



## DoD INSTRUCTION 5000.75

### BUSINESS SYSTEMS REQUIREMENTS AND ACQUISITION

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**Originating Component:** Office of the Under Secretary of Defense for Acquisition and Sustainment

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**Cancels:** DoD Chief Information Officer (DoD CIO) Memorandum, “Use of Enterprise Information Technology Standard Business Case Analysis,” October 23, 2014, for business systems

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**Purpose:** In accordance with the authority in DoD Directives 5134.01, 5144.02, 5105.82, 5105.53, and 5000.01 and the July 11, 2014 and July 13, 2018 Deputy Secretary of Defense Memorandums, this issuance:

- Implements the statutory requirements of Section 2222(c) “Issuance of Guidance” of Title 10 United States Code (U.S.C.) and Section 883(e) “Guidance on Acquisition of Business Systems” of Public Law 114-92.
- Establishes policy for the use of the business capability acquisition cycle (BCAC) for business systems requirements and acquisition.

- Implements the statutory requirements of Subtitle III of Title 40, United States Code (U.S.C.) and Section 811 of Public Law 106-398 (referred to in this issuance as the Clinger-Cohen Act (CCA)).
- Supersedes all processes, procedures, and definitions in DoD Instruction (DoDI) 5000.02T for all business system acquisition programs, including the definition of Major Automated Information System in DoDI 5000.02T's Table 2, which does not apply to business systems.

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## **SECTION 1: GENERAL ISSUANCE INFORMATION**

### **1.1. APPLICABILITY.**

This issuance applies to:

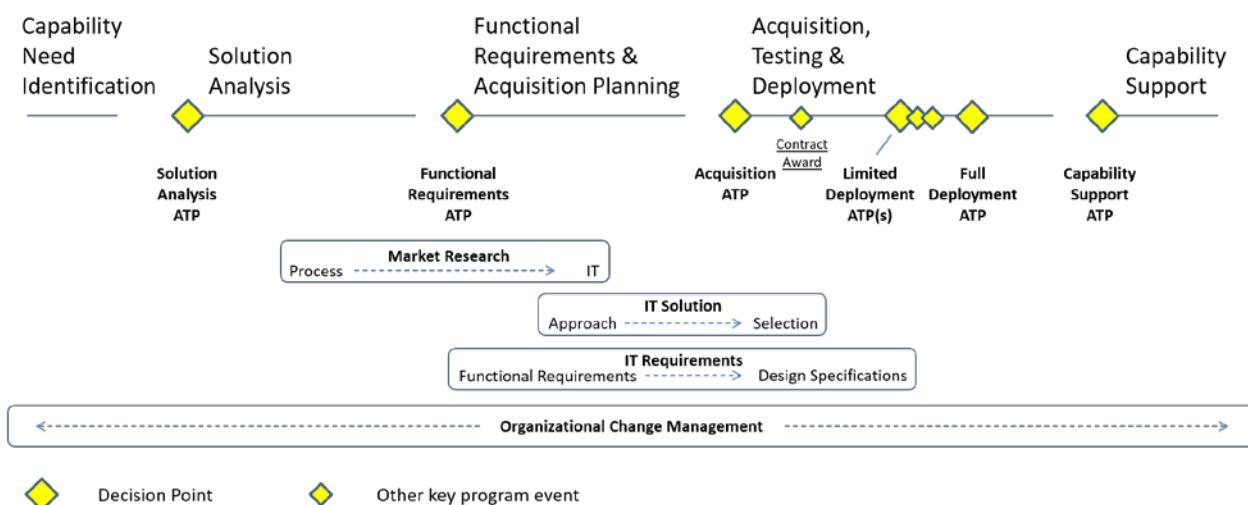
- a. OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (referred to collectively in this issuance as the “DoD Components”).
- b. All defense business capabilities and their supporting business systems, including those with “as-a-service” (aaS) solutions. Chief Management Officer (CMO) certification requirements in this issuance apply to business systems only.

### **1.2. POLICY.**

It is DoD policy that:

- a. DoD acquisition of business systems will be aligned to commercial or government best practices and will minimize the need for customization of commercial products to the maximum extent practicable. Thorough industry analysis and market research of both process and information technology (IT) are expected.
- b. Business systems acquisition will facilitate business changes through doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy to drive performance improvements, efficiencies, effectiveness, cyber resilience, and audit compliance.
- c. Business systems acquisition is the joint responsibility of the functional and the acquisition communities. Both communities are accountable for the successful delivery of business capability, from business process design through business system deployment and capability support. Functional and acquisition leadership emphasis on change management is essential for success, and all leaders must drive toward commercial off-the-shelf (COTS) and government off-the-shelf (GOTS) solutions, to the extent practicable.
- d. The acquisition pathway described in this issuance may be used for other non-developmental, software intensive programs (including national security systems, productivity solutions, and IT infrastructure), when approved in program acquisition strategies. Statutory requirements for other types of IT capabilities developed in accordance with this issuance will still apply. CMO certification requirements in this issuance apply to business systems only.
- e. The authority to proceed (ATP) decision points of the BCAC portrayed in Figure 1 provide the framework for acquisition and business decisions in the life cycle and may be tailored as necessary to contribute to successful delivery of business capabilities.

**Figure 1. Business Capability Acquisition Cycle**



f. Decision authorities in Table 3 of Appendix 4A of this issuance will tailor the application of regulatory requirements and procedures to best achieve capability outcomes, consistent with established statutory requirements outlined in Table 4 of Appendix 4A. In addition, decision authorities will reduce separate reviews and approvals by other organizations when confirmation through direct collaboration is sufficient.

g. CCA compliance will be accomplished as an iterative process, as all information may not be available during early ATP decision points. Full CCA compliance (i.e., compliance with all CCA criteria) is required no later than the first Limited Deployment ATP. More information on CCA compliance is in Paragraph 3.2.d and Table 4 of Appendix 4A.

### 1.3. SUMMARY OF CHANGE 2.

This change clarifies policy, responsibilities, procedures, and definitions to address updates to Section 2430(a) of Title 10, U.S.C., gaps in current business systems policy as a result of lessons learned, evolving acquisition practices (including DoD's Adaptive Acquisition Framework and 5000-series initiatives), and changes to other business systems-relevant issuances. This change also updates references and organizational symbols, and corrects other administrative concerns.

## **SECTION 2: RESPONSIBILITIES**

### **2.1. UNDER SECRETARY OF DEFENSE FOR ACQUISITION AND SUSTAINMENT (USD(A&S)).**

The USD(A&S) is the Defense Acquisition Executive. The USD(A&S):

- a. Establishes policy and provides oversight for the business systems life cycle.
- b. Delegates milestone decision authority (MDA) for assigned business systems described in Table 1 of Section 3:
  - (1) To a DoD Component head, who then may delegate the authority to the Component Acquisition Executive (CAE), but no further for business system Category (BCAT) I programs.
  - (2) To another OSD official as the USD(A&S) considers appropriate.

