BTA

BUSINESS TRANSFORMATION AGENCY

"Evolve the BEA"

Concept of Operations for Business Enterprise Architecture (BEA) Requirements

14 September 2007

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Acronym List

Acronym	Definition
ARG	Architecture Review Group
BC	Business Capability
BCL	Business Capability Lifecycle
BEA	Business Enterprise Architecture
BEP	Business Enterprise Priority
BIP	BEA Improvement Proposal
BMA	Business Mission Area
BTA	Business Transformation Agency
BVA	Business Value Added
CBM	Core Business Mission
CIO	Chief Information Officer
CONOPS	Concept of Operations
CSE	Common Supplier Engagement
CTO	Chief Technology Officer
DARS	Defense Architecture Registry System
DBSAE	Defense Business Systems Acquisition Executive
DBSMC	Defense Business Systems Management Committee
DIMHRS	Defense Integrated Military Human Resources System
DoD	Department of Defense
DoDAF	DoD Architecture Framework
DoDD	DoD Directive
DODI	DoD Instruction
DTS	Defense Travel System
EA	Enterprise Architecture
EI	Enterprise Integration
ERP	Enterprise Resource Planning
ETP	Enterprise Transition Plan
FTE	Full Time Equivalent
GAO	General Accounting Office
GIG	Global Information Grid
IM	Investment Management
IT	Information Technology
JIRBS	Joint Investment Review Board Session
LRP	Laws, Regulations and Policies
OV	Operational View

Acronym	Definition
PfM	Portfolio Management
PMA	President's Management Agenda
PSA	Principal Staff Assistant
QDR	Quadrennial Defense Review
SOA	Service-Oriented Architecture
SV	Systems View
TA	Tiered Accountability
TP&P	Transformation Planning and Performance
TP&R	Transformation Priorities and Requirements
TV	Technical Standards View

1. Introduction

Through Business Enterprise Architecture (BEA) 4.1, the Business Transformation Agency (BTA) released the BEA in six-month cycles, developing architecture content in a top-down manner to support executive decision-making. Beginning with BEA 5.0, the BEA will be developed on a yearly release cycle. It will focus on continuing to support executive decision-making while simultaneously supporting systems/services implementation.

For the BEA to support these two uses, it must translate direction from IT and business strategists (e.g., Principal Staff Assistants (PSAs), Investment Managers) into implementation guidance and constraints useful to tactical users (e.g., enterprise system owners, system developers, system integrators).

Strategic and tactical requirements of BEA users will be addressed by complementary improvements to the content and structure of the BEA:

- Strategically, BEA improvements will continue to address Business Capability gaps/improvements[1] identified by the other mission areas (i.e., Warfighter, Enterprise Information Environment, and Intelligence) and PSAs in support of the Core Business Missions (CBMs) and aligned to Business Enterprise Priorities (BEP).
- Tactically, BEA improvements will close architecture usage gaps/improvements[2] that are urgently needed for enterprise systems and services rationalization and interoperability.

Coordinating these two streams of improvements involves:

- identifying both strategic and tactical requirements,
- establishing a development approach that addresses these different types of requirements,
- establishing a means of governing the BEA that balances requirements and provides oversight of BEA development.

To this end, this CONOPS identifies and describes the following concepts, relative to BEA development, that enable the BEA to address the two types of requirements or gaps/improvements:

- a "top down and bottom up"[3] approach to BEA development aimed at delivering the right balance of strategic and tactical information within the BEA, making it possible to address the strategic and tactical requirements and federate the BEA with relevant component and system architectures.
- a governance model and supporting process to manage the priorities.

[1] Business capability gaps/improvements equate to architecture change requirements primarily generated by executive/strategic users of the architecture. These 'top down' gaps/improvements point out areas where the Business Capabilities identified in the current version of the BEA need to be expanded, extended, and/or modified to better reflect objective operational context and needs. An example of this type of gap is "users of DTS often use the system to handle miscellaneous pay thus having the miscellaneous pay function support the Manage Travel Business Capability but the miscellaneous pay function should be handled via the Manage Personnel and Pay Business Capability

[2] Architecture Usage gaps/improvements equate to architecture change requirements that will primarily be generated by system implementors/operators (i.e., from the "bottom up"). These gaps/improvements reflect a need to expand the current BEA to add more detailed information to support development and interoperability of systems/services. An example of this type of gap is "documentation for the Defense Travel System states that the system sends certain information to DIMHRS but the BEA only includes a subset of that information".

[3] The "bottom-up" portion of the approach is intended to enable the discovery of standards and information needs, rather than leading one to an assumption that the "bottom-up" is an assimilation process.

