



Office of the
**DEPUTY CHIEF
MANAGEMENT OFFICER**

Defense Business Council (DBC) & Investment Review Board (IRB)

Frequently Asked Questions (FAQs)

July 17, 2012

Version History

Version	Publication Date	Author	Summary of Changes
1.0	July 17, 2012	DCMO	Initial Version

Frequently Asked Questions

Schedule/Key Dates	4
1. What is the effective date of the new Investment Management Process for business systems?	4
2. When will the existing Investment Review Boards stop accepting certification requests for proposed investments that need to obligate development and modernization funds?.....	4
3. Will the Investment Review Board/Defense Business Council continue to meet after the completion of the FY13 Organizational Execution Plans in September?.....	4
Certification Process.....	5
4. Will the Investment Review Board/Defense Business Council recommend funds certification if my Defense Business System Data is not in DITPR and SNaP-IT? Will the Defense Business Council recommend funds certification with a “condition” that requires my program to update its data in DITPR and/or SNaP-IT?.....	5
5. Will the Investment Review Board/Defense Business Council provide multi-year certifications, one year certifications, or partial year certifications for portfolios?.....	5
6. Will the Target Environment become the Departments Enterprise Transition Plan that is also required by 10 U.S.C. 2222?.....	5
7. Can a certification request for a system include funds that are not currently budgeted or available for obligation?.....	6
8. How will the Investment Review Board address individual systems?.....	6
9. How will the Organizational Execution Plans be reviewed for alignment to the Functional Strategies?	6
10. Will Organizational Execution Plans be disapproved as a whole portfolio if only one or two systems in the portfolio don’t meet all the criteria for certification?.....	7
Certification Scenarios.....	8
11. I have a Defense Business System that is in sustainment and using Operations and Maintenance funding in FY12. Will I encounter an anti-deficiency act violation in FY12 if I do not come to the Investment Review Board for funds certification?	8
12. I have a Defense Business System that plans to obligate \$1.1M of working capital funds over the period of the Future Years Defense Program (FYDP). Does my system require certification? How do I obtain certification?.....	8
13. Does my organization/Pre-Certification Authority need to request Investment Review Board/Defense Business Council funds certification if I receive appropriated, non-appropriated or working capital funds from another component?.....	8
14. If you have systems that are legacy systems that will remain beyond 3 years but will eventually be replaced by an Enterprise Resource Planning (ERP) solution do you have to categorize those systems as core?	9
15. Do I need to conduct BPR for my legacy system?.....	9

16. I am a Program Manager of a MAIS Defense Business System. Will the Investment Review Board be providing acquisition oversight for my program? 9

BEA Compliance 10

17. Will the traditional Investment Review Board artifacts still be required for the systems listed in the Organizational Execution Plan such as DITPR dashboards, BPR assessments, EV Tool, Architecture artifacts? 10

18. What version of Business Enterprise Architecture should be used for the Pre-Certification Authority’s compliance assessment? 10

19. Who is responsible for BEA compliance? 10

20. Can I assert compliance to a previous release of the Business Enterprise Architecture? For example: can I assert compliance to Business Enterprise Architecture version 6.0? 10

Key Terms 12

21. What is a Functional Strategy? 12

22. What is a Principal Staff Assistant? 12

23. What is an Organizational Execution Plan? 12

24. What is a Pre-Certification Authority? 13

25. Who is my Pre-Certification Authority? 13

26. 10 U.S.C. 2222 references the term “Covered Defense Business System”. What is a covered Defense Business System? 14

27. 10 U.S.C. 2222 references the term Target Defense Business Systems Computing Environment. What is the Target Defense Business Systems Computing Environment? 14

28. What is the Investment Review Board/Defense Business Council (IRB/DBC)? 14

Schedule/Key Dates

1. What is the effective date of the new Investment Management Process for business systems?

All Defense Business Systems that intend to obligate funds in FY 2013 are required to use the new investment management process beginning in July 2012. The new process as defined in 10 U.S.C. 2222 affects the obligation of funds, regardless of type, for Defense Business System programs that will have a total cost in excess of \$1M over the period of the current future-years defense program.