### **2.2. CHIEF MANAGEMENT OFFICER OF THE DEPARTMENT OF DEFENSE (DoD CMO).**

The DoD CMO:

- a. Establishes policy and provides oversight for planning and control of investments in business systems, to include certification of covered defense business systems in accordance with Section 2222 of Title 10, U.S.C.
- b. Maintains the Business Enterprise Architecture (BEA) and requires all functional strategies, capabilities, processes and systems to be reflected in the BEA.
- c. Establishes policy and processes for:
  - (1) Business system capability portfolio management and its appropriate linkage to the BEA.
  - (2) Validation of business needs and identification of capability requirements for business systems.
- d. Validates capability requirements for assigned business systems in Table 1 of Section 3 to align business capabilities to functional strategies.
- e. Delegates requirements validation authority for BCAT I programs to a Military Department (MILDEP) CMO.

### **2.3. DOD CHIEF INFORMATION OFFICER (DOD CIO).**

The DoD CIO:

- a. Establishes policy and provides oversight for CCA confirmation for business systems.
- b. Confirms CCA compliance for joint systems and delegates CCA compliance authority for all other business systems to the DoD Component CIO.
- c. Approves:
  - (1) Cybersecurity strategies mission-critical and mission-essential IT and BCAT I programs before ATP decision points or development contract awards.
  - (2) IT infrastructure and hosting solutions for joint and enterprise business systems and BCAT I programs.

#### **2.4. DIRECTOR, COST ASSESSMENT AND PROGRAM EVALUATION.**

The Director, Cost Assessment and Program Evaluation, establishes policies and procedures for the collection of cost data, the conduct of cost estimates, and analysis of solution approaches for the acquisition of business systems.

#### **2.5. OSD AND DOD COMPONENT HEADS.**

The OSD and DoD Component heads:

- a. Provide policy and guidance relating to their functional area throughout the business systems life cycle.
- b. When requested, advise the program, the MDA, and the appropriate CMO decision authority on matters relating to their functional area at or before decision points throughout the business systems life cycle.

## **SECTION 3: ROLES**

### **3.1. GENERAL.**

- a. The roles described in this section will be performed by OSD, MILDEP or DoD Component level leaders according to designated BCAT and delegation of authority.
- b. Table 1 defines BCAT based on systems covered by Section 2222 of Title 10, U.S.C., along with minimum required decision authorities.

**Table 1. DoD Business System Categories**

<b>Business System Category / Reason for Designation</b>		<b>Decision Authorities</b>
I	<ul style="list-style-type: none"><li>• Priority defense business system expected to have a total amount of budget authority over the period of the current Future Years Defense Program (FYDP) in excess of \$250,000,000; or</li><li>• DoD CMO designation as priority based on complexity, scope, and technical risk, and after notification to Congress.</li></ul>	<u>Requirements Validation / CMO Certification:</u> DoD CMO or as delegated  <u>MDA:</u> defense acquisition executive or as delegated (not below CAE)
II	<ul style="list-style-type: none"><li>• Does not meet criteria for category I.</li><li>• Expected to have a total amount of budget authority over the period of the current FYDP in excess of \$50,000,000.</li></ul>	<u>Requirements Validation / CMO Certification:</u> MILDEP CMO or as delegated; DoD CMO or as delegated for all other DoD Components  <u>MDA:</u> CAE or as delegated
III	<ul style="list-style-type: none"><li>• Does not meet criteria for category II.</li></ul>	<u>Requirements Validation / CMO Certification:</u> DoD CMO or MILDEP CMO may designate as requiring certification  <u>MDA:</u> Same as category II and further delegation is encouraged
1. Transitions from lower to higher business system categories based on FYDP cost thresholds become effective no later than when the President's Budget is submitted to Congress. 2. Business systems will not transition automatically from higher to lower business system category even if FYDP costs no longer exceed thresholds for the higher category. The MDA, in coordination with the appropriate CMO decision authority, will make the decision to transition from a higher to lower category.		

### **3.2. ROLES IN BUSINESS SYSTEMS REQUIREMENTS AND ACQUISITION.**

#### **a. Functional Sponsor.**

(1) The functional sponsor is the DoD or Component senior leader with business function responsibility seeking to improve mission performance. The functional sponsor confirms the need for improved business operations and represents the user community interests throughout the BCAC. The functional sponsor represents the DoD organization(s) with a business problem or opportunity that may be addressed via the acquisition of a business system, business process reengineering, or related business changes.

(2) The functional sponsor leads solution analysis and change management and creates a successful change environment. The functional sponsor:

(a) Engages stakeholders to keep them actively involved in shaping the complete future solution.

(b) Makes resources available for each phase of requirements and acquisition to include stakeholders and subject matter experts.

(c) Programs and budgets for lifecycle costs of full business spectrum solutions.

(d) Provides input, including market research, to the MDA for the development of the business system.

(e) Validates that deployed capabilities meet business requirements, deliver expected benefits, and provide return on investment.

(f) Designates the functional lead who will report to the functional sponsor and collaborate with the program manager.

#### **b. CMO.**

The CMO role will be performed by the DoD CMO or MILDEP CMO identified as the decision authority in Table 1 depending on the BCAT and any delegation. The CMO:

(1) Determines that business requirements are valid, capability requirements are achievable, and capability development efforts are appropriate.

(2) Determines that business systems in development are aligned to processes in the BEA and meet applicable enterprise standards.

(3) In accordance with Section 2222 of Title 10, U.S.C., and with the support from the functional sponsor and MDA as needed, determines if a program is a business system.

(4) Certifies business system programs to fulfill the requirements of Section 2222 of Title 10, U.S.C and may designate specific BCAT III systems as requiring certification.

**c. Milestone Decision Authority (MDA).**

The MDA:

- (1) Approves critical acquisition decisions for ATP decision points or concurs in contractual commitments.
- (2) Oversees business system delivery within approved cost, schedule and performance parameters included in the baseline.
- (3) Establishes oversight controls for programs, including procedures to report cost, schedule and performance variances and to address reported variances. The acquisition chain of command supports the MDA by leading the program manager and program execution. Specific leadership roles vary by organization but often include the CAE and Program Executive Officer.
- (4) In coordination with the appropriate CMO decision authority, designates BCAT in accordance with Table 1 of Section 3.
- (5) In accordance with Paragraph 1.2.d, authorizes non-developmental, software intensive programs that are not business systems to use the acquisition processes and procedures in this issuance and approves the program's tailored acquisition approach.

**d. Chief Information Officer (CIO).**

The CIO role will be performed by the DoD CIO or DoD Component CIO depending upon the BCAT and any delegation. The appropriate CIO:

- (1) Confirms CCA compliance based on program manager input and supporting artifacts through proactive engagement, participating as early as practical in the life cycle. This ensures a continuous monitoring approach for CCA and cybersecurity compliance instead of conducting a checklist assessment at the end of each life cycle phase. CIOs will confirm that CCA compliance is on track during the early BCAC phases using a tailored approach because not all information may be available yet and will base their decision on information in the program's capability implementation plan, defined in Appendix 4B.
- (2) Assists with determination of cybersecurity controls and reviews and approves the cybersecurity strategy at the appropriate delegation level before ATP decision points or development contract awards.
- (3) Establishes standards and supports determination of program IT infrastructure solutions and hosting requirements, encouraging shared infrastructure solutions and cloud-based solutions first with the appropriate program executive officer or service provider.
- (4) Works with the functional lead and program manager to ensure agile or incremental software development processes are used to the greatest extent practical.

**e. Functional Lead.**

The functional lead:

- (1) Leads business process reengineering and execution of business process changes.
- (2) Leads definition of functional requirements and training and deployment for the business capability.
- (3) Reports to the functional sponsor and collaborates with the program manager.