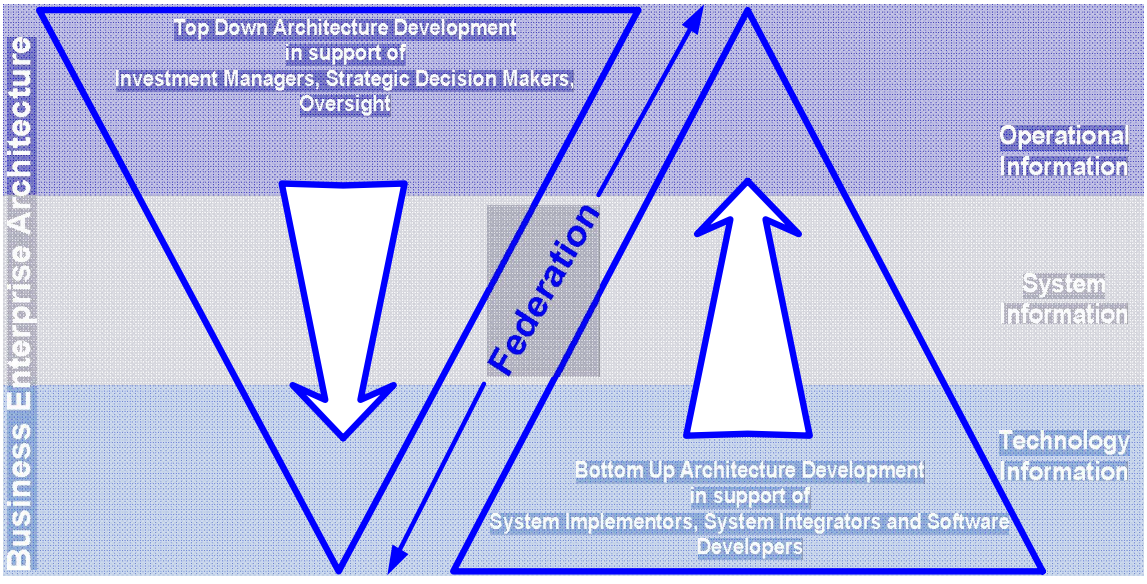
2. BEA Development Approach

BEA 5.0 and beyond are intended to provide additional value to the Department's Business Mission Area (BMA) by evolving the BEA to better suit the uses of key users/stakeholders (e.g., Investment Managers, System Developers and Integrators). This additional value is summed up in two areas and provided by:

- Enterprise Transformation
  - Improving system level information, capturing the target environment, and capturing planned enterprise services and associated information in support of a Service Oriented Architecture (SOA);
  - Improving BEA ability to facilitate System Interoperability and Development by focusing on top-down data initiatives, identified by the PSAs, which are used as a source of system requirements and including additional system level information in support of target systems and their interfaces. In addition, identification of system data exchanges and development of appropriate business rules are priorities which will allow the BEA to become more implementable.
- Enterprise Capabilities
  - Improving BEA Business Capability[4] threads (i.e., BEA integrated information related to a specific capability) through tighter integration between architecture products;
  - Using Business Capabilities to aid in scoping BEA content development for a particular release

The above improvements show a mixture of Business Capability, technical integration and standardization, and enterprise system and services framework content to describe the target environment. To coordinate and balance its architecture development efforts as it addresses these various types of requirements, the BTA has adopted a "top-down and bottom-up" approach to architecture development as shown in Figure 1, BEA Development Approach.

Figure 1, BEA Development Approach



[4] The Business Transformation Guidance defines a business capability as "The ability to execute a specific course of action. It can be a single business enabler or a combination of business enablers (e.g., business processes, policies, people, tools, or systems information) that assist an organization in delivering value to its customer."

The "top-down" portion of the approach pertains to architecture development from a strategic perspective with the Principal Staff Assistants (PSAs) and other Mission Areas as the sources of requirements[5]. These strategic requirements are directly related to achieving Core Business Missions (CBMs) and support associated Business Enterprise Priorities. It entails the identification of Business Capability gaps and improvements and uses these gaps and improvements to guide architecture content for a particular release. In this context, architecture content is developed starting with the Business Capabilities and builds out the necessary operational, system and technical standards view information to support the appropriate stakeholders. This portion of the approach does not require a change to the way architecture products have been developed in the past.

