



Business Capability Lifecycle (BCL)

<https://www.milsuite.mil/book/groups/business-capability-lifecycle-bcl>

June 28, 2012

Independent Risk Assessments

Overview

A forward-looking, independent risk assessment for Defense Business Systems (DBS) under BCL is required prior to Milestone (MS) A and B decisions. For Major Automated Information System (MAIS) DBS, these are Enterprise Risk Assessment Methodology (ERAM) assessments. For all other programs, Components must utilize or implement a complementary independent risk assessment process.

- ERAM is a framework that provides the greatest level of flexibility to assess the program in a manner that is appropriate for that program at that time in its acquisition lifecycle.
- The process, tools and templates are adjusted to meet the needs and timeline of each assessment – the assessment drives how the process is used.
- The level of detail, factors considered, questions asked, etc. are derived for each program based on the specific characteristics of that program.

The ERAM Team (comprised of core members and matrixed SMEs) works in collaboration with the program to identify and mitigate risk in seven key areas: people; strategy; scope / requirements; technology; external impact; process; and, contracts. Some common findings from past ERAM experiences include:

Underestimating difficulty of implementing “COTS” solution	Reliance on immature technology	Onerous, fragmented or non-value added governance
Key sponsors lack the authority to force organizational change	Requirements are fluid, poorly documented and stove-piped	No robust business case; PM spends time justifying solution
Lack of ERP skills and experience in the PMO and in oversight	DoD program leadership is reluctant to communicate risk and “bad news”	Size and scope of projects are too large
Deep rooted cultural resistance to change		

Key Points

- A full ERAM (pre MS A or B) takes approximately 6-9 weeks; the PM should notify the Office of the Deputy Chief Management Officer (ODCMO) no later than 180 days prior to an expected MS A or B decision to schedule one
- Only existing program documentation is used by the ERAM Team when conducting the ERAM
- An ERAM may also be conducted at the request of the MDA or IRB Chair
- ERAM is not BCL, but is a feature of the process
- For more BCL information, including more BCL fact sheets, please visit, <http://dcmo.defense.gov/products-and-services/business-capability-lifecycle/> or <https://www.milsuite.mil/book/groups/business-capability-lifecycle-bcl>