**f. Program Manager.**

The program manager:

- (1) Leads development and delivery of the business system that supports the delivery of business capability.
- (2) Provides input to the functional sponsor on process design, requirements, training and other matters that may influence the acquisition strategy for business systems.

### **3.3. PROGRAM MANAGER RELATIONSHIP.**

The relationship between the program manager and the functional lead is shown in Table 2. The tasks each individual leads or supports are described by phase in Section 4.

**Table 2. Functional Lead and Program Manager Interaction**

Activity	Paragraph	Functional Lead	Program Manager
Identify business capability needs	4.2.a	Lead	Support
Design future business processes & solutions	4.2.b	Lead	Support
Define functional requirements	4.2.c	Co-Lead	Co-Lead
Define solution approach	4.2.c	Co-Lead	Co-Lead
Evaluate solution selection	4.2.d	Support	Lead
Define detailed design specifications	4.2.d	Support	Lead
Develop and deliver business system	4.2.d	Support	Lead
Support business capability	4.2.e	Lead	Support
Manage configuration of the business system	4.2.e	Support	Lead

## **SECTION 4: PROCEDURES**

### **4.1. OVERVIEW.**

#### **a. Tailoring.**

The procedures used to develop business capability requirements and supporting systems will be tailored to the characteristics of the capability being acquired. Tailoring will focus on application of best practices to the totality of circumstances associated with the program, including affordability, urgency, return on investment, and risk factors.

(1) Tailoring should be considered throughout the life cycle from both the functional and acquisition perspective, to include program strategies and oversight, program information, acquisition phase content, and the timing and scope of decision reviews and decision levels.

(2) The MDA may tailor acquisition content (i.e., acquisition strategy content) for all BCAC phases. Information requirements supporting requirements validation and the CMO certification process cannot be tailored and must be provided to decision makers as prescribed.

(3) Statutory requirements for business systems are outlined in Table 4 of Appendix 4A and may not be waived or tailored unless the statute permits.

#### **b. ATP Decision Points.**

Decisions will be informed by measures that assess the readiness to proceed to the next phase of the process. Decision-making will focus on executability and effectiveness of planned activities, including cost, schedule, performance, acquisition strategy, incentive structure and risk.

(1) Decisions are coordinated across key stakeholders and made in a collective forum so that the decision authority is fully informed by the stakeholders at each decision point.

(2) Decision authority is determined by phase content and type of decision being made. Decision authorities are described in more detail by phase in this section and summarized in Table 3 of Appendix 4A.

(3) After the Functional Requirements ATP, the timing and number of all subsequent decision points are established as part of the capability implementation plan, defined in Appendix 4B.

(4) ATP decisions must be documented for the record. Approval is based upon component representation that it has satisfied all statutory, regulatory, and any additional critical requirements unless otherwise stated. Information supporting the decision must be maintained in accordance with DoD records management procedures.

(5) Considerations for decision criteria to use in support of ATP decision points are included in Table 5 of Appendix 4A.

**c. Governance.**

Governance for business capabilities is not a one-size-fits-all model and must be adaptive, transparent, and inclusive of key stakeholders to enable rapid decision making on key matters such as requirements, cost, schedule, performance, and risk. Simplified and effective governance driven by clear outcomes throughout the capability life cycle is encouraged, as is delegating governance decisions to the lowest practical levels.

**d. Change Management.**

Change management proactively prepares the functional community for upcoming changes resulting from the delivery of a business capability, reduces risk, and increases user adoption. Change management tasks span the lifecycle of the product's delivery and include the development and delivery of training materials and ongoing capability improvements addressed in the capability support phase. The functional lead and program manager are jointly responsible for change management.

**e. Budgeting by Functional Capability and IT Portfolio.**

Every phase outlined in this document will be funded in the planning, programming, budget, and execution process. To facilitate this, functional capability and IT portfolio program elements will be established by Components to fund business need definition and business solution design efforts. Funding in the program objective memorandum will represent the work to be done across the life cycle, starting with requirements development through deployment and capability support.

**f. Continuous Process Improvement.**

The functional sponsor will engage in continuous process improvement throughout all phases of the BCAC, based on opportunities that emerge in analysis of existing capabilities, processes, and supporting IT in use within the existing organization and at other organizations. The functional sponsor will prioritize these continuous process improvement opportunities for current and future initiatives.

**g. Industry Analysis and Market Research.**

The functional sponsor and MDA must provide access to domain experts with functional and technical knowledge to support analysis of processes from industry and government for capability delivery options. These domain experts must guide the development of business requirements without preferring business systems over business process improvements. Market research will identify existing and emerging business systems available to support future processes.

**h. Prototyping and Demonstrations.**

To the extent that it benefits the program and at acceptable cost and risk, program managers are encouraged to use prototyping and demonstrations to inform requirements, support market research, and support selection of products and services. Program managers will provide the

MDA with the expected benefits that these efforts will provide as well as the approach for making any prototypes operational, as appropriate.

#### **i. Delivery of Capability.**

Functional leads and program managers will apply commercial best practices and lessons learned to prioritize and more rapidly develop and deploy useable, affordable subsets of capability.

(1) A release is a manageable subset of functionality, such as minimum viable product, that provides utility in support of the business capability. Based on the program's particular baselining approach, releases will be baselined and documented in the capability implementation plan, as defined in Appendix 4B. The utility provided by a release does not have to fulfill the entire business capability. Additional utility may be added through iterative releases based on user feedback to minimize risk and increase adoption.

(2) A deployment either introduces a new release into the production environment or expands the user base of existing functionality. Deployment includes training and business systems operations activities such as help desk support.

#### **j. Integrated Testing.**

The MDA will oversee an effective yet efficient testing approach that incorporates:

(1) Integrated testing, in which a single test activity can provide data to satisfy multiple objectives, as supported by an integrated testing strategy documented in the capability implementation plan defined in Appendix 4B. Integrated testing may include combined contractor and government developmental testing, as well as integrated government developmental and operational testing.

(2) The use of test automation, to the greatest extent practical.

(3) Involvement of users and testers throughout the entire life cycle.

(4) When supported by the appropriate risk analysis, assessments will primarily use data from integrated test events rather than a dedicated independent operational test event. For programs on the Director, Operational Test and Evaluation (DOT&E) Oversight List, the level of test and use of integrated test data, test strategies, as well as dedicated operational test events should be approved by DOT&E based upon Guidelines for Operational Test and Evaluation of Information and Business Systems.

#### **k. Delegation.**

Decision authorities in Table 3 of Appendix 4A will evaluate remaining risk in business system programs at each decision point and can delegate authority for specific releases or all remaining program capability, to empower leaders to provide timely guidance and make decisions at the lowest practical level.

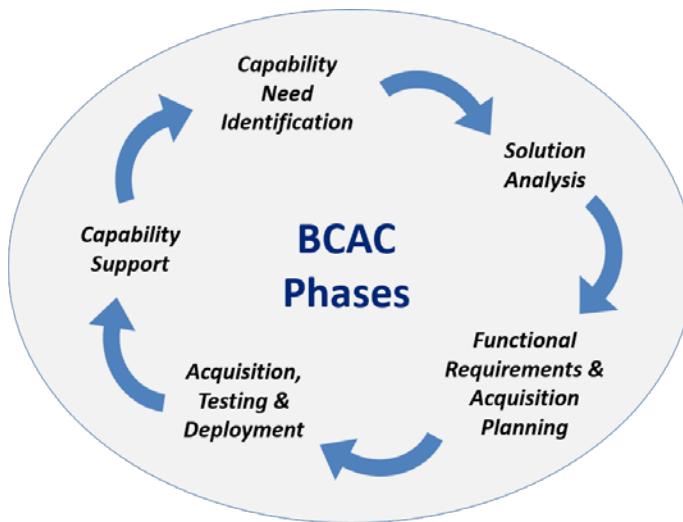
## I. Documentation and Deliverables.

Information requirements will generally not be prepared solely for staff review and approval. In addition to supporting decision making at ATP decision points, these products should support program activities such as contracting actions or test events, or serve as planning and management tools. The information produced will be specific to each program and acquisition information (e.g., acquisition strategy content) will be tailored to meet individual program needs. Details will be maintained by the program in a transparent and timely manner, readily available for reviews as needed.

## 4.2. BCAC PHASE ACTIVITIES AND DECISION POINTS.

Figure 2 illustrates the five phases in the process. The BCAC is intended to be cyclical and flexible with phases repeating as necessary to drive timely achievement of outcomes.

**Figure 2. High-Level BCAC Process**



### a. Capability Need Identification.

The functional sponsor leads this phase with guidance and support from the appropriate CMO decision authority. The objective is to establish a clear understanding of needed business capabilities so that the functional sponsor and acquisition officials can decide to invest time and resources into investigating business solutions.

#### (1) Phase Description.

- (a) The capability need is based on the desired end state in a business mission area, the problem(s) preventing it, and the future capabilities required to achieve it.
- (b) Definition of the future capabilities will include analysis of other organizations with similar capability needs.

**(2) Solution Analysis ATP.**

At this decision point, the appropriate CMO decision authority, with input from the functional sponsor, validates the capability requirements, approves the work planned for the next phase, and verifies the capability is aligned with the BEA as well as organizational or OSD functional strategy and IT portfolio management goals.

**(3) Information Requirements.**

Machine searchable capability requirements must be provided for the Solution Analysis ATP. Capability requirements must include:

- (a) A description of the business problem or opportunity and its impact on cost and mission performance.
- (b) Prioritized business capabilities and their attributes, such as testable, quantifiable, and achievable, capability performance measures with associated current and future values, including threshold and objective values for future capability performance.
- (c) Pertinent law, regulations and policies that will either require modification or constrain solutions.

**b. Solution Analysis.**

The functional sponsor leads this phase with guidance from the appropriate CMO decision authority and support from the program manager and MDA. The objective of this phase is to determine the high-level business processes supporting the future capabilities to maximize use of existing business solutions and minimize creation of requirements that can only be satisfied by a business system.

**(1) Phase Description.**

- (a) Future capabilities are based on reengineering the high-level future business processes that will deliver the capabilities. This includes selecting and tailoring commercial best practices to meet the needs of the end user community.
- (b) Definition of the future capabilities will include market analysis and research of other organizations with similar capabilities to identify processes that can be adopted.
- (c) The functional sponsor must ensure funding is available to support the phase activities and must provide a plan for funding future phases, as appropriate. The availability of funding must be validated by the appropriate resource official prior to the Functional Requirements ATP.

**(2) Functional Requirements ATP.**

At this decision point:

(a) The appropriate CMO decision authority validates that sufficient business process reengineering has been conducted to determine whether a business system is required.

(b) The MDA approves execution of the activities outlined in the capability implementation plan defined in Appendix 4B.

**(3) Information Requirements.**

**(a) Business Processes.**

High-level business processes must be structured to focus on the work to be conducted and on the information used, not supporting IT.

**(b) Capability Implementation Plan.**

See Appendix 4B for information on the capability implementation plan.

**c. Functional Requirements and Acquisition Planning.**

During this phase, the functional sponsor leads execution of approved business process actions in the capability implementation plan, defines IT functional requirements, and assists the program manager with assessing the overall solution approach (e.g., COTS, GOTS, “aaS,” legacy modernization, or new development). Meanwhile, the MDA oversees development of the acquisition strategy. An objective of this phase is to establish the acquisition strategy and identify the capability support approach required to meet the functional requirements.

**(1) Phase Description.**

(a) Functional requirements describe how the business system will achieve the future business processes.

(b) The program manager engages further with industry (e.g., market research, benchmarking, requests for information, industry days) so that functional requirements reflect the current state of practice and inform the acquisition strategy. Additional information on functional requirements is included in Appendix 4D.

(c) The appropriate cost agency will support development of alternatives and determination of the solution approach that best fits the needs and organizational goals based on economic analysis in accordance with DoDI 7041.03.

(d) The acquisition strategy included in the capability implementation plan reflects the solution approach and describes how the program manager will identify potential business system solutions and perform solution selection. Additional information on criteria for potential business system solutions is included in Appendix 4D.

(e) The program manager may, with the approval of the MDA, conduct design specification activities normally conducted after the Acquisition ATP to inform the acquisition strategy.

(f) As appropriate, the program manager will partner with the contracting officer to develop draft request for proposals (RFPs) that align to the acquisition strategy for the contract actions that follow the Acquisition ATP.

(g) Before the Acquisition ATP is approved, the appropriate CMO decision authority will approve the initial certification based on the chosen solution approach. Additional information on CMO certification is in Appendix 4C.

**(2) Acquisition ATP.**

At this decision point, the MDA:

(a) Verifies the requirement is fully funded across the FYDP to support all the acquisition activities requested for approval.

(b) Authorizes execution of the acquisition strategy and approves continued execution of the capability implementation plan.

**(3) Information Requirements.**

See Appendix 4B for information about the capability implementation plan.

**d. Acquisition, Testing, and Deployment.**

During this phase, the program manager leads execution of contract award, vendor management, establishment of baselines, delivery of the business system, and risk management. Meanwhile, the functional sponsor leads training and deployment. The objective of this phase is to achieve organizational change through business process changes and delivery of the supporting business system, with minimal customization.

**(1) Phase Description.**

(a) Detailed fit-gap analysis follows solution selection based on the acquisition strategy. Fit-gap analysis will be based on the known capabilities of the COTS/GOTS software in the selected business system solution.

(b) Design specifications will reflect fit-gap analysis and prioritization of features to allow for cost and schedule trades within scope.

(c) Development, delivery and support activities will be baselined and detailed in the implementation plan, expressed in terms of releases and deployments.

1. A limited deployment is any deployment before the Full Deployment ATP that provides a set of functionality to a set of users of the business system. The functional sponsor and program manager will recommend the functionality and number of users. Limited deployments will be approved at a Limited Deployment ATP.

2. The MDA will require sufficient testing before Limited and Full Deployment ATPs. For business systems on the DOT&E Oversight List, DOT&E will approve all operational test plans, and an Initial Operational Test and Evaluation will be conducted before the Full Deployment ATP.

3. Full deployment is the delivery of full functionality planned to all planned users of the business system in accordance with the Full Deployment ATP.

(d) The MDA will oversee establishment of cost, schedule and performance parameters for each release before development or delivery.

**(2) Limited Deployment ATP(s).**

At this decision point, the MDA, in conjunction with the functional sponsor, considers the results of testing, and approves deployment of the release to limited portions of the end user community. Multiple limited deployments may be authorized at the same decision point or delegated to a lower decision authority.

**(3) Full Deployment ATP.**

At this decision point, the MDA, with the support of the functional sponsor and appropriate CMO decision authority, considers the results of limited deployment(s) and operational testing and approves deployment to the entire user community.

**(4) Capability Support ATP.**

At this decision point, the functional sponsor accepts full deployment of the system and approves transition to capability support.

**(5) Information Requirements.**

See Appendix 4B for information about the capability implementation plan and capability support plan.

**e. Capability Support.**

During this phase, the functional sponsor manages and governs the business capability and the program manager manages the technical implementation and configuration of the business system. The objective of this phase is to provide support for the business capability, including continued cybersecurity readiness and enduring support for and appropriate upgrades to the business system.

**(1) Phase Description.**

(a) The functional lead, with the support of the program manager, leads development of capability requirements, business process design and re-engineering, and training for the business system in support of continuous process improvement.

- (b) The functional lead and program manager jointly develop and execute tailored capability implementation plans for each new set of capability requirements addressed in this phase.
- (c) The functional lead and program manager will continue periodic assessments of opportunities available in the marketplace to determine changes necessary to reduce costs and/or improve efficiencies to maintain the relevance of the capability and the business system.
- (d) The program manager will establish and manage cost, schedule, and performance metrics associated with upgrades to the approved baseline.

**(2) Capability Support Reviews.**

Each DoD Component will determine the frequency, content, and format of these reviews and will outline these details in the capability support plan. These reviews can occur at either the program or portfolio level. The following scenarios may prompt these reviews:

- (a) Cost growth above the approved baseline;
- (b) Changes to program requirements; or
- (c) Upgrades to the business system in response to approved requirements changes.

**(3) Information Requirements.**

See Appendix 4B for information on information requirements for capability support.

## APPENDIX 4A: SUPPORTING INFORMATION

Table 3 describes decision authorities for each decision point by role. The decision authority will be at the OSD or DoD Component level according to designated BCAT and delegation of authority. Table 4 aligns statutory requirements to BCAC decision points. Table 5 provides considerations for decision criteria; it does not represent a mandatory checklist for decision points.

**Table 3. Decision Authorities**

<b>Decision Point</b>	<b>Decision Authority or Authorities</b>
Solution Analysis ATP	CMO
Functional Requirements ATP	CMO (requirements validation) MDA (materiel solution)
Acquisition ATP, Contract Award, Limited Deployment ATP(s), Full Deployment ATP	MDA
Capability Support ATP	Functional sponsor
Capability Support Reviews (as needed)	Determined in Capability Support Plan

**Table 4. Statutory Requirements**

<b>Decision Point</b>	<b>Statutory Requirements</b>
Solution Analysis ATP	None
Functional Requirements ATP	None
Acquisition ATP	Section 2222 Title 10, U.S.C. information / CMO certification <sup>1</sup> Solution approach (fulfills market research, analysis of alternatives and economic analysis) Cybersecurity strategy (for mission essential and mission critical IT)
Contract Award	CCA Compliance
Limited Deployment ATP(s)	Full CCA compliance at first ATP <sup>2</sup> ; confirmation of compliance at additional ATPs
Full Deployment ATP	Confirmation of CCA compliance Initial Operational Test and Evaluation Report (for business systems on the DOT&E oversight list)
Capability Support ATP	None
Capability Support Reviews (as needed)	None

1. CMO certification can occur during prior phases, but must occur before the Acquisition ATP is approved.  
 2. Full CCA compliance can occur during prior ATP decision points, but must occur no later than the first Limited Deployment ATP. Separate documentation should not be needed to confirm CCA compliance.

**Table 5. Considerations for Decision Criteria**

<b>Decision Point</b>	<b>Considerations for Decision Criteria</b>
Solution Analysis ATP	<ul style="list-style-type: none"> <li>• Concise business problem and desired end state, with cost and performance improvements.</li> <li>• Documented laws, regulations and policies.</li> <li>• Alignment with and submission to the BEA.</li> <li>• Validated capabilities and capability performance measures.</li> <li>• Affordable capability with compelling business case for committing organizational resources for work planned up to next decision point.</li> </ul>
Functional Requirements ATP	<ul style="list-style-type: none"> <li>• High-level business processes include performance measures and supporting activities and tasks with inputs and outputs.</li> <li>• Business processes focus on work and not supporting systems or IT.</li> <li>• Clear understanding of the process and functional changes needed to achieve future business processes.</li> <li>• Key processes identified for improvement documented with changes in process models.</li> <li>• Business processes reflect knowledge of industry state of the art.</li> <li>• Business process actions identified, prioritized and included in the capability implementation plan.</li> <li>• ROM cost estimate for all business changes to achieve future business processes.</li> <li>• Affordability targets for business system with compelling business case for committing organizational resources for work planned up to next decision point.</li> <li>• Acquisition strategy outlines planned decision points and decision authorities.</li> <li>• Consistency with DoD Information Enterprise policies and architecture.</li> <li>• High-level understanding of capability support requirements.</li> <li>• Initial cybersecurity strategy consistent with DoD policies, standards, and architectures.</li> </ul>

**Table 5. Considerations for Decision Criteria, Continued**

Decision Point	Considerations for Decision Criteria
Acquisition ATP	<ul style="list-style-type: none"> <li>• Alternatives leverage market research on existing or emerging COTS and GOTS products and services.</li> <li>• Potential business system solutions reflect traceability to functional requirements and decomposition.</li> <li>• Potential business system solutions include trade space to minimize customization.</li> <li>• Potentially expensive or high risk functional requirements are identified with recommended alternative approaches.</li> <li>• Potential business system solutions address technical and lifecycle support requirements.</li> <li>• Solution evaluation criteria include: economic analysis; satisfaction of functional requirements and information assets; satisfaction of technical requirements and lifecycle support requirements; and overall risk.</li> <li>• Solution evaluation criteria include (if needed): delivery schedule; evaluation of trade space for functional requirements; and enterprise impacts.</li> <li>• Technical management strategy identifies lifecycle methodology for development and delivery of the business system, to include capability support.</li> <li>• Consistency with DoD Information Enterprise policies and architecture.</li> <li>• Cybersecurity strategy consistent with DoD policies, standards and architectures, including interoperability requirements.</li> <li>• Auditability compliance is reviewed and confirmed, if necessary and appropriate</li> <li>• Certification under Section 2222 Title 10, U.S.C.</li> </ul>
Limited Deployment ATP	<ul style="list-style-type: none"> <li>• Maturity of developed or configured software through pre-production assessment of functional requirement coverage and defects impacting users.</li> <li>• Execution of change management, training and deployment plans.</li> <li>• Consistency with DoD Information Enterprise policies and architecture.</li> <li>• Test results (including cybersecurity tests) indicating adequate performance and cybersecurity.</li> <li>• Program progress against baselined cost, schedule and performance.</li> <li>• Ensure CCA compliance</li> <li>• Actions necessary for capability support.</li> </ul>

<b>Decision Point</b>	<b>Considerations for Decision Criteria</b>
Full Deployment ATP	<ul style="list-style-type: none"><li>• Measured performance of operational software in support of future business processes and technical and lifecycle requirements.</li><li>• Organizational readiness for continued deployment.</li><li>• Consistency with DoD Information Enterprise policies and architecture.</li><li>• Test results (including cybersecurity tests) indicating adequate performance and cybersecurity.</li><li>• Program progress against baselined cost, schedule and performance.</li><li>• Ensure CCA compliance.</li><li>• Actions necessary for capability support.</li></ul>
Capability Support ATP	<ul style="list-style-type: none"><li>• Measured performance of implemented future business processes.</li><li>• Continued cybersecurity readiness.</li><li>• Organizational readiness for capability support.</li></ul>

## **APPENDIX 4B: CAPABILITY IMPLEMENTATION PLAN**

### **4B.1. DEFINITION.**

- a. The capability implementation plan is an aggregation of the content needed by the program office to prepare for and manage the delivery of the capability and to support statutory and regulatory requirements; it is not a specific document or set of documents. It accounts for all necessary information products required to support and inform leadership decisions.
- b. Capability implementation plan information will be stored and used by the program office in whatever applicable format or repository is needed and information will be maintained in accordance with records management procedures. Details will be maintained in a transparent manner and will be made readily available for reviews as needed.
- c. The capability implementation plan must include or reference the information requirements developed during early BCAC phases that support requirements validation and the CMO certification process. All other implementation plan content (i.e., acquisition strategy content), may be tailored to the individual needs of the program unless required by statute.
- d. The acquisition strategy content of the implementation plan may need to be maintained separately to compartmentalize acquisition sensitive information. Similarly, technical content concerning cybersecurity may also be maintained separately.
- e. The program may rely on external content such as portfolio procedures to govern technical management. In this case, the capability implementation plan content supplements the portfolio procedures only as needed to tailor the program.

### **4B.2. CONTENT.**

Although content will differ from program to program, an effective capability implementation plan will include:

- a. References to the capability requirements that the capability implementation plan supports.
- b. A description of planned decision points with governance details that describe decision authorities, information requirements that will support the decision, and actions the decision will authorize.
- c. A description of business process actions and leaders responsible. Common business process actions include:
  - (1) Implementation of law, regulation, policy or business process changes, including those that do not require business systems and those that must occur before the business system can be acquired.

- (2) Development of training materials in support of business process changes.
- (3) Conduct of user training and deployment in support of the business system.
- d. A description of acquisition actions and leaders responsible. Common acquisition actions include:
  - (1) Requests for information, peer reviews, RFPs, and contract awards.
  - (2) Definition and modeling of functional requirements, inputs and outputs, and design specifications.
  - (3) Software design, development and testing.
  - (4) Developmental and operational test and evaluation.
  - (5) Technical and management assessments (e.g., engineering, test, and program management) to identify and mitigate risks and manage issues.
  - (6) Development of training materials in support of the business system.
  - (7) Coordination and approval of memoranda of agreement, interface control agreements and service level agreements.
- e. The combined schedule actions needed to deliver and support the capability.
- f. A component-based representation of the decomposition of the work to be executed to deliver and support the capability (e.g., work breakdown structure or capability roadmap).
- g. Acquisition objectives: a description of the organizational or strategic business goals for the development and delivery of the business capability in terms of cost and benefits, schedule, return on investment, and affordability. These should include indicators to identify when a program may be at risk.
- h. Baseline: a reference against which to measure progress of the business capability. The desired end state of the business system and associated business processes at the program or release level, expressed in terms of cost, schedule, performance, and other measures as appropriate. Baselines should be established no later than 24 months after the original Solution Analysis ATP.
  - (1) If at the program level, the baseline will be set prior to the development of the first release/deployment.
  - (2) If at the release level, the baseline will be set prior to the development of each release or deployment.
- i. Tailored business system acquisition strategy.

(1) Acquisition content: a description of the program approach to leverage competition to acquire the required capability at reduced cost and risk. The approach must describe the business strategy, including major contracts planned, contract type(s) and incentives, market research, potential sources, capability support strategy, subcontracting opportunities, special contracting considerations and special clauses, the business case for or against obtaining warranties, payment methods, contract management and administration, intellectual property strategy, and use of COTS or reasons not to use COTS.

(2) Technical management content: a description of the program approach to leverage systems engineering, test and evaluation (T&E), cybersecurity, and data management processes to reduce technical risk. Specific T&E management content requirements include:

(a) Test events to collect data must be defined, scheduled, and resourced in the capability implementation plan, including a Developmental Evaluation Framework matrix.

(b) Cybersecurity T&E should be based on a zero-trust model and incorporate automated testing practices as much as practical (e.g., static/dynamic code analysis) early in the lifecycle to remediate and mitigate vulnerabilities. It will include continuous monitoring and will consider appropriate application of the DoD Cybersecurity Test and Evaluation Guidebook for cybersecurity T&E activities. The MDA will not tailor cybersecurity T&E solely to meet authority to operate requirements. For business systems on the DOT&E oversight list, cybersecurity operational T&E must also include a Cyber Economic Vulnerability Analysis as outlined in current DOT&E Memoranda.

(c) T&E planning will include mission-oriented development T&E with actual operators performing end-to-end scenarios in a controlled environment, which may be conducted as integrated tests to also address operational test goals.

(d) Interoperability developmental T&E will include testing with actual representations of interface systems in a controlled environment.

(e) Business systems on the DOT&E Oversight List will document T&E management content in a test and evaluation master plan.

(f) Automated test tools and scientific test and analysis techniques should be considered to increase test efficiency.

(3) Other content if needed: international considerations, multiyear procurement and integration of intelligence assessments, and expected benefits for potential prototypes as well as the approach for making them operational.

j. Capability Support Plan: a strategy for executing capability support activities and the leaders responsible for these activities. The plan will be developed in a transparent manner and will be made readily available for reviews as needed.

(1) The capability support plan should include:

- (a) A governance structure that provides resources, prioritizes changes, and establishes plans for executing changes that fall within the scope of the original capability requirements.
  - (b) A plan for conducting periodic program reviews, including the frequency, content, and format of these reviews.
  - (c) A threshold for changes to determine whether or not the change requires re-entry into the BCAC process. Major capability changes that do not fall within the scope of the original capability requirements will require re-initiation of the BCAC process to integrate the new capability.
  - (d) Tailored capability implementation plans for each new set of capability requirements addressed in this phase.
- (2) The capability support plan will be continuously maintained throughout the capability life cycle and will be reviewed and updated as appropriate to accommodate for capability modernization or new capability requirements.

#### **4B.3. PROGRESSION OF CAPABILITY IMPLEMENTATION PLAN CONTENT.**

- a. During early BCAC phases, the capability implementation plan will contain a low level of detail because knowledge is limited early in the life cycle. As the life cycle progresses, the amount of information and the level of detail will mature and evolve. Each program, in collaboration with the MDA, should assess the information requirements for each BCAC phase and determine which ones are applicable to manage the program and inform program decisions. Information requirements that support requirements validation and the CMO certification process must be completed.
- b. Table 6 describes the expected progress of capability implementation plan content as a program progresses through BCAC phases and decision points.

**Table 6. Progression of Capability Implementation Plan Content through BCAC Phases and Decision Points**

<b>Solution Analysis</b>	
<b>Information Requirements</b>	<ul style="list-style-type: none"> <li>References to or updated requirements documentation as applicable.</li> <li>High-level business capability process maps.</li> <li>Results of market analysis and research that reflect engagement with other organizations with similar capabilities to understand their business processes, supporting solutions, and ability to support the capability need.</li> <li>Detailed plans for any business process changes required to successfully deploy the needed capability.</li> <li>High-level schedule and resource plans for potential acquisition actions.</li> <li>High-level decomposition of work (e.g., work breakdown structure or capability roadmap).</li> <li>Rough order of magnitude cost and cost benefit analysis for any potential business system.</li> <li>Initial Acquisition Strategy.</li> </ul>
<b>Purpose</b>	<ul style="list-style-type: none"> <li>Determine if the required business capability can be met by leveraging existing business processes or solutions; or</li> <li>Set the stage for a new business system by establishing program management and funding structure to inform Functional Requirements ATP decisions.</li> </ul>
<b>Maturity Level</b>	<ul style="list-style-type: none"> <li>Capability requirements and associated business processes are mature and documented.</li> <li>Acquisition strategy and rough order of magnitude are high level, since business solutions have not been fully analyzed and/or selected. They should be only as detailed and mature as current program knowledge will allow and should not constrain decision making of possible business solutions.</li> </ul>
<b>Functional Requirements and Acquisition Planning</b>	
<b>Information Requirements</b>	<ul style="list-style-type: none"> <li>Functional requirements that include enough detail to inform definition of potential business system solutions and evaluation criteria, but not too much detail that would overly constrain solution selection.</li> <li>Detailed plans and resource-loaded schedules for actions required to implement future business processes.</li> <li>Plan to obtain full funding across the FYDP to support the acquisition activities approved at the Acquisition ATP.</li> <li>Initial capability support plan providing insight as to how future capability solution(s) will be supported and decision making will be governed.</li> <li>A plan for baselining, updating, and managing cost, schedule, and performance at the program or release level as appropriate.</li> <li>As appropriate, draft RFPs that align to the initial Acquisition Strategy for the contract actions that follow the Acquisition ATP.</li> <li>Initial test plan.</li> <li>CCA compliance initial approval (with limited data).</li> <li>Cybersecurity Strategy initial approval.</li> </ul>
<b>Purpose</b>	Inform decisions regarding a solution approach and a path to meet validated capability requirements.
<b>Maturity Level</b>	<ul style="list-style-type: none"> <li>Acquisition Strategy is detailed and the capability support plan includes high-level detail on governance and decision making for supporting the business capability.</li> <li>All other information requirements continue to mature based on execution of the capability implementation plan and Acquisition Strategy.</li> </ul>

**Table 6. Progression of Capability Implementation Plan Content through BCAC Phases and Decision Points, Continued**

<b>Acquisition, Testing, and Deployment</b>	
<b>Information Requirements</b>	<ul style="list-style-type: none"> <li>Updated documentation to reflect current plans, including Acquisition Strategy, cost documentation, test plans, and requirements documentation (as applicable).</li> <li>Refined capability implementation plan that reflects most current plans and strategies for releases, testing, and deployments, beginning with the first deployment.</li> <li>Updated draft RFP(s) (if needed).</li> <li>Baseline(s) structured at the release or program level.</li> <li>Updated capability support plan including roles and responsibilities for support activities, a governance structure, a threshold for changes, and a proposed schedule of periodic capability support reviews.</li> <li>Architecture products required by DoDI 8330.01 that provide the necessary data to support interoperability testing. A separate information support plan (ISP) document is not required for business system programs following this guidance.</li> <li>Mature and detailed decomposition of work (e.g., work breakdown structure or capability roadmap).</li> <li>Updated test plan.</li> <li>Integrated testing results.</li> <li>Training materials and training reports.</li> <li>Technical review results.</li> <li>Cybersecurity Strategy final approval before first Limited Deployment ATP.</li> <li>Full CCA compliance before first Limited Deployment ATP.</li> <li>Updated schedule and resource plans for acquisition actions.</li> </ul>
<b>Purpose</b>	<ul style="list-style-type: none"> <li>Supports contract award, development, testing, training, deployment and capability support.</li> <li>Baseline establishment supports effective management of the program.</li> <li>At Limited Deployment and Full Deployment ATPs, training and testing results inform the MDA on the level of operational risk associated with the capability deployment.</li> </ul>
<b>Maturity Level</b>	During this phase, all information and documents are fully mature.
<b>Capability Support</b>	
<b>Information Requirements</b>	Tailored capability implementation plans for each new set of requirements approved by the Functional Sponsor.
<b>Purpose</b>	Support the business system and the continuous improvement of that solution through the life cycle.
<b>Maturity Level</b>	<ul style="list-style-type: none"> <li>Original capability implementation plan information and documents are fully mature and are updated at least annually to ensure relevance.</li> <li>New capability implementation plans that are included as annexes to the original capability support plan will continue to mature throughout the development and deployment of the new capability.</li> </ul>

## **APPENDIX 4C: CMO CERTIFICATION**

### **4C.1. RESPONSIBILITIES.**

#### **a. DoD CMO.**

The DoD CMO:

- (1) Provides certification for all priority business systems under Section 2222 Title 10, U.S.C., and for other business systems as required that are not under the authority of a MILDEP CMO.
- (2) May require any business system to receive certification and may designate any business system as a priority business system after notifying Congress.

#### **b. MILDEP CMOs.**

The MILDEP CMOs:

- (1) Provide certification as required for any business system of their respective MILDEP, other than a priority business system.
- (2) May request designation of a non-priority business system as requiring DoD CMO certification.
- (3) In collaboration with the program manager, participates in the development of necessary certification artifacts and preparation for certification as early as practical in the life cycle.

#### **c. Program Manager.**

The program manager collaborates with the appropriate CMO decision authority to develop necessary certification artifacts and prepare for certification as early as practical in the lifecycle. This proactive approach ensures that risks and issues are addressed before the Acquisition ATP.

### **4C.2. CMO CERTIFICATION.**

- a. The appropriate CMO decision authority will certify that business systems covered by Section 2222 of Title 10, U.S.C., meet the requirements of subsection (g)(1)(A-E) of Section 2222 of Title 10, U.S.C., before proceeding to development and on an annual basis thereafter, for any fiscal year in which appropriated or non-appropriated funds are expended for development or sustainment.
- b. The initial CMO certification is conducted no later than the Acquisition ATP. This can occur either at the annual review and certification or during an out-of-cycle review and certification.

- c. Annual CMO certification after the initial CMO certification is conducted before each fiscal year in accordance with the procedures in the current DoD CMO Memorandum.

## **APPENDIX 4D: BUSINESS SYSTEM SOLUTION DOCUMENTATION**

### **4D.1. FUNCTIONAL REQUIREMENTS.**

- a. Functional requirements will be linked to inputs and outputs that define how the functional requirements support the business processes.
- b. Functional requirements will be linked to technical and lifecycle support requirements that constrain how the functional requirements support the business process.

### **4D.2. POTENTIAL BUSINESS SYSTEM SOLUTION SELECTION.**

- a. The program manager, with support from the functional lead and the appropriate cost agency, establishes criteria for evaluating potential business system solutions.
- b. Evaluation criteria must include:
  - (1) Economic analysis (cost and benefit).
  - (2) Satisfaction of functional requirements and inputs and outputs.
  - (3) Satisfaction of technical requirements and lifecycle support requirements.
  - (4) Overall risk.
- c. Other criteria may also include:
  - (1) Delivery schedule.
  - (2) Evaluation of trade space for functional requirements.
  - (3) Impacts to other programs.

### **4D.3. BUSINESS SYSTEM DESIGN SPECIFICATIONS.**

- a. Design specifications provide sufficient detail on the solution or service being acquired or developed to support delivery and verification of the business system.
- b. Design specifications are not a specific document. Instead, they are the content needed by the program office to specify the design of the business system, as stored and used by the program in whatever applicable format or repository is needed.
- c. Design specifications must be prioritized to the extent practicable to allow for cost and schedule trades within scope.

#### **4D.4. CONTENT OF BUSINESS SYSTEM DESIGN SPECIFICATIONS.**

Design specifications are based upon the high-level requirements established during functional requirement definition. This includes the functional requirements, along with associated inputs and outputs for the functional requirements, and associated technical and lifecycle support requirements. The detailed design includes:

- a. Task-oriented description of end user interaction with the system, e.g., use cases, user stories, or functional requirements statements expressed as functions that “the system shall” perform.
- b. Technical requirements, e.g., infrastructure, open architecture, data standards, data management, hosting and security, and lifecycle support requirements (availability, scalability, maintainability, supportability, and interoperability).
- c. System and sub-system design, user interface design, logical and physical data models, business rules and related architectural products.
- d. Communication-oriented description of system interaction with other systems, e.g., interface control and interface design documents and related system architectural products.
- e. Traceability mappings from requirements through design to method of verification.

## GLOSSARY

### G.1. ACRONYMS.

ACRONYM	MEANING
aaS	as-a-service
ATP	authority to proceed
BCAC	Business Capability Acquisition Cycle
BCAT	Business system category
BEA	Business Enterprise Architecture
CAE	Component Acquisition Executive
CCA	Clinger-Cohen Act
CIO	chief information officer
CMO	chief management officer
COTS	commercial off-the-shelf
DoD CIO	DoD Chief Information Officer
DoD CMO	Chief Management Officer of the Department of Defense
DoDI	DoD instruction
DOT&E	Director, Operational Test & Evaluation
FYDP	Future Years Defense Program
GOTS	government off-the-shelf
IT	information technology
MDA	Milestone Decision Authority
MILDEP	Military Department
RFP	request for proposal
T&E	test and evaluation
U.S.C.	United States Code
USD(A&S)	Under Secretary of Defense for Acquisition and Sustainment

### G.2. DEFINITIONS.

These terms and their definitions are for the purpose of this issuance.

TERM	DEFINITION
<b>baseline</b>	A reference against which to measure progress of the business capability. Will be included in the capability implementation plan and will be used to measure cost, schedule and performance (in addition to other desired measures). Measurement will begin during the acquisition, testing, and deployment phase and continue through capability support. The baseline can be measured at the program level or release level to support agile implementation, i.e., a program can carry multiple baselines.
<b>business capability</b>	A business capability is the core ability the organization needs to deliver requisite products and services and provide value. An example of a business capability is “just in time” inventory management. This capability is different from other types of inventory management in that it optimizes resources to minimize shelf time in specific locations of the supply chain.
<b>business enterprise architecture</b>	The business enterprise architecture is a blueprint to guide the development of integrated business processes within DoD. It includes architectural viewpoints that display: capabilities, activities, processes, data, information exchanges, business rules, system functions, services, system data exchanges, technical standards, terms, and linkages to laws, regulations and policies.
<b>business system</b>	Business systems are information systems that are operated by, for, or on behalf of the Department of Defense, including: financial systems, financial data feeder systems, contracting systems, logistics systems, planning and budgeting systems, installations management systems, human resources management systems, and training and readiness systems. A business system does not include a national security system or an information system used exclusively by and within the defense commissary system or the exchange system or other instrumentality of the DoD conducted for the morale, welfare, and recreation of members of the armed forces using non-appropriated funds.
<b>change management</b>	Change management is the process of proactively preparing the user community for changes that will occur to an organization (because of the implementation of a business system, for purposes of this issuance).
<b>cyber resilience</b>	An entity’s ability to continuously deliver the intended outcome despite adverse cyber events.

<b>TERM</b>	<b>DEFINITION</b>
<b>decision authority</b>	The individual whose decision allows the program to move forward in the BCAC process.
<b>deployment</b>	A deployment either introduces a new release into the production environment or expands the user base of existing functionality. Deployment includes training and business systems operations activities such as help desk support.
<b>end state</b>	An end state is a goal to achieve within the context of the business mission area
<b>information requirements</b>	Those pieces of information, organized and delivered in a way that the program sees fit, that decision authorities need to make informed decisions throughout the BCAC process.
<b>IT infrastructure</b>	IT infrastructure is the supporting hardware, software, communication, and information security services that a business system requires to operate, but that can be shared by multiple business systems for scalability.
<b>lifecycle support requirements</b>	Lifecycle support requirements are requirements for availability, scalability, maintainability, supportability, and other requirements as appropriate for the specific initiative.
<b>MDA</b>	The MDA is the program decision authority and specifies the decision points and procedures for assigned programs.
<b>program manager</b>	The qualified subject matter expert who has responsibility for development, operations, and maintenance of the business system. The MDA will establish procedures to identify these personnel and standards by which they manage their programs.
<b>release</b>	A release is a manageable subset of functionality that provides utility in support of the engineered business processes.
<b>technical requirements</b>	Technical requirements are requirements for infrastructure, hosting, security and lifecycle support requirements.

## REFERENCES

- Chief Management Officer Policy Memorandum, “Defense Business Systems Investment Management Process Guidance,” June 26, 2018
- Defense Acquisition University, “Cybersecurity Test and Evaluation Guidebook,” current edition
- Deputy Secretary of Defense Memorandum, “Reorganization of the Office of the Deputy Chief Management Officer,” July 11, 2014
- Deputy Secretary of Defense Memorandum, “Establishment of the Office of the Under Secretary of Defense for Research and Engineering and the Office of the Under Secretary of Defense for Acquisition and Sustainment,” July 13, 2018
- Director, Operational Test & Evaluation Policy Memorandum, “Cyber Economic Vulnerability Assessments (CEVA),” April 5, 2018
- Director, Operational Test & Evaluation Policy Memorandum, “Guidelines for Operational Test and Evaluation of Information and Business Systems,” September 14, 2010
- DoD Directive 5000.01, “The Defense Acquisition System,” May 12, 2003, as amended
- DoD Directive 5105.53, “Director of Administration and Management (DA&M),” February 26, 2008
- DoD Directive 5134.01, “Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)),” December 9, 2005, as amended
- DoD Directive 5144.02, “DoD Chief Information Officer (DoD CIO),” November 21, 2014, as amended
- DoD Directive 5105.82, “Deputy Chief Management Officer (DCMO) of the Department of Defense,” October 17, 2008
- DoD Instruction 5000.02T, “Operation of the Defense Acquisition System,” January 7, 2015, as amended
- DoD Instruction 5000.74, “Acquisition of Services”, January 5, 2016, as amended
- DoD Instruction 7041.03, “Economic Analysis for Decision-making,” September 9, 2015
- DoD Instruction 8330.01, “Interoperability of Information Technology (IT), Including National Security Systems (NSS),” May 21, 2014, as amended
- Public Law 114-92, Section 883(e), “Guidance on Acquisition of Business Systems,” November 25, 2015
- Public Law 106-398, Section 811, “Acquisition and Management of Information Technology,” October 30, 2000
- United States Code, Title 10
- United States Code, Title 40, Subtitle III