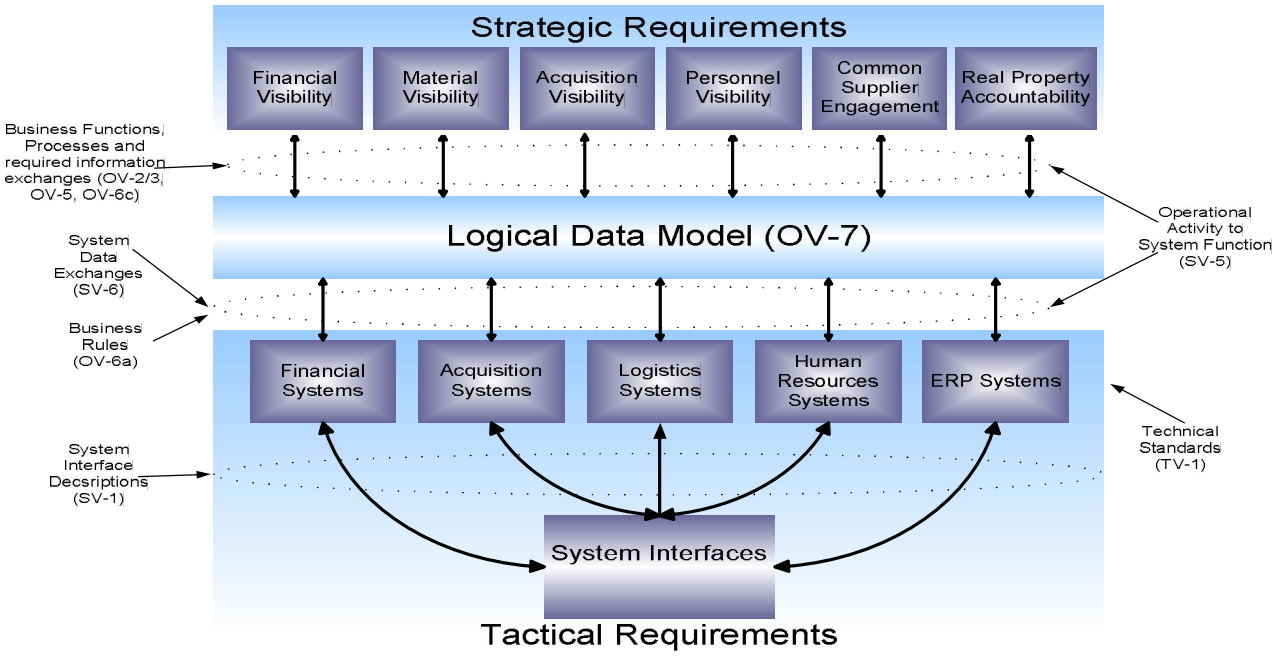
The "bottom-up" portion of the approach considers architecture development and implementation from a tactical perspective. This approach provides support to engineering of solutions through alignment to BEA requirements. The solutions being engineered and architected equate to the systems developed and implemented at the Enterprise level as shown in Figure 1, BEA Development Approach. In this approach, the enterprise systems are used to drive the Systems View (SV) information and products that complement the Operational View (OV) information generated via the "top down" portion of the approach. This tactical information is used to determine the appropriate leveling of architecture content from the enterprise systems, ensuring that the BEA is capable of supporting implementation of services and systems. The target enterprise-level architectural information is incorporated into the BEA while the non-enterprise-level architectural information is federated to the BEA and owned and maintained by the appropriate Components and/or Programs thus enabling tiered accountability[6]. The detailed steps involved in executing the "bottom-up" approach are explained in a complementary product entitled the BEA Development Playbook.

Federation helps bring together the "bottom-up" architecture information gleaned from enterprise systems analysis and the "top-down" information gleaned from the business capability analysis. Systems information that is identified as being appropriate to the Component or Program levels shall be included in the appropriate Component or Program architectures and federated to the BEA. The same is true for the "top-down" architecture information in that it also shall be federated to the BEA if deemed as Component or Program level information. More detailed information on the concept of federation is contained in the BMA Federation Strategy and Roadmap and the DoD EA Federation Strategy.

In keeping with the concept of federation, the BMA Chief Architect is implementing a data-centric approach to identification of potential services rendered via enterprise systems thus increasing the importance of the Logical Data Model. The Logical Data Model (OV-7) is a fundamental bridge for supporting the conceptual structure relative to BEA's "bottom-up" Development as shown in Figure 2, Conceptual Structure Supporting BEA "Bottom Up" Development. To make this model relevant to transformation (e.g., serve as a foundation for standard system interfaces) and for supporting the Warfighter requirements, it is imperative that the OV-7 be developed using authoritative data elements along with meta-data supported and published by the Principal Staff Assistants of the Office of the Secretary of Defense.

[5] The requirements of these users are usually documented in the forms of Strategic Plans and other architectures. Therefore, these items may also serve as sources of requirements.
[6] In the case of the BTA and its enterprise systems, the non-enterprise level information shall be maintained within the DBSAE.

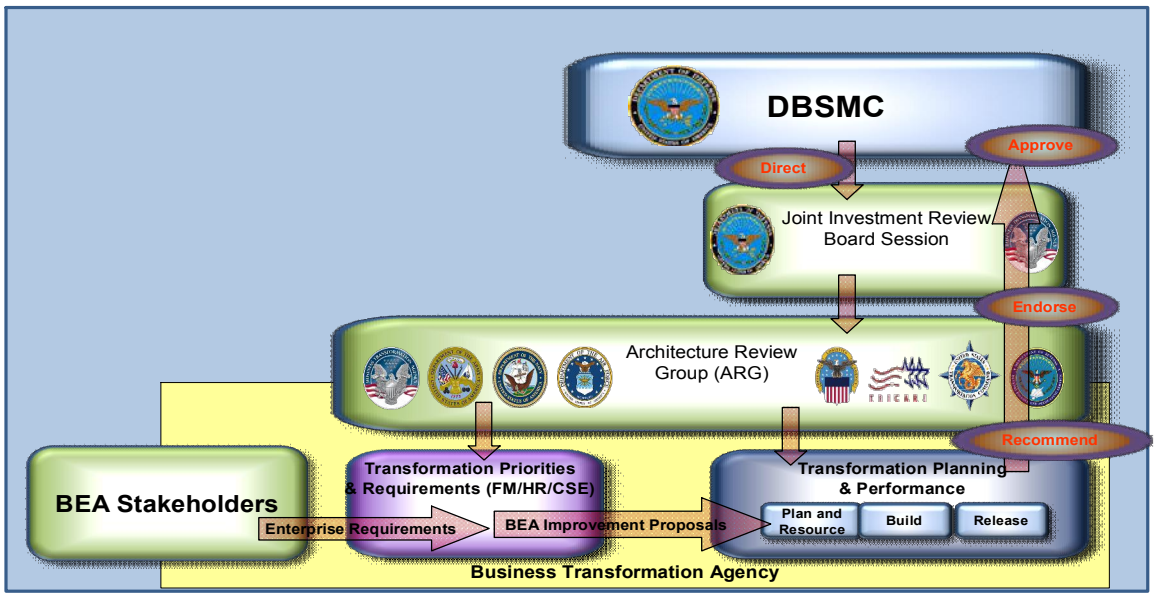
Figure 2, Conceptual Structure Supporting BEA "Bottom Up" Development



