DoD Business Enterprise Clarity: What are the corporate-level

Term	Definition
	<p>requirements for business execution in support of the DoD Warfighting mission</p> <ul style="list-style-type: none"> • Tiered Accountability: Within a defined corporate structure, who is accountable for execution of transformation programs, and how are they measured to ensure execution? • Integrated Horizontal Processes: Are transformation investments aligned to ensure optimized end-to-end business processes?
Information System	A discrete set of information resources organized for the collection, processing, maintenance, use, sharing, dissemination, or disposition of information. (44 U.S.C. § 3502(8))
Information Technology (IT)	Any equipment or interconnected system or subsystem of equipment, that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information by the executive agency. IT includes computers, ancillary equipment, software, firmware and similar procedures, services (including support services), and related resources, including National Security Systems (NSSs). It does not include any equipment that is acquired by a federal contractor incidental to a federal contract. (CJCSI 6212.01C)
IT Portfolio	A grouping of IT investments by capability to accomplish a specific functional goal, objective, or mission outcome. (DoDD 8115.01)
Modernization	All costs, of any type of funding, incurred to design, develop, implement/deploy and/or functionally enhance/technically upgrade an information technology system. These costs include, but are not limited to, personnel, equipment, software, supplies, contracted services from private sector providers, space occupancy, intra-agency services from within the agency and inter-agency services from other Federal agencies. Does not include sustainment costs. Sources, Office of Management and Budget (OMB) A-11, A-130
National Security System (NSS)	<p>Any information system (including any telecommunications system) used or operated by an agency or by a contractor of an agency, or other organization on behalf of an agency--</p> <p>“(i) the function, operation, or use of which--</p> <p>“(I) involves intelligence activities;</p> <p>“(II) involves cryptologic activities related to national security;</p> <p>“(III) involves command and control of military forces;</p> <p>“(IV) involves equipment that is an integral part of a weapon or weapons system; or</p> <p>“(V) subject to subparagraph (B), is critical to the direct fulfillment of military or intelligence missions; or</p> <p>“(ii) is protected at all times by procedures established for information that have been specifically authorized under criteria established by an Executive order or an Act of Congress to be kept classified in the interest of national defense or foreign policy.</p> <p>“(B) Subparagraph (A)(i)(V) does not include a system that is to be used for routine administrative and business applications (including payroll, finance, logistics, and personnel management applications). (44 U.S.C. 3542(b)(2).)</p>
Portfolio Management	The management of selected groupings of IT investments using strategic planning, architectures and outcome-based performance measures to achieve a mission

Term	Definition
Interest Program	<p>capability. (DoDD 8115.01)</p> <p>Any program that the IRB Chair designates to be an Interest Program. It may be based on one or more of the following factors: technological complexity, Congressional interest, a large commitment of resources, criticality to achievement of a capability or set of capabilities, or the program is a joint program. Exhibiting one or more of these characteristics, however, shall not automatically lead to an <i>Interest Program</i> designation.</p>
System	<p>Any organized assembly of resources and procedures united and regulated by interaction or interdependence to accomplish a set of specific functions Department of Defense Architecture Framework (DoDAF).</p> <p>Sub-system: A distinct element of a system that can stand alone outside of its system environment</p> <p>Module: A distinct element of a system that cannot stand alone outside of its system environment.</p> <p>Family of Systems: A set or arrangement of independent systems that can be arranged or interconnected in various ways to provide different capabilities. The mix of systems can be tailored to provide desired capabilities dependent on the situation.</p> <p>System of Systems: A set or arrangement of independent systems that are related or connected to provide a given capability. The loss of any part of the system will degrade the performance or capabilities of the whole.</p>
Tiered Accountability	<p>An approach to business transformation that is based on dividing the planning and management of programs and initiatives between Enterprise and Component levels.</p>

DITPR – IRB Process Fields Guidance

DITPR serves as the Department’s authoritative inventory of IT systems. All Components are required to enter and maintain current information about all of their IT systems in DITPR. Information collected within DITPR covers four basic areas in regards to business systems:

1. System Overview Information – Name, acronym, points of contact, etc.
2. Compliance Information – Information required to comply with other external and internal reporting regulations
3. Architecture – A basic architectural profile is maintained (to include business capabilities and operational activities)
4. Certification – Information required for the Investment Certification and Annual Review processes

The following guidelines provide assistance in completing those fields in DITPR specific to the last point – information required for the Certification and Annual Review processes. Detailed information as to how to complete other sections of DITPR, such as those corresponding to external and internal reporting regulations, in addition to more specific information on completing fields relating to Certifications, Annual Reviews, and Interest Programs within DITPR can be found in the DITPR Guidance, DITPR User Guide and DITPR Data Dictionary located on the DITPR site (<https://ditpr.dod.mil>).