2. When will the existing Investment Review Boards stop accepting certification requests for proposed investments that need to obligate development and modernization funds?

The existing Investment Review Boards will stop accepting certification requests on August 14, 2012. Any certification requests submitted after August 14, 2012 will be in accordance with the new Investment Review process as defined in 10 U.S.C. 2222.

3. Will the Investment Review Board/Defense Business Council continue to meet after the completion of the FY13 Organizational Execution Plans in September?

Yes, the Investment Review Board/Defense Business Council will continue to meet during the year as it analyzes and assesses the information available to identify gaps and redundancies that may exist within the DoD business portfolio. In addition the schedule will continue to be revised to improve decision making within the Planning, Programming, Budgeting and Execution (PPBE) process. Additionally, the Investment Review Board/Defense Business Council will meet to discuss other business related topics such as the Strategic Management Plan, performance management, end-to-end processes and policies, etc.

Certification Process

4. Will the Investment Review Board/Defense Business Council recommend funds certification if my Defense Business System Data is not in DITPR and SNaP-IT? Will the Defense Business Council recommend funds certification with a “condition” that requires my program to update its data in DITPR and/or SNaP-IT?

Pre-Certification Authorities and Defense Business System program managers that do not update their Defense Business Systems data in DITPR and SNaP-IT are at risk of NOT receiving funds certification. The Defense Business Council does NOT anticipate providing conditional funds certification for Defense Business Systems that do not update DITPR or SNaP-IT.

5. Will the Investment Review Board/Defense Business Council provide multi-year certifications, one year certifications, or partial year certifications for portfolios?

It is the intent of the Defense Business Council/Investment Review Board to provide funds certification on an annual basis. It is anticipated that Functional Strategies, a key element of the new investment management process, will evolve therefore it is likely that components will need to change their Organizational Execution Plans to meet the intent of the Functional Strategies.

6. Will the Target Environment become the Departments Enterprise Transition Plan that is also required by 10 U.S.C. 2222?

The Target Environment is a key component of the Enterprise Transition Plan but the terms are not synonymous. It is the intent of the Investment Review Board to use data from the Organizational Execution Plan submitted by the Pre-Certification Authority to assemble the Enterprise Transition Plan which will serve as the Department's road-map to the Target Environment.

7. Can a certification request for a system include funds that are not currently budgeted or available for obligation?

Certification request amounts may not exceed the funds available for obligation. If future reprogramming is expected, a Pre-Certification Authority is required to request the additional certification amount once the reprogramming is complete.

8. How will the Investment Review Board address individual systems?

It is NOT the intent of the Investment Review Board to certify individual systems. We expect all systems to come forward to the Investment Review Board as part of a portfolio via an Organizational Execution Plan. If a system cannot align to a portfolio, the Investment Review Board will make provisions to certify the individual system.

9. How will the Organizational Execution Plans be reviewed for alignment to the Functional Strategies?

Organizational Execution Plans will be reviewed for alignment to the Functional Strategies AND the Business Enterprise Architecture using the following criteria:

- **Compliance:** An assessment related to the PCA determination to ensure compliance as required by 10 U.S.C. 2222. Additionally, the data required in DITPR and SNaP-IT for the Organizational Execution Plan will be reviewed for completeness.
- **Strategic Alignment:** The degree to which the Organizational Execution Plan addresses the functional strategies reviewed by the Defense Business Council. The strategic alignment will also focus on goals and expected outcomes included in the Component Strategic Management Plan.
- **Utility:** Refers to the capabilities expected to be delivered as related to the functional strategies. In addition, utilities which demonstrate interoperability with other systems and scalability should be addressed.
- **Cost:** Total cost relates to hardware and software, licensing, operations, design, development, deployment, help desk and other program support activity. The current investment review process will focus upon budgeted amount vice actual cost until cost data becomes available at a future date.

10. Will Organizational Execution Plans be disapproved as a whole portfolio if only one or two systems in the portfolio don't meet all the criteria for certification?

The Investment Review Board/Defense Business Council has the flexibility to either:

- Recommend an entire portfolio for certification; OR
- Not recommend an entire portfolio for certification; OR
- Certify all or a portion of a portfolio with actions/conditions that are documented in an Investment Decision Memorandum.