3. BEA Governance

The changing emphasis on how the BEA is created and used requires a corresponding change in how the BEA is governed. The governance structure is intended to give BEA stakeholders a mechanism through which their strategic and tactical requirements are analyzed and prioritized to affect the BEA form and content.

Figure 3, BEA Governance Structure



Thus, BEA development must include a process that supports the following functions necessary for successful BEA evolution:

- Stakeholder engagement,
- Requirements management,
- Planning, and
- Executive approval.

Stakeholder Engagement

Evolution of the BEA involves the continued improvement of BEA usability to its stakeholders. In order to accomplish this, all stakeholder requirements (i.e., strategic and tactical requirements) must be given equal consideration during requirements prioritization and the stakeholders must play a role in the endorsement of the requirements driving a particular BEA release. The increase of requirements sources and types of requirements submitted to the BTA Transformation Priorities and Requirements (TP&R) Directorate, coupled with the advent of the Architecture Review Group (ARG), supports this evolution. The Defense Business Systems Acquisition Executive (DBSAE), Component CIOs and other more tactical stakeholders (e.g., Component Transition Planners, Investment Managers) are engaged in the BEA development process at multiple places; requirements generation and endorsement of the planned release as shown in Figure 3, BEA Governance Structure.

Requirements Management

BEA 4.1 and prior releases accepted requirements of a singular nature: those classified as business capability gaps. These requirements were identified by the Principal Staff Assistants (PSAs) and delivered to the BTA Transformation, Planning and Performance (TP&P) Directorate via the Business Enterprise Priority representatives. BEA evolution requires that, in conjunction with the business capability improvement gaps, other gaps related to the use of the architecture to guide and constrain the implementation of business information systems also are considered. The DBSAE, Component CIOs and other tactical stakeholders generate requirements to address architecture usage gaps for incorporation into the BEA. Both architecture usage gaps and business capability improvement gaps are submitted to TP&R for analysis and prioritization. For up coming releases, architecture usage gaps are to be considered at least as important as the business capability improvement gaps identified by the PSAs. In this way, the BEA will become more useful to both its tactical and strategic users.

Planning

Under the new governance model, BEA planning will have two key aspects:

1. prioritization of the requirements of the different stakeholders and
2. estimating the level of effort and associated resources required to satisfy the requirements

Once the requirements of the different stakeholders have been identified and defined, they must be reviewed together and prioritized for submittal to TP&P. To aid this function, the BTA is instituting the use of BEA Improvement Proposals (BIPs). BIPs are business cases providing justification for the proposed improvements. The BIPs comprise the following:

- Background information about the proposed improvement (e.g., name of the proposed improvement, originator of the improvement, point-of-contact for the improvement and the IRB with authority over the impacted investment decisions)
- A description of the scope of the proposed improvement. This contains information such as the description of the improvement, affected business capabilities, affected systems and initiatives, BEA products affected and any required changes to Laws- Regulations or Policies (LRP).
- A description of the benefits gained by making the proposed improvement. For business capability gaps, this describes the anticipated beneficial outcomes for specific stakeholders. For architecture usage gaps, it describes how satisfaction of the proposed improvement/requirement improves usability of the BEA for specific purposes (e.g., improving BEA compliance certification, enabling system interoperability).
- A listing of additional impacts of the proposed improvement. This includes information such as the Core Business Mission(s) and corresponding Business Enterprise Priority(ies) most affected by the proposal,

required coordination with other organizations within the BMA, associated risks and dependencies and an initial estimate of the level of effort required to satisfy the requirement.

TP&R first assesses whether the proposal is in scope of the BEA and, if so, prioritizes the BIPs. The BIPs are then used for the second aspect of planning; assessing level of effort and resources needed to satisfy the requirements as documented.

The TP&P Directorate uses the information contained within the BIPs to plan each release of the BEA. Information such as the scope and impact of the proposed improvements is used to determine if it can be completed within the timeframe allotted for a particular release when considered with the other proposals submitted. Based on the information provided, TP&P compiles a recommendation, in collaboration with TP&R, which is sent to the Architecture Review Group. The recommendation comprises prioritized requirements that can be satisfied during the particular release and those that should be handled via subsequent releases. Managing the requirements in this manner enables the BTA to start planning BEA content for multiple BEA releases to come. The template used for the BIPs is included as Appendix A.