Certification Related Fields (Fields may require updating for an Annual Review or Interest Program process):

IRB Process Information Required	Corresponding DITPR Field Title / Information Required
BCR	(Benefit Cost Ratio (BCR)) Incremental Benefit to Cost Ratio (BCR) without Other Benefits. Represents the ratio of the present value of benefits to the present value of costs for a given investment. Only those savings from status quo reductions are considered. Only forward looking (incremental) costs and benefits are included.
BEA Version	(BEA Version) The version of the BEA that the system investment is certified to.
Benefit Cost Ratio (BCR) w/ Benefits	(Benefit Cost Ratio (BCR) w/ Benefits) Incremental Benefit to Cost Ratio (BCR) with Other Benefits. Represents the ratio of the present value of benefits to the present value of costs for a given investment. Includes cost savings realized outside the program as well as productivity improvements and costs avoidance. Only forward looking costs and benefits are included.
Break-Even Year	(Break-Even Year(discounted)) This is the fiscal year when the total discounted benefits accrued to date from an investment equals or exceeds the total discounted investment costs for that investment. The DITPR EV tool will calculate this value.
Certification Type	(Certification Type) A Code that indicates the certification type: C-Certification (default); D-Decertification; R-Recertification
Cost Risk	(Cost Risk) Select Green, Yellow, Red to indicate the current fiscal year program cost risk based on the metrics below: Green = Within 5% of program cost; Yellow = Within 10% of program cost; Red = > 10% from program cost.

IRB Process Information Required	Corresponding DITPR Field Title / Information Required
<p>Current or Planned System Modernization</p>	<p>(Current or Planned System Modernization) Enter "YES" if there is current or planned modernization with regards to the related system; enter "NO" if there is not. 10U.S.C. 2222(i)(3) states: The term "defense business system modernization" means: (A) The acquisition or development of a new defense business system; or, (B) Any significant modification or enhancement of an existing defense business system (other than necessary to maintain current services).</p>
<p>Denial impact of modernization</p>	<p>(Would denial of this modernization/enhancement request adversely affect DoD operations?) Enter "YES" if denial of this modernization / enhancement request would adversely affect DoD operations. Enter "NO" if it would not.</p>
<p>Denial impact of modernization comment</p>	<p>Explanation on how denial of this modernization/enhancement request would adversely affect DoD operations (*if Yes Above) Explanation of how denial of this modernization/enhancement request would adversely affect DoD operations.</p>
<p>Description of modernization request</p>	<p>(Complete description of the modernization) This section should describe, in succinct detail, the problem being faced by the Component, how the intended modernization will fix the defined problem, and define what successful delivery of capability to the user looks like. This description should provide a full perspective on the intent of the modernization effort and must provide a summary overview of the effort, focusing on the following key areas, as applicable:</p> <ul style="list-style-type: none"> • The business need or capability gap to be solved • The intended outcome(s) and functional area supported • Key customers and stakeholders • Collaborative efforts with other activities, commands and agencies • Benefits (in general terms, cost and performance) • Statutory or regulatory mandates, if any <p>Note: Your response to this “detailed” description will be used by the IRBs to supplement the dashboard report (field used to populate the Dashboard is the DITPR section entitled, "A brief extract of the modernization description").</p>
<p>Discount Rate</p>	<p>(Discount Rate) The nominal discount rate applied to the investment as calculated using the guidance provided in OMB Circular No. A-94, Appendix C. Guidance is available at http://www.whitehouse.gov/omb/circulars/a094/a94_appx-c.html</p>
<p>Economic Viability Comment</p>	<p>(Please provide detail on the "OTHER COST SAVINGS" listed above) Comments related to the EV data submitted - Includes justifications of "other costs savings" and any additional information.</p> <p>Note: If there are any funding requirement changes after completing the EV tool, amounts must be entered back in the EV tool being utilized in order to recalculate the BCR, Break-Even Year and NPV.</p>
<p>Estimated Benefits Cost Avoidance</p>	<p>(D - OTHER PROGRAM COST SAVINGS) For each fiscal year (Prior, Current, and Budget), all cost avoidance benefits that are derived through the implementation of the IT system. Cost avoidance is a reduction in some future resource requirement, which has not been included in an approved program; because investment in some needed program/project will not have to be made.</p>