Certification Scenarios

11. I have a Defense Business System that is in sustainment and using Operations and Maintenance funding in FY12. Will I encounter an anti-deficiency act violation in FY12 if I do not come to the Investment Review Board for funds certification?

No, you will not incur an anti-deficiency act violation. The Investment Review Board changes mandated by the FY2012 National Defense Authorization Act apply to FY2013 and beyond fund certifications.

12. I have a Defense Business System that plans to obligate \$1.1M of working capital funds over the period of the Future Years Defense Program (FYDP). Does my system require certification? How do I obtain certification?

Yes, any Defense business systems with a total cost in excess of \$1M over the period of the FYDP, including Defense business systems funded with working capital or non-appropriated funds must obtain Investment Review Board/Defense Business Council certification. Your Pre Certification Authority (PCA) will align your proposed certification request within a portfolio of like systems and submit to the Defense Business Council/Investment Review Board as part of an Organizational Execution Plan.

13. Does my organization/Pre-Certification Authority need to request Investment Review Board/Defense Business Council funds certification if I receive appropriated, non-appropriated or working capital funds from another component?

Yes, it is the responsibility of the Pre-Certification Authority who intends to ***obligate*** the funds to seek certification from the Investment Review Board/Defense Business Council. The certification must be approved by the Chair of the Defense Business Systems Management Committee.

14. If you have systems that are legacy systems that will remain beyond 3 years but will eventually be replaced by an Enterprise Resource Planning (ERP) solution do you have to categorize those systems as core?

Yes, certification is required. A core system is any system that will not sunset within three years of the date of funds certification, therefore certification is required.

15. Do I need to conduct BPR for my legacy system?

No, the need to conduct BPR is not **required** for legacy systems since they are intended to sunset within 36 months of certification.

16. I am a Program Manager of a MAIS Defense Business System. Will the Investment Review Board be providing acquisition oversight for my program?

No. Major Automated Information System (MAIS) programs use the Defense Acquisition System for oversight and the Investment Review Board is not intended to replace that function. The Department uses the Business Capability Lifecycle framework which provides integration between investment management and acquisition. A program will require Investment Review Board funds certification and must be submitted to the Investment Review Board for certification as part of the Pre-Certification Authority's Organizational Execution Plan.

BEA Compliance

17. Will the traditional Investment Review Board artifacts still be required for the systems listed in the Organizational Execution Plan such as DITPR dashboards, BPR assessments, EV Tool, Architecture artifacts?

The information required for the IRB investment review and certification process has been reduced. The Organizational Execution Plan brief and the data contained within SNaP-IT and DITPR will be directly leveraged to provide the analytics necessary for the Investment Review Board/Defense Business Council. Business Process Re-Engineering assessment and architecture artifacts are likely still necessary to support the internal component determinations by the Component's Pre-Certification Authority.

18. What version of Business Enterprise Architecture should be used for the Pre-Certification Authority's compliance assessment?

The Pre-Certification Authority may assert/determine Business Enterprise Architecture compliance using Business Enterprise Architecture 8.0 or later.

19. Who is responsible for BEA compliance?

The Pre-certification Authority or PCA is responsible for asserting BEA compliance. The Pre-certification Authority is also responsible for determining Business Process Re-Engineering sufficiency in accordance with the guidance.

20. Can I assert compliance to a previous release of the Business Enterprise Architecture? For example: can I assert compliance to Business Enterprise Architecture version 6.0?

No. Organizational Execution plans must assert compliance to Business Enterprise Architecture 8.0 or later for this Investment Review Board cycle. Alternatively, the Pre-Certification Authority can

determine that an Organizational Execution Plan or a part of it is not compliant with the Business Enterprise Architecture but still necessary and discuss with the Investment Review Board the plan to become compliant.

Key Terms

21. What is a Functional Strategy?

The Functional Strategy is the core document that describes each business area's strategic vision, goals, and targeted outcomes over the next three to five years. It identifies and prioritizes activities and provides guidance to Components as they assemble systems investments into portfolios (Organizational Execution Plans) that link back to the appropriate Functional Strategies. Functional Strategies will be developed by each Principal Staff Assistant (PSA) and will be aligned to the DoD Strategic Management Plan. Functional Strategies will be developed for the following business areas:

- Financial Management (USD Comptroller)
- Acquisition (USD Acquisition, Technology and Logistics (AT&L))
- Defense Security Enterprise (USD Intelligence)
- Logistics & Materiel Readiness (USD AT&L)
- Installations & Environment (USD AT&L)
- Human Resources Management (USD Personnel and Readiness)
- Security Cooperation (USD Policy)
- Enterprise IT Infrastructure (DoD Chief Information Officer)

22. What is a Principal Staff Assistant?

The Principal Staff Assistant is the senior advisor to the Secretary of Defense for defined functional areas such as Acquisition, Technology and Logistics or Personnel and Readiness. As the principal staff element of the Office of the Secretary of Defense, the Principal Staff Assistant assists the Secretary in the exercise of policy development, planning, resource management, fiscal, and program evaluation responsibilities. PSAs with defined functional strategies for business are listed above.

23. What is an Organizational Execution Plan?

An Organizational Execution Plans represents a Component's entire business IT spend plan. It also reflects the Component's portfolio of business IT investments aligned to the Department's Functional

Strategies and Business Enterprise Architecture as well as taking into account any other Component imperatives and priorities. It is the tactical means through which the Pre-Certification Authority proposes how they will deliver the Department's business priorities. A completed plan will demonstrate how, through sound investment management, a portfolio of systems will support the functions and sub-functions contained within Functional Strategies defined by the Principal Staff Assistants.

24. What is a Pre-Certification Authority?

A Pre-Certification Authority or PCA is the senior DoD official that is responsible for submitting proposed Defense Business System investments to the Defense Business Council/Investment Review Board for approval as a portfolio of investments within an Organizational Execution Plan. The Pre-Certification Authority must determine that proposed DBS investments:

- Are in compliance with the BEA—and that BPR efforts have been sufficiently undertaken to ensure that:
 - The business process supported by the Defense business system is (or will be) as streamlined and efficient as practicable.
 - The need to tailor commercial-off-the-shelf systems to meet unique requirements or incorporate unique interfaces has been eliminated or reduced to the maximum extent practicable.
- Are necessary to achieve a critical national security capability or address a critical requirement in an area, such as safety or security; or
- Are 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.

25. Who is my Pre-Certification Authority?

Pre-Certification Authorities are as follows:

- Within the Office of the Secretary of Defense, the Principal Staff Assistant is the Pre-Certification Authority for “Other Defense Organizations” (excluding Defense Agencies)
- Combat Commanders serve as the Pre-Certification Authority for their respective Combatant Commands
- In the case of an Army, Navy or Air Force program, the respective Chief Management Officer

- In the case of a program of a Defense Agency, the Director, or equivalent, of such Defense Agency, unless otherwise approved by the Deputy Chief Management Officer of the Department of Defense.
- In the case of a program that will support the business processes of more than one military department or Defense Agency, an appropriate pre-certification authority designated by the Deputy Chief Management Officer of the Department of Defense

26. 10 U.S.C. 2222 references the term “Covered Defense Business System”. What is a covered Defense Business System?

Covered Defense Business Systems are defined as Defense Business Systems that will have a total cost (appropriated or non-appropriated) of \$1,000,000 or more — over the period of the current future-years defense program (FYDP) submitted to Congress under section 221 of the NDAA FY2012.

27. 10 U.S.C. 2222 references the term Target Defense Business Systems Computing Environment. What is the Target Defense Business Systems Computing Environment?

The Target Defense Business Systems Computing Environment commonly referred to as the Target Environment defines the environment in which a Defense business system, a network, or a Component operates. The environment includes physical, administrative, and personnel procedures as well as communication and networking relationship with other defense business systems. This environment will include all the end-to-end processes that are conducted by DoD, and will be compliant with the Business Enterprise Architecture.

28. What is the Investment Review Board/Defense Business Council (IRB/DBC)?

The IRB/DBC is the single governance body which is responsible for approval and certification of Organizational Execution Plans submitted by the Pre-Certification Authorities. The DBC/IRB will record outcome decisions on behalf of the DBSMC.