Executive Endorsement/Approval

As stated within the Stakeholder Engagement section, it is imperative that the stakeholders be involved early and often during BEA development. Their involvement is not limited to generating requirements but also includes involvement in endorsing and approving the proposed content for each release. As shown in Figure 3, BEA Governance Structure, proposed new content (i.e., enterprise requirements) is included in BIPs and submitted to TP&P. TP&P, in collaboration with TP&R, uses this information to plan and estimate resource requirements for the release. The output of this planning exercise is used to create a recommended work plan to drive BEA development. This work plan is submitted to the Executive decision-makers (i.e., Architecture Review Group, Joint Investment Review Board Sessions (JIRBS) and the Defense Business Systems Management Committee (DBSMC)) for endorsement and approval prior to commencing development of any new content.

The Architecture Review Group has been established as the first line of endorsement of the TP&P recommendation. This group comprises the BTA Directors of TP&P, TP&R, and Enterprise Integration (EI), the Defense Business Systems Acquisition Executive, and Component CIOs. Each member and their associated responsibilities are listed within Table 1, ARG Members and Responsibilities.

Table 1, ARG Members and Responsibilities

Members	Responsibilities
Director, Transformation Planning & Performance	Serves as Chair and voting member of the ARG. Also provides resources for the ARG's secretariat. As Chair, responsible for managing the ARG agenda, including approval of topics, priorities and issues presented to the ARG, and establishing the ARG schedule. Also responsible for accepting and implementing decisions of the ARG as they pertain to the development and maintenance of the BEA and its associated development methodology.
Defense Business Systems Acquisition Executive	Serves as voting member of the ARG. Represents a source of architecture usage improvements/requirements generated as a result of Enterprise Systems and their use of and within the BEA thus contributing to increasing BEA implementation support.
Directors, Transformation Priorities & Requirements	Serve as voting members of the ARG. Represent the views and interests of the PSAs to ensure that their requirements are being accurately addressed. Also serves as the feedback mechanism to inform stakeholders of the recommended work plan and the requirements that are being recommended for inclusion in future releases of the BEA.
Director, Enterprise Integration	Serves as voting member of the ARG. Represents the views and interests of the ERP Programs to ensure that their requirements are being accurately addressed to support expedited delivery of ERP solutions.
Component CIOs	Serve as voting members of the ARG. Represent the views and interests of the Services and Agencies within the DoD. Ensures that Component requirements are being adequately addressed within the BEA planning and development process. Also provides support to help guide the BEA in the direction of providing support for systems requirements.

TP&P, through its Chief Architect, provides the ARG Secretariat responsible for:

1. Ensuring that the BIPs are within the scope of the BEA
2. Ensuring the description and justification of proposed changes to the BEA are in a consistent form and are accurately and adequately described within the BIPs,
3. Ensuring that proposed release content is supported and justified by release description, a release plan and impact analysis,
4. Ensuring the BEA proposed work plan and accompanying evaluations are presented to the ARG in a form that accurately responds to the BIPs,
5. Documenting and disseminating agendas, decisions, minutes, action items, issues and risks,
6. Managing adjudication of architecture change requests elevated to the ARG for consideration, and
7. Coordinating the execution of ARG decisions.

The remaining two bodies involved in the endorsement/approval chain are two existing bodies, the JIRBS and the DBSMC. The JIRBS is a governance mechanism that requires only a modification in responsibilities to function properly within this governance structure. Table 2, Joint Investment Review Board Session Participants, describes the additional responsibilities of the participants in the JIRBS within the BEA governance structure.

Table 2, Joint Investment Review Board Session Participants

Members	Additional Responsibilities
Director, Business Transformation Agency	Serves as Co-Chair and voting member of the JIRBS. Provides resources for the JIRBS Secretariat. As Co-Chair, responsible for managing the JIRBS agenda, including approval of topics, priorities and issues presented to the JIRBS, establishing JIRBS schedule, acting as final arbiter for escalation of architecture issues.
IRB Chairs	IRB Chairs rotate as Co-Chairs of the Sessions and are voting members of the JIRBS. Ensure that PSA requirements are accurately depicted in the scheduled release.
Business Mission Area CTO	Voting member of the JIRBS. Ensures that federation requirements are addressed in the BEA release schedule. Also provides guidance to ensure that requirements related to federation and the other Mission Areas are considered and addressed appropriately

The IRBs currently have the responsibility to certify systems in excess of one million dollars against the BEA. They also review and approve enterprise criteria for their particular IRB. In order for the BEA development process to function properly, the IRB is needed to participate in BEA governance in order to provide the PSAs a mechanism to verify that the requirements they have identified and defined as high priority for Defense Transformation are considered and adequately addressed within the BEA. The JIRBS also serve as the liaison to the DBSMC to gain final approval of the work plan used to guide particular BEA releases. Once the JIRBS has endorsed the proposed work plan, it is submitted to the DBSMC for final approval.