IRB Process Information Required	Corresponding DITPR Field Title / Information Required
Estimated Benefits Cost Savings	(D - OTHER PROGRAM COST SAVINGS) For each fiscal year (Prior, Current, and Budget), all cost savings benefits that are derived through the implementation of the IT system. A savings results in the reduction of an approved program if the benefit occurs during the POM period.
Estimated Benefits Productivity Improvements	(D - OTHER PROGRAM COST SAVINGS) For each fiscal year (Prior, Current, and Budget), all productivity improvement benefits that are derived through the implementation of the IT system. A productivity improvement is a reduction in future personnel, time, and effort requirements associated with a function or assigned task that has been included in an approved military or DOD program.
Estimated Life Cycle Cost	(Life Cycle Cost) The total estimated cost of the system over its predicted life (-5, +10 years).
Estimated Modernization Cost	(A - PROGRAM / SYSTEM IMPROVEMENT COST Investment (Dev/Mod)) For each fiscal year (Prior, Current, and Budget), the cost estimate to the government to implement, fully, at all required operational sites, the IT system required to achieve and initially sustain Full Operational Capacity (FOC). Data that would be reported under Cost Element Structure 1.0 in an Economic Analysis should be reported here.
Estimated Operations & Support Cost	(A - PROGRAM / SYSTEM IMPROVEMENT COST Operations & Support) For each fiscal year (Prior, Current, and Budget), the cost estimate to operate and support the IT system after FOC at all sites. Data that would be reported under Cost Element Structure 2.0 in an Economic Analysis should be reported here.
Fiscal Year	(REF FY) First year in which funding will be obligated.
Fiscal Year Amounts Funds Requested	(FYYY) The dollar amount requested for the related system modernization. NOTE: These values are expressed in MILLIONS of dollars with THREE decimal places to the right of the decimal point. For example, Seven Hundred fifty thousand should be entered as 0.755.
FOC Date	(FOC Year) The Full Operational Capability date (year) of the system. Used to calculate Estimated costs in the EV Tool. Date in YYYYMMDD format.
Funding Type	(Add Fund(\$M)) Fund type of the requested modernization amount.
Implementation Benefits	(Implementation Benefits) Provide a brief description of the benefits anticipated as a result of successfully implementing this modernization. This information will appear on the Dashboard. Each investment sets out to achieve specific outcomes. This field allows for justification through metrics of the benefits that will be realized by funding the modernization. The description should depict what will be different for the user upon completion of the modernization. List the expected outcomes, benefits and justifications that validate this Certification. Rank them in order of importance or scale. Example: Service Level (Increase), Cost (Decrease), Add Operational Activities. Other Standard Justifications Include: <ul style="list-style-type: none"> • Service Level: defines the service provided, the metrics associated with these services, and the threshold for acceptable and unacceptable service levels • Cost: funding of any appropriation used to procure, develop or implement a new business capability • Cycle Time: the total time from the beginning to the end of a process. Cycle time includes process time, during which a unit is acted upon to bring it closer to an output, and delay time, during which a unit of work is spent waiting to take the next action. • Asset Utilization: the ratio of actual output to planned output

IRB Process Information Required	Corresponding DITPR Field Title / Information Required
Investment Tier	<ul style="list-style-type: none"> • Horizontal Integration: integration among the disparate distribution processes, systems and data architectures that are critical to improve Warfighter capabilities • Financial Accountability: ensures that the investment’s financial activities are executed consistently with the directives of the Office of the Secretary of Defense (OSD) and the generally accepted accounting standards • Business Alignment to Warfighter: ensures that investments are guided by improvements in business capabilities that better support the Warfighting mission <p>(Select Tier) Tier 1 Includes all Major Automated Information System (MAIS) defense business system programs. Tier 2 Includes all non-MAIS defense business system program investments \$10 million or above. Tier 3 Includes all non-MAIS defense business system program investments greater than \$1 million and less than \$10 million. Tier 4 Includes all non-MAIS defense business system program investments less than or equal to \$1 million. A minus 1 (-1) in this field is an indicator that this is not a defense business system.</p>
Legacy Related Information	<p>Registered Legacy Systems: Under the SEARCH FOR AVAILABLE SYSTEMS section using the Search By drop list, select the search criteria type.</p> <ol style="list-style-type: none"> 1. From the Component drop list, select the Component. 2. From the Search By drop list {Name Acronym DITPR ID}, select the search type. 3. Click the Search button. The Search Results section appears at the bottom of the screen. 4. Select the correct system. 5. -IF the Transition Plan State value is Core or Legacy, click the "Add" checkbox for the system you want to register in the Legacy module. -IF the Transition Plan State value is Interim, from the Type drop list { Replacing Replaced By }; select the correct response for the system you want to register in the Legacy module. 6. In the Sunset Date (the date a system is scheduled to be terminated) field enter the date (yyyymmdd). 7. Click the Submit button to save the data. 8. IF you want to remove the associated legacy system, click the Delete checkbox then click the Submit button. <p>WARNING: IF the **Transition Plan State field is blank on the System Core Basic screen, you will get the error message "This System does not have a valid Transition Plan State." You must select Core, Interim, Legacy, or NA from the Transition Plan State drop list to continue.</p>
Lifecycle BCR w/ Benefits, Lifecycle BCR/w Benefits	<p>(Lifecycle BCR w/ Benefits, Lifecycle BCR/w Benefits) Lifecycle Benefit to Cost Ratio (BCR) with Other Benefits. Represents the ratio of the present value of benefits to the present value (discounted to beginning of systems lifecycle) of costs for a given investment. Includes cost savings realized outside the program as well as productivity improvements and costs avoidance. Both forward looking (incremental) and past (sunk/realized) costs and benefits are considered.</p>