The DBSMC, in fulfilling its responsibility to establish strategic direction and plans for the BMA and ensure end-to-end interoperability, must also play a role in the guidance and direction of the BEA. As previously stated, the DBSMC will receive the endorsed BEA work plan from the JIRBS and provide final approval of the content for a particular release as well as any proposed content already identified and planned for subsequent releases of the BEA. Performing this function within the BEA development process ensures that each BEA release is increasing its alignment to strategic direction while also improving usability to its stakeholders.

4. Relationship to Other BTA Guidance

The BEA, as one of the focal tools for transformation within the DoD, must be integrated within other transformational guidance devised within the BTA. Forms of guidance considered here are the BMA Federation Strategy and Roadmap and the Business Capability Lifecycle.

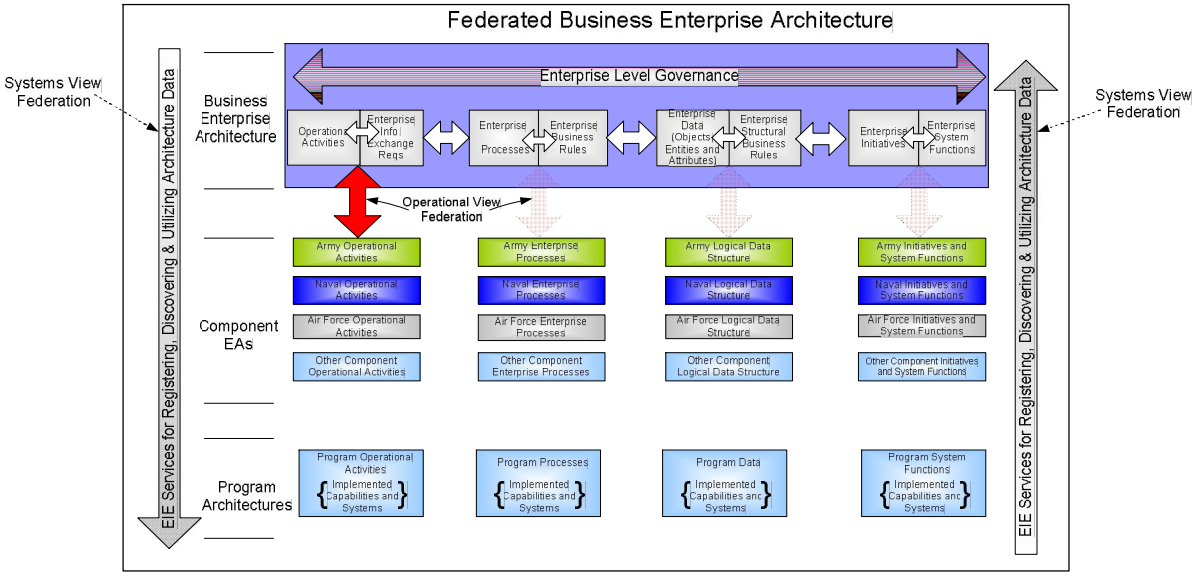
The BMA Federation Strategy and Roadmap and BEA

The BMA's strategy for Architecture Federation is directly in line with the overall DoD federation strategy.[7] It represents the Business Mission Area's strategy for linking BMA architectures to the BEA to form the BMA portion of the Global Information Grid (GIG). The BMA Federation Strategy and Roadmap details products, services and capabilities that will be available for BMA users and lays out actions that will be taken to implement federation across the BMA and from tier to tier[8] within the DoD to include federation and compliance mechanisms.

BMA architecture federation and compliance mechanisms enable the DoD to link the various Business architectures within the BMA. Specifically, they are the tools and procedures used within the DoD to identify gaps in capability delivery and manage architecture compliance to specific business rules, policies and procedures of Component, Services, Agency, and Program architectures to the BEA.

The BMA's architecture federation tool is focused on Business architectures within the DoD which are primarily represented by DoD Architecture Framework (DoDAF) products. Operational View (OV) and Systems View (SV) federation is to provide both a vision for DoD business transformation through improved business processes and capabilities delivered through transformational systems as shown in Figure 4, BMA Architecture Federation. This requires both evolving the BEA around a data centric bottom up approach which supports service oriented architectures (SOA) and providing Enterprise Architecture services enabling architecture discovery and registration.