IRB Process Information Required	Corresponding DITPR Field Title / Information Required
Lifecycle BCR w/o Benefits, Lifecycle BCR	(Lifecycle BCR w/o Benefits, Lifecycle BCR) Lifecycle Benefit to Cost Ratio (BCR) without Other Benefits. Represents the ratio of the present value of benefits to the present value of costs for a given investment. Only those savings from status quo reductions are considered. Both forward looking (incremental) and past (sunk/realized) costs and benefits are considered.
Lifecycle NPV w/ Benefits, Lifecycle NPV/w Benefits	(Lifecycle NPV w/ Benefits, Lifecycle NPV/w Benefits) Lifecycle Net Present Value (NPV) with Other Benefits. Represents the discounted (discounted to beginning of systems lifecycle) value of the cash flow impact of the system improvement/modernization. Both forward looking (incremental) and past (sunk/realized) costs and benefits are considered.
Lifecycle NPV w/o Benefits, Lifecycle NPV Milestones of Modernization	(Lifecycle NPV w/o Benefits, Lifecycle NPV) Lifecycle Net Present Value (NPV) without Other Benefits. Represents the discounted (discounted to beginning of systems lifecycle) value of the cash flow impact of the system improvement/modernization. Only those savings from status quo reductions are considered. Both forward looking (incremental) and past (sunk/realized) costs and benefits are considered. (Key Milestone(s), Milestone Title) Identify the system / initiative's key milestones (can include lifecycle stages and modernization status) over the FYDP.
Milestones of Modernization date	(Achievement Date) Enter the date at which the milestone will be met. Date in YYYYMMDD format.
Modernization Funding Deviation Reason	(If using non-traditional funding types for this modification, include funding deviation reason below) If using non-traditional funding types or if there are other budgetary issues that deviate from normal modernization budgeting practices, explain here.
Modernization Summary	(A brief extract of the modernization description (240 Characters - Used in Dashboard)) Brief summary of the description provided in the detailed "description of modernization request" field. This summary populates the "Modernization Description" field on the Dashboard.
NDAA Category	(NDAA Cert Category) The category of system investment certification defined in the FY2005 NDAA: A - Compliant with the BEAA - Compliant with the BEA; B - Is necessary to achieve a critical national security capability or address a critical requirement in an area such as safety or security; C - Is necessary to prevent a significant adverse effect on a project that is needed to achieve an essential capability, taking into consideration the alternative solutions for preventing such adverse effect.
Net Present Value (NPV)\$ in Millions w/ Benefits	(Net Present Value (NPV)\$ in Millions w/ Benefits) Incremental Net Present Value (NPV) with Other Benefits. Represents the discounted (discounted to present) value of the cash flow impact of the system improvement/modernization. Includes cost savings realized outside the program as well as productivity improvements and costs avoidance. Only forward looking (incremental) costs and benefits are included.
NPV	(Net Present Value (NPV)\$ in Millions w/o Benefits) Incremental Net Present Value (NPV) without Other Benefits. Represents the discounted (discounted to present) value of the cash flow impact of the system improvement/modernization. Only those savings from status quo reductions are considered. Only forward looking (incremental) costs and benefits are included.

IRB Process Information Required	Corresponding DITPR Field Title / Information Required
PCA Recommendation	(Pre-Certification Disposition) Action by the Pre-Certification Authority based upon the request of the Program Manager.
Performance Risk	(Performance Risk) Select Green, Yellow, or Red to indicate the performance risk based on the metrics below: Green = All Medium / high risk items have mitigation strategies; Yellow = One or more medium risk items without a mitigation strategy/plan; Red = One or more High
Phase Out DevMod Cost	(C - PHASE OUT COSTS Investment (Dev/Mod)) For each fiscal year, the Development/Modernization funds that will be spent on the current system while the proposed replacement is developed. Development/Modernization funds spent to dispose of the current system should also be included.
Phase Out O&S Cost	(C - PHASE OUT COSTS Operations & Support) For each fiscal year, the Operations and Support funds that will be spent on the current system while the proposed replacement is developed. Operations and Support funds spent to dispose of the current system should also be included.
PM Certification Date	(PM Cert Date (YYYYMMDD)) Date the Program Manager approves the certification package for the Primary Certification Authority.
Pre-Certification Date	(Pre-Cert Date) Date certified by designated approval Pre-Certification authority from the approval recommendation letter. Date in YYYYMMDD.
Reference Year	(Reference Fiscal Year for Request) Budget Year for Modernization Request.
Related Certification	(Selected Related Certification) Provides Certification ID that this Certification references if this Certification is a Decertification or Recertification.
Requested Approval Date	(Req Approval Date) Date the system requests appearance at an IRB. Date in YYYYMMDD format. Note: Components must request addition to the IRB Calendar <i>at least</i> 30 days in advance of an intended IRB review date.
Requested Approval Trigger	(Requested Approval Trigger) Event that requires investment review.
Requesting PCA	(PCA (for Dashboard)) Component PCA associated with a specific Certification Request. (DITPR: Foreign key references ITRD_POINT_OF_CONTACT)
Return on Investment (ROI)	(Return on Investment (ROI) w/o Benefits) Return on Investment (ROI) represents the ratio of net O&S savings in proportion to the net investment costs, i.e., the incremental reduction in O&S costs over the incremental investment cost. ROI is calculated by discounting future amounts at the discount rate calculated in the Parameters section of the User Input tab. If ROI is greater than 1, the discounted value of the savings is greater than discounted value of the investment costs. If a project has negative net investment (NPV of Net investment spending is less or equal to zero), this metric is invalid and a warning will appear near the metric. NOTE: This measure is not appropriate for comparing two competing potential investments.
Risk Dependencies	(Dependency) This is a brief summary of the overall Risk & Mitigation and any dependencies.
Risk Schedule	(Schedule Risk) Select Green, Yellow, Red to indicate the schedule risk based on the metrics below: Green = Milestone/Schedule slip < 30 days; Yellow = Milestone/Schedule slip 30-90 days; Red = Milestone/Schedule slip > 90 days.

IRB Process Information Required	Corresponding DITPR Field Title / Information Required
Status Quo DevMod	(B - STATUS QUO TOTAL COSTS Investment (Dev/Mod)) For each fiscal year, the amount of Development Modernization funds that would be spent if the proposed investment is not made.
Status Quo O&S	For each fiscal year, the amount of O&S spending needed to support the current system assuming the proposed investment is not made.

Annual Review and Interest Program Related Fields:

IRB Process Information Required	Description
Additional Certifications	(Additional Certifications Covered) Field contains a comma delimited list of additional cert IDs that this review applies to - does not include the original Cert ID.
Annual Review Date	(Annual Review Date) This is for the Annual Review: The date of the annual review. Date in YYYYMMDD format.
Break Even Year	(Break-Even Year(discounted)) This is for the Annual Review: This is the fiscal year when the total discounted benefits accrued to date from an investment equals or exceeds the total discounted investment costs for that investment. The EV tool will calculate this value.
Certification Review BCR with Other Benefits	(Benefit Cost Ratio (BCR) w/ Benefits) Annual Review Incremental Benefit to Cost Ratio (BCR) with Other Benefits. Represents the ratio of the present value of benefits to the present value of costs for a given investment. Includes cost savings realized outside the program as well as productivity improvements and costs avoidance. Only forward looking costs and benefits are included.
Certification Review Lifecycle BCR	(Lifecycle BCR w/o Benefits, Lifecycle BCR) Annual Review Lifecycle Benefit to Cost Ratio (BCR) without Other Benefits. Represents the ratio of the present value of benefits to the present value of costs for a given investment. Only those savings from status quo reductions are considered. Both forward looking (incremental) and past (sunk/realized) costs and benefits are considered.
Certification Review Lifecycle BCR with Other Benefits	(Lifecycle BCR w/ Benefits, Lifecycle BCR/w Benefits) Annual Review Lifecycle Benefit to Cost Ratio (BCR) with Other Benefits. Represents the ratio of the present value of benefits to the present value (discounted to beginning of systems lifecycle) of costs for a given investment. Includes cost savings realized outside the program as well as productivity improvements and costs avoidance. Both forward looking (incremental) and past (sunk/realized) costs and benefits are considered.
Certification Review Lifecycle NPV	(Lifecycle NPV w/o Benefits, Lifecycle NPV) Annual Review Lifecycle Net Present Value (NPV) without Other Benefits. Represents the discounted (discounted to beginning of systems lifecycle) value of the cash flow impact of the system improvement/modernization. Only those savings from status quo reductions are considered. Both forward looking (incremental) and past (sunk/realized) costs and benefits are considered.
Certification Review Lifecycle NPV with Other Benefits	(Lifecycle NPV w/ Benefits, Lifecycle NPV/w Benefits) Annual Review Lifecycle Net Present Value (NPV) with Other Benefits. Represents the discounted (discounted to beginning of systems lifecycle) value of the cash flow impact of the system improvement/modernization. Both forward looking (incremental) and past (sunk/realized) costs and benefits are considered.
Certification Review NPV with Other Benefits	(Net Present Value (NPV)\$ in Millions w/ Benefits) Annual Review Incremental Net Present Value (NPV) with Other Benefits. Represents the discounted (discounted to present) value of the cash flow impact of the system improvement/modernization. Includes cost savings realized outside the program as well as productivity improvements and costs avoidance. Only forward looking (incremental) costs and benefits are included.

IRB Process Information Required	Description
Compliance Plan	(Compliance plan for meeting conditions) This is for the Annual Review: Compliance plan for meeting certification conditions: Briefly detail all actions or issues relating to meeting conditions placed on the initial Certification of funding.
Cost Risk	(Cost Risk) This is for the Annual Review: Select the status of the Cost Risk from the drop list.
Discount Rate	(Discount Rate) This is for the Annual Review: The nominal discount rate applied to the investment as calculated using the guidance provided in OMB Circular No. A-94, Appendix C. Guidance is available at http://www.whitehouse.gov/omb/circulars/a094/a94_appx-c.html
EV data Comments	(Mod Summary) This is for the Annual Review: Comments related to the EV data submitted; Includes justifications of other costs savings and any additional information.
Implementation Benefits	(Implementation Benefit) This is for the Annual Review: A 1000 character summary of the benefits for implementing the modifications - expected outcomes.
Life Cycle Cost	(Life Cycle Cost) This is for the Annual Review: The total estimated cost of the system over its predicted life (-5, +10 years).
Milestone Achievement	(Milestone Achievement) This is for the Annual Review: Briefly describe any issues regarding achievement of capability milestones including cost, schedule and/or performance.
Modernization Summary	(Mod Summary) This is for the Annual Review: An abbreviated version of the Certification Modernization Description that is used for the Dashboard.
Net Present Value	(Net Present Value (NPV)\$ in Millions w/o Benefits) Annual Review Incremental Net Present Value (NPV) without Other Benefits. Represents the discounted (discounted to present) value of the cash flow impact of the system improvement/modernization. Only those savings from status quo reductions are considered. Only forward looking (incremental) costs and benefits are included.
Operational Capability Year	(FOC Year) This is for the Annual Review: The Full Operational Capability year of the system. Used to calculate Estimated costs in the EV Tool.
Performance Risk	(Performance Risk) This is for the Annual Review: Select the status of the Performance Risk from the drop list.
Risk Dependencies	(Dependency) This is for the Annual Review: A 2000 character field providing a brief summary of the overall Risk & Mitigation and any dependencies.
Schedule Risk	(Schedule Risk) This is for the Annual Review: Select the status of the Schedule Risk from the drop list.

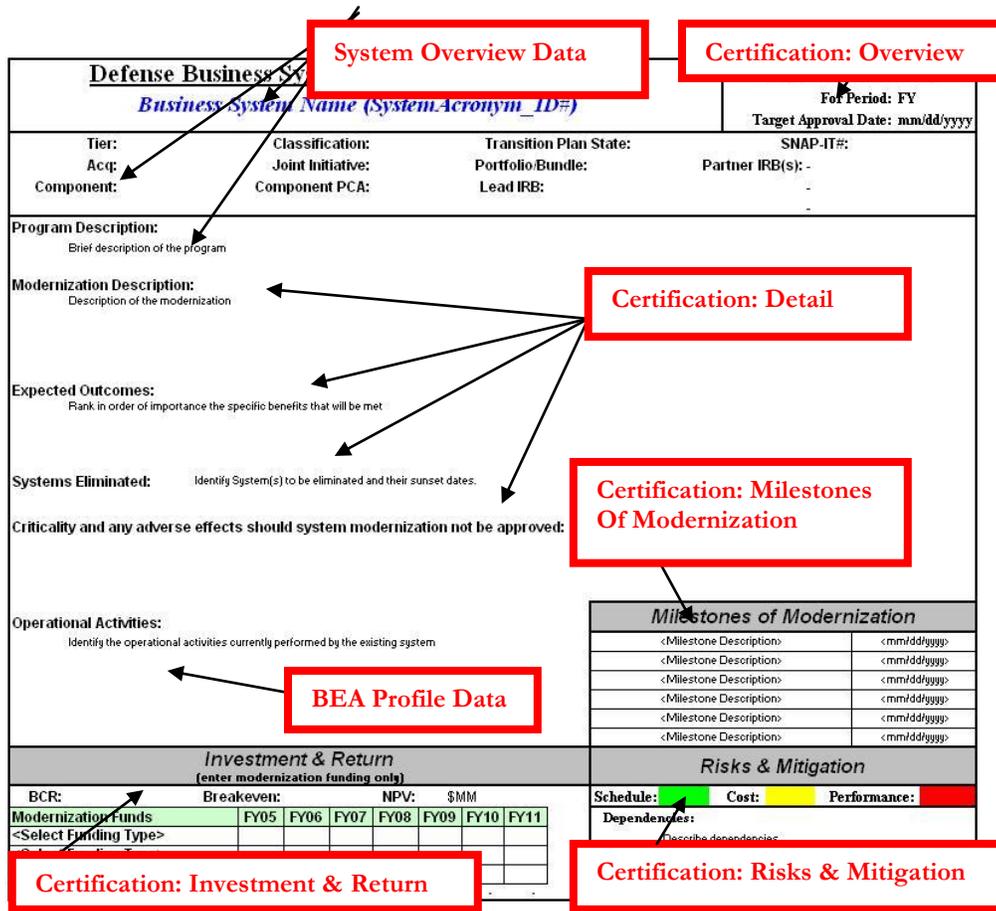
IRB Certification Dashboard

The Dashboard is a report which is automatically generated from DITPR utilizing the data submitted per Appendix E along with the DITPR Guidance, DITPR User Guide and / or DITPR Data Dictionary. It is the responsibility of the Component to review the DITPR Dashboard report, completing any missing fields and updating any items before uploading it to the IRB Portal. Dashboards submitted in other formats (MSExcel, MSPowerPoint, etc.) will not be accepted.

The standard Certification Dashboard appears as follows:

Defense Business Systems Certification Dashboard							Amount Requested: \$MM															
<i>Business System Name (System.Acronym_ID#)</i>							For Period: FY															
							Target Approval Date: mm/dd/yyyy															
Tier:	Classification:	Transition Plan State:		SNAP-IT#:																		
Acq:	Joint Initiative:	Portfolio/Bundle:		Partner IRB(s): -																		
Component:	Component PCA:	Lead IRB:		-																		
Program Description: Brief description of the program																						
Modernization Description: Description of the modernization																						
Expected Outcomes: Rank in order of importance the specific benefits that will be met																						
Systems Eliminated: Identify System(s) to be eliminated and their sunset dates.																						
Criticality and any adverse effects should system modernization not be approved:																						
Operational Activities: Identify the operational activities currently performed by the existing system							<table border="1"> <thead> <tr> <th colspan="2">Milestones of Modernization</th> </tr> </thead> <tbody> <tr> <td><Milestone Description></td> <td><mm/dd/yyyy></td> </tr> </tbody> </table>		Milestones of Modernization		<Milestone Description>	<mm/dd/yyyy>										
Milestones of Modernization																						
<Milestone Description>	<mm/dd/yyyy>																					
<Milestone Description>	<mm/dd/yyyy>																					
<Milestone Description>	<mm/dd/yyyy>																					
<Milestone Description>	<mm/dd/yyyy>																					
<Milestone Description>	<mm/dd/yyyy>																					
<Milestone Description>	<mm/dd/yyyy>																					
Investment & Return (enter modernization funding only)							Risks & Mitigation															
BCR:	Breakeven:		NPV:				\$MM															
Modernization Funds	FY05	FY06	FY07	FY08	FY09	FY10	FY11	Schedule: ■ Cost: ■ Performance: ■														
<Select Funding Type>								Dependencies:														
<Select Funding Type>								Describe dependencies														
<Select Funding Type>																						
Total																						

The following graphic illustrates how the Dashboard information maps to the various areas within DITPR.



Sample - PCA Memo

The below memo is a sample only. Components may construct the document according to their preference. In addition to the content requirements in the sample below, the memo should also address significant system accomplishments, note any reprogramming actions and highlight any issues with cost, schedule and / or performance, especially when such issues cannot be adequately described within the space available in DITPR.

MEMORANDUM FOR [Full Name of the IRB (Acronym)] INVESTMENT REVIEW BOARD
CHAIRPERSON

SUBJECT: Pre-Certification of Compliance

The Program Manager of the [Name of Business System Modernization] requests authority to obligate [Total Amount] *[Break out the exact dollar amount request by Fiscal Year, to three decimal place precision]*. The [Modernization Effort] is required to [summarize how it will improve performance, improve Warfighter support, satisfy a mandate, law, policy, regulation, or provide a critical capability].

I have performed a review of this system and have verified that: it is included in the [Component Name] and/or [Enterprise] Business Systems Transition Plan(s); the information contained in the Defense Information Technology Portfolio Repository (DITPR) for this system has been updated and is verified to be complete and accurate as of [Date]; and an Economic Viability Analysis was completed and reviewed by the program's cost authority who concurs with the financial metrics recorded in DITPR and reflected on the Certification Dashboard.

During a previous Certification, [no] or [a] or [several] condition(s) [was/were] placed on the system as follows: [state or paraphrase condition(s)] . [This/These] condition(s) [has been/have been] [satisfied] or [not yet been satisfied]. [State how they were met or reasons they were not met.]

Based on my review, I conclude that this system and its modernization are consistent with the [Component Name] and/or [Enterprise] architecture and are [in compliance with the business enterprise architecture version BEA x.x] or [necessary to achieve a critical national security capability or address a critical requirement in an area such as safety or security] or [necessary to prevent a significant adverse effect on a project that is needed to achieve an essential capability; taking into consideration the alternative solutions for preventing such adverse effect] and I recommend the [IRB Acronym] Investment Review Board certify to the Defense Business Systems Management Committee (DBSMC) approval of this request. A completed Certification Dashboard and compliance report are forwarded for your review.

My point of contact for questions about this submission is [Full Name] who may be reached at [Phone Number] or email at [Email Address] .

Component Headquarters PCA

IRB Annual Review Dashboard

The Annual Review Dashboard is very similar to the Certification Dashboard. However, there are three areas on the Annual Review Dashboard which are not on the Certification Dashboard that require completion:

A	Milestone Achievement Issues: The Component should provide information on those issues that affect the system’s ability to achieve the system’s Milestones.
B	Certification Conditions: The Component should list those conditions that were applied to the system by the IRB and/or the DBSMC when it first sought IRB Certification.
C	Compliance Plan for Meeting Conditions: In this section, the Component should summarize its accomplishments to date in meeting those conditions and its plans to meet the remaining conditions listed in B .

Defense Business Systems Annual Review Dashboard				Funding Approved: \$ ____ MM																																									
<Business System Name (SystemAcronym_ID#)>				For Period: FY__																																									
Date Funding Approved: mm/dd/yyyy				SNAP-IT#:																																									
Tier:	Classification:	Transition Plan State:		Partner IRB(s): -																																									
Acq:	Joint Initiative:	Portfolio/Bundle:		-																																									
Component:	Component PCA:	Lead IRB:		-																																									
Program Description: <small>Brief description of the program</small>																																													
Modernization Description: <small>Description of the modernization</small>																																													
Expected Outcomes: <small>Rank in order of importance the specific benefits that will be met</small>																																													
Milestone achievement issues: <small>Describe issues meeting schedule, cost, and/or performance</small> <div style="float: right; border: 1px solid black; padding: 2px;">A</div>																																													
Certification Conditions: <small>List any conditions placed on the certification</small> <div style="float: right; border: 1px solid black; padding: 2px;">B</div>																																													
Compliance plan for meeting conditions: <small>Detailed plan outlining how conditions will be met</small> <div style="float: right; border: 1px solid black; padding: 2px;">C</div>																																													
Investment & Return <small>(enter modernization funding only)</small>				Milestones of Modernization																																									
BCR: _____	Breakeven: FY _____	NPV: \$ ____ MM		<table border="1"> <tr><td><Milestone Description></td><td><mm/dd/yyyy></td></tr> <tr><td><Milestone Description></td><td><mm/dd/yyyy></td></tr> <tr><td><Milestone Description></td><td><mm/dd/yyyy></td></tr> <tr><td><Milestone Description></td><td><mm/dd/yyyy></td></tr> <tr><td><Milestone Description></td><td><mm/dd/yyyy></td></tr> <tr><td><Milestone Description></td><td><mm/dd/yyyy></td></tr> </table>		<Milestone Description>	<mm/dd/yyyy>																																						
<Milestone Description>	<mm/dd/yyyy>																																												
<Milestone Description>	<mm/dd/yyyy>																																												
<Milestone Description>	<mm/dd/yyyy>																																												
<Milestone Description>	<mm/dd/yyyy>																																												
<Milestone Description>	<mm/dd/yyyy>																																												
<Milestone Description>	<mm/dd/yyyy>																																												
<table border="1"> <thead> <tr> <th>Modernization Funds</th> <th>FY05</th> <th>FY06</th> <th>FY07</th> <th>FY08</th> <th>FY09</th> <th>FY10</th> <th>FY11</th> </tr> </thead> <tbody> <tr> <td><Select Funding Type></td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td><Select Funding Type></td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td><Select Funding Type></td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>Total</td> <td>-</td><td>-</td><td>-</td><td>-</td><td>-</td><td>-</td><td>-</td> </tr> </tbody> </table>				Modernization Funds	FY05	FY06	FY07	FY08	FY09	FY10	FY11	<Select Funding Type>								<Select Funding Type>								<Select Funding Type>								Total	-	-	-	-	-	-	-	Risks & Mitigation	
Modernization Funds	FY05	FY06	FY07	FY08	FY09	FY10	FY11																																						
<Select Funding Type>																																													
<Select Funding Type>																																													
<Select Funding Type>																																													
Total	-	-	-	-	-	-	-																																						
Schedule:				Cost:																																									
Performance:				Dependencies: <small>Describe dependencies</small>																																									

Though the Risks & Mitigation information was present in the original Dashboard, it is to be updated to reflect the system’s status at the time of the Annual Review.

Sample - PCA Annual Review Assertion Memo

The below memo is a sample only. Components may construct the document according to their preference. In addition to the content requirements in the sample below, the memo should also address significant system accomplishments, note any reprogramming actions, and highlight any issues with cost, schedule, and/or performance.

MEMORANDUM FOR [Full Name of the IRB (Acronym)] INVESTMENT REVIEW BOARD
CHAIRPERSON

SUBJECT: Pre-Certification for Annual Review of Systems Approved by the Defense Business Systems Management Committee (DBSMC)

The [Name of Business System Modernization] is submitted for Annual Review of the modernization request in the amount of \$_ approved by the DBSMC on [state month and year of Certification].

I have performed a review of this system and verified that it is included in the [Component Name] and/or [Enterprise] Business Systems Transition Plan(s) and the milestone information contained in the [that/those] documents(s) is [correct] or [will be updated during the next ETP update]. Additionally, the information contained in the Department of Defense Information Technology Portfolio Repository (DITPR) for this system has been updated and is verified to be complete and accurate as of [Date].

Since the Certification, [there have been no changes] or [the following changes] to the modernization's cost, schedule/milestones and performance/scope [has/have] occurred. [List changes].

During a previous Certification, [no] or [a] or [several] condition(s) [was/were] placed on the system as follows: [state or paraphrase condition(s)]. [This/These] condition(s) [has been/have been] [satisfied] or [not yet been satisfied]. [State how they were met or reasons they were not met.]

At the time of the previous Certification, the system was assessed as [in compliance with the business enterprise architecture version BEA x.x; or necessary to achieve a critical national security capability or address a critical requirement in an area such as safety or security; or necessary to prevent a significant adverse effect on a project that is needed to achieve an essential capability, taking into consideration the alternative solutions for preventing such adverse effect]. The system [has also] or [have not] been assessed against the newest version of the BEA (version) and was found [compliant] or [conditionally compliant] or [non-conflicting].

Based on my review, I conclude that this system's BEA compliancy status [has not changed] or [has changed to [state the change(s)]], and I recommend the [IRB Acronym] Investment Review Board approve this Annual Review. A completed Certification Dashboard and BEA compliance plan (if appropriate) are forwarded for your review.

My point of contact for questions about this submission is [Full Name] who may be reached at [Phone Number] or email at [Email Address].

Component Headquarters PCA

Acronyms and Abbreviations

It is advisable that you include a short acronyms and abbreviations list when subject matter in your document is technical or would not be readily understood by your intended reader.

Write terms out the first time they appear in the text and place the acronym in parenthesis following it. Use the acronym consistently thereafter: do not repeat the term (e.g., “the Department of Defense (DoD)” on first reference, “the DoD” on second and subsequent reference(s) in same document).

The ODCMO Communications Team has compiled a list of frequently used acronyms for your reference. (See [ODCMO Frequently Used Acronyms and Abbreviations](#).) For military terms, use the approved abbreviations and acronyms in [JP 1-02](#). For rank abbreviations use the [Insignia of the U.S. Armed Forces – Officers](#)

Acronym	Definition
DCMO	Deputy Chief Management Officer
ODCMO	Office of the Deputy Chief Management Officer
	{Insert more Acronyms here by clicking on the Table’s corner, right click, and select Insert Rows Below, or as applicable.}

Appendix A

Include all background material (e.g., references, definitions) in an appendix. If more than one appendix is necessary, start with Appendix A and continue with Appendix B, C, D, and so on.