Figure 4, BMA Architecture Federation



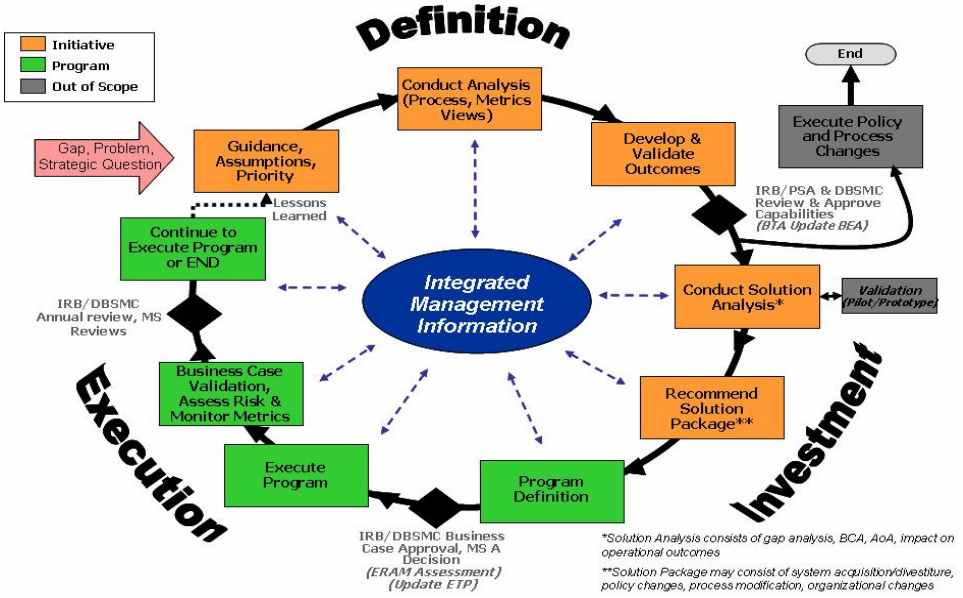
[7] See the DoD Enterprise Architecture Federation which encompasses the GIG (Global Information Grid) Architecture Federation located in the Defense Architecture Registry System (DARS) available online at https://dars.disa.mil.

[8] The phrase "tier to tier" refers to the interaction and linkages between the BMA Enterprise, Component and Program tiers, which are defined in the policy of Tiered Accountability (TA). TA, as first addressed in the BMA Federation Strategy and Roadmap document, is the policy whereby DoD addresses responsibility for the production of architecture at each layer of the Enterprise. Each tier – Enterprise, Component, and Program – has specific goals, as well as responsibilities to the tiers above or below it. Consequently, under TA, each existing architecture remains substantially autonomous, yet inherits certain rules, policies, procedures and services from higher-level architectures and provides various services (and imposes roles on) tiers below. In this way, the federation recognizes the need for autonomy but ensures linkages and alignment of architectures from the Program level up to the Enterprise level. It is important to note that, although the federation is depicted as having defined tiers of Enterprise, Component and Program, there are cases where a Component, via Title 10 for example, has the authority to define or oversee enterprise-wide policies, procedures and standards or to own an Enterprise-wide solution.

The Business Capability Lifecycle and BEA

The Business Capability Lifecycle (BCL) is the DoD BMA's instantiation of the Federal Enterprise Architecture Performance Improvement Lifecycle[9]. The BCL diagram Figure 5, DoD BMA Business Capability Lifecycle, depicts a logical process whereby business problems, once identified, are analyzed, decomposed, described and presented to the leadership of a functional community for approval. Upon approval, the best program solution, if material, can be identified and described in such a way that it can be acquired and executed in a rapid, low cost and low risk manner.

Figure 5, DoD BMA Business Capability Lifecycle



The BCL comprises three key phases: Capability Definition; Investment Planning; and Execution Management. The Definition Phase requires the PSA and the functional sponsor to collaboratively identify and clearly describe the root cause of a business problem, long before a vendor is involved in the process. The PSA and functional sponsor are asked to clearly explain why solving the problem will benefit the DoD and validate there is no existing solution. This phase aligns specifically to the Architect Phase of the Performance Improvement Lifecycle.

The Investment Phase expands the business case for the capability by identifying the scope of the materiel capabilities needed to solve the problem. For the DoD, the BCL Investment Phase is where the PfM activities are executed as defined by DoD IT Portfolio Management policy such as DoDD 8115.01 and DoDI 8115.02.

During the execution phase, responsibility for developing and fielding the capability is formally assumed by the program manager. However, the BCL concept requires that any functional sponsor remain heavily engaged with the program office to address any issues, requests or changes to the scope.

An Integrated Management Information Environment resides at the center of the process. Through this environment, the BEA and the ETP are linked to each of the three phases of the BCL. The BEA and the ETP underpin the definition phase by providing insight into the Enterprise transformational effort to support the capability gap analysis. They support the investment phase by providing the context for program solution analysis and the selection of a recommended program solution. The BEA and the ETP are informed by the results of the execution phase, when approved business capability gaps have been addressed.

[9] The Performance Improvement Lifecycle comprises three phases; architect, invest, implement. Each lifecycle phase comprises tightly integrated processes to transform an agency's top-down strategic goals and bottom-up customer needs into a logical series of work products.

5. Summary

To support its intended uses, the BEA must contain the right balance of information about enterprise business capabilities and the business information supporting those capabilities. BEA evolution focuses on striking the right balance of strategic and tactical information within the BEA in support of its current scope. To achieve this result, this new concept of operations for BEA requirements focuses on:

1. identifying the different types of requirements driving BEA development;
2. outlining changes in the BEA development approach;
3. expanding the governance process to give BEA users and stakeholders a strong voice in decisions about BEA form and content.

Under this concept of operations, the BEA development approach provides for a top-down description of business processes and bottom-up development of architecture content using information that supports implementation. Within the governance structure, the combination of the BTA's TP&R and TP&P Directorates help the enterprise by managing the scope of the BEA, identifying the need to expand or modify the business content to reflect planned business transformation. The Architecture Review Group (ARG) balances the TP&R priorities with the need to incorporate essential[10] implementation information into the architecture. The ARG's mission is to give a voice to the stakeholders such as Component CIOs to ensure that the BEA is an implementable architecture providing meaningful guidance and constraints to programs, system integrators, and system developers. The ARG must ensure that the guidance and constraints offered by the BEA are sufficient to align systems work with the ongoing transformation of DoD business processes. Finally, the IRBs via the Joint Investment Review Board Sessions endorse proposed content for a particular release with the DBSMC providing oversight of this governance process and final approval of the content by executive committee.

Under this concept of operations, the BTA works to collectively support business transformation through optimizing its resources and tools to better support the transformation effort. Through participation in BEA planning, development, and governance, the BTA ensures that BEA stakeholders and developers are evolving the architecture toward its goal of being a mechanism to support executive decision-making while simultaneously supporting services and systems implementation.

[10] In this context, essential implementation information refers to that information which can be used to derive requirements that must be satisfied by any enterprise system or system required to interface with the specific enterprise system (e.g., system interface, system data exchange, system function descriptions)

Appendix A

BEA Improvement Proposal Template

BEA Improvement Background Information

BEA Improvement Name	*Name of proposed BEA Improvement.*	
Improvement Originator (Check One)	_ CBM or BEP Team _ DBSAE _ EI	_BMA Federation Team _ LRP _ Chief Enterprise Architect
Originator	*Name of person / Organization submitting the proposed BEA Improvement.*	
IRB	*Name of IRB with authority over the investment decisions primarily impacted by this BEA Improvement, if any.*	

BEA Improvement Scope Description

BEA Improvement Description	*Provide a brief, narrative description that clearly identifies the proposed improvements to the BEA (scope: breadth and depth).*
Affected Enterprise Business Capability	*Identify the Enterprise Business Capabilities impacted by this proposed improvement. Identify any new or revised Business Capabilities required with definition changes.*
Affected Enterprise Systems and Initiatives	*Identify the Enterprise Systems impacted by this proposed improvement. Also, identify any affected initiatives that define data standards or other controls. Identify whether new or revised enterprise systems are involved.*
BEA Product	*To the extent known, provide an overview of the BEA products that will be developed or updated for either a proposed Business Capability or Architecture Usage Improvement.* *For Business Capability Improvements, set scope of change by identifying all OV-5 Operational Activities impacted and describe the key changes to the activities. Within that scope of change, describe the changes to all other products related to the Capability Improvement.* *For Architecture Usage Improvements, describe the changes to the SV products. In addition, describe the changes to all related architecture products resulting from the new system content.*
Laws, Regulations and Policies	*Describe any LRP changes related to this improvement, including OV-5 controls, mapping to OV-6c process objects and derived OV-6a Business Rules, if applicable. LRP changes can be related to existing, revised or new LRP's.*

BEA Improvement Benefits Description

Business Capability Improvement Outcome	*Describe the anticipated beneficial outcome(s) for specific DoD stakeholders in terms of improved:* • *Transformed business operations* • *Efficiency and effectiveness of business operations* • *Responsiveness to warfighter needs* • *Decision-making information* • *Stewardship of resources* • *Implementation or modification of a major system* • *Implement standard or policy change* *(Note: What will change in the way DoD executes its business practices as a result of this BEA Improvement? This outcome can be addressed by referring to improvements in the BEA's ability to answer Golden Questions, Derived Questions, BEP/IRB Objectives or BVA Outcomes.)*
Architecture Usage Improvement Outcome	*Describe the anticipated beneficial outcomes by identifying how adding the architecture usage information to the BEA will make it more usable for a specific purpose, e.g., incorporation of enterprise system requirements, enabling system interoperability requirements, improving BEA compliance certification, implementing DoD Business Transformation Objectives, enabling the Federation strategy or supporting Portfolio Management.*
Problems, Needs, and Gaps Addressed	*Describe any other problems, needs or gaps that this improvement addresses. Provide a link or reference to documentation (e.g., GAO reports, Material Weakness, President's Management Agenda (PMA), Quadrennial Defense Review (QDR)) as appropriate.*

BEA Improvement Impacts

BEP Team Most Affected	*Identify the BEP Team that the proposed BEA Improvement affects the most. Supporting BEP Teams that are affected by this improvement may also be referenced.*
CBM Most Affected	*Identify the CBM most closely related to the proposed BEA. Supporting CBMs that are affected by this improvement may also be referenced.*
BMA Coordination	*Identify other organizations in the DoD Business Mission Area with which this BEA Improvement will need to be coordinated.*
Non BMA Coordination	*Identify other DoD Mission Areas, other federal organizations or any other organizations outside the BMA with which this BEA Improvement will need to be coordinated.*
Risks / Dependencies	*Explain the risks of making the changes described as well as the risks of not making the changes. Identify dependencies that could pose a risk.*
Level of Effort	*To the extent known, provide an estimate of the level of effort required to make this improvement – FTE's and hours.*

Submission Date:

Approver:	Signature:	Date: