COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

This Air Force Manual (AFMAN) implements Department of Defense Instruction (DoDI) 5000.75, *Business Systems Requirements and Acquisition.* This publication establishes processes for the Air Force (AF) implementation of the Business Capability Acquisition Cycle (BCAC) defines the tailored processes for system planning, design, acquisition, testing, deployment, operations, maintenance, and modernization of AF business capabilities and assigns responsibilities and procedures. This manual should be used in conjunction with requirements in Air Force Instruction (AFI) 63-101/20-101, *Integrated Life Cycle Management*. Federal law and Department of Defense Directives (DoDD) take precedence over service level guidance. If there is conflicting guidance between this AFMAN and any Department of Defense (DoD) series or published higher-level guidance, the DoD series or published higher-level guidance takes precedence.

The authorities to waive wing/unit level requirements in this publication are identified with a Tier number ("T-0, T-1, T-2, T-3") following the compliance statement. See AFI 33-360, *Publications and Forms Management*, Table 1.1 for a description of the authorities associated with the Tier numbers. Waivers to mandates involving the acquisition program execution chain are processed in accordance with the acquisition chain of authority as specified in AFI 63-101/20-101. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication Office of Primary Responsibility OPR for non-tiered compliance items.

Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, *Management of Records*, and disposed of in accordance with AF Records Disposition Schedule in the AF Records Information Management System. Refer recommended changes and questions about this publication to the OPR using the AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional chain of command. This publication may be supplemented at any level; however, all direct supplements must be routed to the OPR of this publication for coordination prior to certification and approval.

This publication applies to individuals at all levels, including Air National Guard, AF Reserve, and other individuals or organizations as required by binding agreement or obligation with the Department of the Air Force, responsible for the full life cycle of AF business capabilities and their supporting Defense Business Systems (referred to as business systems in this publication and as defined in DoDI 5000.75.).

SUMMARY OF CHANGES

This document supersedes and consolidates AFMAN 33-402, *Service Development and Delivery Process*, and previous versions of AFMAN 63-144. This document should be reviewed in its entirety. Major changes include the consolidation of previously separate requirements, compliance, and acquisition processes with associated governance and management structures for the definition of AF business capabilities and the acquisition of supporting business systems.

Chapter 1

BUSINESS CAPABILITY REQUIREMENTS, COMPLIANCE, AND SYSTEM ACQUISITION

1.1. Overview. In response to the Congressional mandate of Section § 2222 of Public Law No 114-328, the Office of the Secretary of Defense published DoDI 5000.75, which modified DoDI 5000.02, *Operation of the Defense Acquisition System*, by cancelling Enclosure 12 and mandated the use of a revised process to help deliver business systems and capability efficiently. This manual:

1.1.1. Implements policies and procedures outlined in DoDI 5000.75, and provides guidance for the compliance of AF business system initiatives with the phases of the process.

1.1.2. Integrates requirements, acquisition and compliance processes throughout the entire life cycle of business systems.

1.1.3. Manages the development of materiel and non-materiel activities (Doctrine, Organization, Training-Leadership and Education, Personnel, Facilities, and Policy) solutions under a change management process.

1.1.4. Prioritizes the use of Commercial off-the-shelf/Government off-the-shelf/Software as a Service (COTS/GOT/SaaS) solutions (may necessitate a re-engineering of business processes).

1.1.5. Reduces the requirement to produce separate documentation across requirements, acquisition and compliance processes, and continues to mature the DoD Business Enterprise Architecture by incorporating all derived capabilities, business processes, operational activities, systems, information and timelines as content into the DoD Business Enterprise Architecture.

1.1.6. Provides a tailored approach for Authority to Proceed decision points (also referred to as Decision Points when not referring to a specific event), subject to risk assessments and recommendations on the execution of the process by the Authority to Proceed decision authority**.**

1.2. Key Tenets. The business capability acquisition and deployment life cycle process utilizes other related management processes.   It enables the acquisition and deployment of viable business capabilities to match the speed at which they are needed by the user. The following key tenets contribute to achieving this goal:

1.2.1. Early and continuous engagement between key stakeholders.   Key stakeholders include (but are not limited to): Milestone Decision Authority (MDA), Functional Sponsor, Secretary of the Air Force (SAF) Chief Information Officer A6 (CIO A6), Deputy Chief Management Officer, Program Executive Officer and Program Manager/Information System Owner.

1.2.2. Shared responsibility and risk between the Functional Sponsor and the Milestone Decision Authority. This includes the Milestone Decision Authority (SAF/AQ) and (SAF/CIO A6) involvement in early BCAC phases, and Functional and Deputy Chief Management Officer (SAF/MG) involvement throughout acquisition phases. To ensure

shared involvement in Authority to Proceed decision points, various Headquarters Air Force offices, to include SAF/MG, SAF/AQ, SAF/CIO A6 and functional representatives, charters are established for each governing body with appropriate tiering and defined membership, roles, and responsibilities for each Decision Point.

1.2.3. Rapid and Incremental Delivery of capability. The Functional Sponsor and Milestone Decision Authority collaborate to define operationally useful capability improvements which can be developed, tested, deployed, and sustained utilizing the full spectrum of acquisition and development approaches (e.g., Agile, and Waterfall), and not be dependent on later increments.

1.2.4. Streamlined governance with delegated authority. A tiered governance structure provides the mechanisms and responsibilities to oversee business system programs while streamlining decision-making through delegation to the lowest levels possible.

1.2.5. Content, not documentation/checklist, focused. Required business capability content should be tailored to address the specific identified problem, and include BCAC capability delivery requirements identified in the Capabilities Implementation Plan and Capability Support Plan. (These are not single documents, but rather incorporate the content defined in Appendix 4B, DoDI 5000.75).

1.2.6. Outcome oriented. The Functional Sponsor identifies business outcomes that improve effectiveness and/or efficiency as compared to the organization's current level of performance. Improved performance, both in terms of effectiveness and efficiency, is captured through high-level performance measures. The Milestone Decision Authority requires clear performance measures related to the materiel solution that ensure the Functional Sponsor's problem is solved when a materiel solution is necessary. Performance measures should be quantitative and testable; support the definition of specific performance requirements for the materiel solution; and inform the test and evaluation planning and assessment of the capability.

1.3. Applicability .

1.3.1. The processes and requirements in this AFMAN apply to all business capability efforts and systems except business systems identified as Major Defense Acquisition Programs (will be managed using the processes and requirements in AFI 63-101/20-101 unless otherwise directed).

1.3.2. All business system programs, (to include Major Defense Acquisition Programs if applicable), are assigned a Business System Category based on the criteria in DoDI 5000.75, Table 1.

1.3.3. Business system programs may include the acquisition of services. Review AFI 63-138, *The Acquisition of Services*, for additional guidance.

1.4. Alignment of the Process to Air Force Programs.

1.4.1. All new initiatives will enter into the Capability Need Identification phase. Business Category will be designated at the Solution Analysis Authority to Proceed in accordance with the DoD Business System Categories identified in DoDI 5000.75. **(T-0)**

1.4.2. The Functional Sponsor, Deputy Chief Management Officer, Milestone Decision Authority, and Chief Information Officer will agree upon the entry phase for on-going

initiatives and programs not in sustainment at the date of publication and will transition to the appropriate phase as determined. **(T-1)**

1.4.3. Business systems in sustainment at date of publication will align with Phase 5 of the process. Those programs making changes that require re-entry will be evaluated at the Capability Support Authority to Proceed decision point and assigned a Business System Category; they can then re-enter the process at the approved Phase. (**T-1**)

1.4.4. Programs previously identified as Acquisition Category programs will be assigned a Business System Category and continue to report in accordance with AFI 63-101/20-101. **(T-1)**

Figure 1.1. The BCAC Process Description.
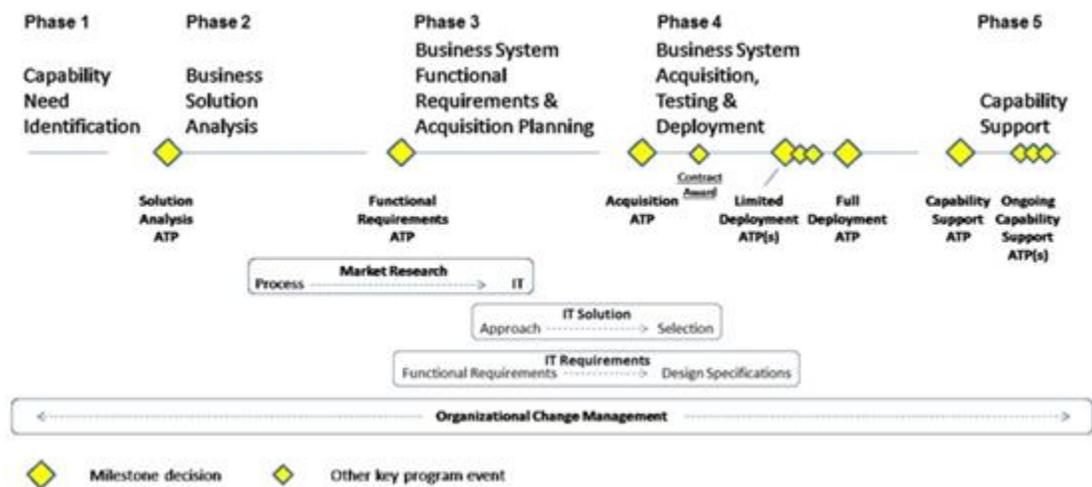
Chapter 2

ROLES AND RESPONSIBILITIES

2.1. Overview. This chapter identifies roles and responsibilities in addition to those identified in DoD 5000.75, AFI 63-101/20-101 (for Service Acquisition Executive, Milestone Decision Authority, Program Executive Officer and Program Manager), and AFI 17-101, *Risk Management Framework for Air Force Information Technology (IT).*

2.2. Deputy Chief Management Officer. SAF/MG, in its role of the AF Deputy Chief Management Officer, is designated as the Pre-Certification Authority on Air Force Priority Defense Business Systems and the Certification Authority on Covered Defense Business Systems; this may be delegated for business systems with Development/Modernization requirements <$250 Million (M) in accordance with DoDI 5000.75. The Deputy Chief Management Officer:

2.2.1. Establishes and ensures compliance with the Air Force defense business system strategy. **(T-0)**

2.2.2. Provides guidance to, and supports the Functional Sponsor's business capability requirements definition work as agreed upon by SAF/MG and the Functional Sponsor.

2.2.3. Establishes governance for Authority to Proceed Decision Points where an existing charter process is not established or cannot be modified.

2.2.4. Acts as or delegates the decision authority to a SAF/MG designated individual for the Solutions Analysis phase and validates that sufficient business process reengineering has occurred in the Functional Requirements phase. **(T-0)**

2.3. Service Acquisition Executive. The Assistant Secretary of the Air Force for Acquisition, Technology and Logistics (SAF/AQ) in its role as the AF Service Acquisition Executive (SAE):

2.3.1. Oversees acquisition of business systems under $250M over the Future Years Defense Program (FYDP) and Business Category I programs delegated down from the OSD A&S. SAE may delegate this responsibility to an individual serving as a Program Executive Officer, or an appropriately qualified individual, for Business Category II and III programs, in accordance with DoDI 5000.75 and AFI 63-101/20-101.

2.3.2. Assumes primary responsibility for the business capability from the Functional Sponsor in the middle of the Business System Functional Requirements and Acquisition Planning Phases when the preferred solution analysis begins.

2.3.3. Acts as or delegates the acquisition authority for the Functional Requirements, Acquisition, Limited Deployment(s), and Full Deployment decision points. **(T-0)**

2.3.4. Ensures business system programs, to include business system modification programs, are properly defined and justified in budget documentation as outlined in AFI 17-110, *Air Force Information Technology Portfolio Management and IT Investment Review* and AFI 65-601, V3, *The Air Force Budget Corporate Process.*

2.3.5. Establishes AF acquisition program direction, policies, and procedures for the acquisition of business systems.

2.3.6. Designates the Milestone Decision Authority for business systems where Office of the Under Secretary of Defense (OUSD) Acquisition and Sustainment (A&S), is not the Milestone Decision Authority management responsibility for programs. Where OUSD(A&S) is the Milestone Decision Authority, acquisition decision authority flows directly, without intervention, from DoD A&S, to the Service Acquisition Executive to the Portfolio Executive Officer/designated acquisition authority to the Program Manager/Information System Owner. For all other programs, management responsibility flows directly, without intervention, from the Milestone Decision Authority to the Program Executive Officer/designated acquisition authority to the Program Manager/Information System Owner**.**

2.4. The AF Chief Information Officer.

2.4.1. Is the approving or advising authority for Defense Business Systems to be compliant with Information Technology statutory and regulatory requirements in support of Authority to Proceed decisions, to include but not limited to the following: Clinger-Cohen Act, Federal Information Security Management Act of 2002, Privacy Act of 1974, records management, cybersecurity risk management (e.g., Risk Management Framework) and Section 508 of the Rehabilitation Act of 1973 (reference DoDI 5000.75 for additional information).

2.4.2. Provide guidance and support to the Functional Lead and Program Manager/Information System Owner in determining compliance requirements as agreed upon by SAF/CIO and the requesting organization. Provides input on alignment with the Information Dominance Flight Plan and the AF's Strategic Master Plan as applicable**.**

2.4.3. Approves reviews of IT architecture, baseline, and infrastructure including hosting solutions.

2.4.4. Serves as the IT infrastructure architect to ensure compliance with DoD-mandated standards, regulations and architecture for infrastructure and platform capabilities in support of AF business systems.

2.5. Authority to Proceed Decision Points and Configuration Steering Board.

2.5.1. A governance structure will be established at the Executive, Portfolio and Program levels to provide oversight for AF Defense Business System Authority to Proceed decisions. The lead decision authority for each Authority to Proceed decision will determine the governance forum for each decision review. These Boards will review Business System Category content and serve as the Air Force-level Defense Business Council and Defense Acquisition Board equivalent for Development/Modernization requirements in accordance with the current annual AF and Milestone Decision Authority guidance for programmatic oversight. For Deputy Chief Management Office decisions, the governance structure will review the appropriate content to:

2.5.1.1. Evaluate and determine the performance of business system investments and advises on whether to continue, modify, or terminate a program or project in compliance with statute and regulatory policy.

2.5.1.2. Provide cross-functional requirements oversight on business capability requirements during the Solution Analysis and Functional Requirements decision points.

2.5.1.3. Provide Business Mission Area Enterprise Data Management governance through the delegation of Community of Interest oversight and management through the AF Business Mission Area Data Integration Panel.

2.5.1.4. Govern the recommendations to submit AF planned and deployed business capabilities and their supporting business systems into both the Air Force and DoD Business Enterprise Architectures.

2.5.1.5. Provide guidance on the prioritization of Air Force initiatives conducting the DoDI 5000.75 process in the Business Mission Area.

2.5.1.6. Resolve unresolved process and configuration issues between the functional and acquisition communities during Phases 2 and 3 for Business Category III programs (**Note**: For Business Category I refer to DoDI 5000.75).

2.5.2. For Milestone Decision Authority or other designated acquisition authority decisions, the Air Force Review Board will act as the governance body for all materiel decisions (see **Section 2.9** for further details) until further designated by the Milestone Decision Authority.

2.5.3. Configuration Steering Board. The Milestone Decision Authority, or other designated acquisition authority, will Chair this board, with representation from the functional sponsor, Chief Information Officer and Deputy Chief Management Officer. **(T-1)**

2.6. Designated Portfolio Owners. Designated Portfolio Owners perform the responsibilities defined in AFI 17-110. In addition Designated Portfolio Owners:

2.6.1. Develop functional roadmap(s) that describe the portfolio target state to allow for visibility in how new capability integrates into the functional portfolio. **(T-1)**

2.6.2. Approve Out of Cycle requests for business system investments per the dollar thresholds in the current annual AF Organizational Execution Plan Delegation guidance. **(T-1)**

2.6.3. Provide guidance on the prioritization of business system initiatives within their portfolio. **(T-2)**

2.7. The Functional Sponsor. The Functional Sponsor:

2.7.1. Commences the process for an initiative to improve mission performance, provides the resources to begin Phase 1, and advocates for the capability to the Deputy Chief Management Officer as part of Authority to Proceed (ATP) 1. **(T-0)**

2.7.2. Ensures that all necessary funding is identified and obtained in accordance with DoD Financial Management Regulation and AFI 65-601 Vol 1, *Budget Guidance and Procedures*).

2.7.3. Directs the involvement of functional Subject Matter Experts in all phases and activities described in this Manual.

2.7.4. Designates the Functional Lead.

2.7.5. Uses the Program Executive Officer Portfolio Assignment Process to provide input to SAF/AQ for assignment to the appropriate Program Executive Officer (reference AFI 63-101/20- 101 for more information). **(T-1)**

2.7.6. Represents the user community's interests through the formulation of capability requirements.

2.8. Functional Lead. The Functional Lead performs the responsibilities defined in Table 2, DoDI 5000.75. In addition, the Functional Lead, with appropriate support:

2.8.1. Traces the elements of the DoD Business Enterprise Architecture to the business capabilities identifying content and artifacts that may be re-used in or impacted by the development or modification of business capabilities. Analyzes and validates architectural artifacts produced in all phases. **(T-2)**

2.8.2. Supports the identification and satisfaction of compliance requirements for a business capability in accordance with AFI 17-101**.**

2.8.3. Supports the upload of all architecture content into the authoritative AF architecture repository and the integration of new or modified architecture into the DoD Business Enterprise Architecture. **(T-1)**

2.8.4. Charters a Community of Interest to engineer the information model, capture the detailed information requirements and propose Authoritative Data Sources. **(T-3)**

2.8.5. Shares responsibility for change management with the Program Manager (reference DoDI 5000.75). **(T-3)**

2.9. Milestone Decision Authority.   The Milestone Decision Authority:

2.9.1. Complies with processes defined by the Defense Acquisition Executive, Service Acquisition Executive, or Program Executive Officer as appropriate.

2.9.2. Approves tailoring of regulatory information requirements and acquisition processes and procedures to achieve cost, schedule, and performance requirements and goals. **(T-1)**

2.9.3. Maintains overall responsibility for a program after a formal program is initiated. **(T-1)**

2.9.4. Approves tailoring, with input from the Deputy Chief Management Officer and Chief Information Officer, of program strategies, life cycle phases, and documentation of program information as proposed by the Program Manager/Information System Owner consistent with applicable laws and regulations. **(T-1)**

2.9.5. Conducts program oversight to assess the adequacy of all life cycle execution strategies, planning, and Phase/Authority to Proceed specific information requirements. **(T-1)**

2.10. Program Executive Officer.   The Program Executive Officer: (**Note:** For programs and systems not in a Program Executive Officer portfolio, an equivalent authority from the Information System Owner's organization is identified to provide similar oversight.)

2.10.1. Executes responsibility for total life cycle management of the assigned business system programs within their portfolio and ensures collaboration with other Program Executive Officers across portfolios and within the Integrated Life Cycle Management framework as defined by Air Force Policy Directive (AFPD) 63-1/20-1*, Integrated Life Cycle Management*. The Program Executive Officer is responsible for, and has authority to accomplish portfolio/program objectives throughout the process in a cost effective manner**.**

2.10.2. Establishes processes for assigned programs. The Program Executive Officer determines the approach to complete portfolio level documentation, including groupings of portfolio documentation if determined that multiple process level documentation is more efficient than shared processes across the portfolio.

2.10.3. Supports requirements definition work prior to Decision Points.

2.10.4. Supports the integration of key stakeholders throughout the program lifecycle to include (but not exclusively) the Deputy Chief Management Officer, Functional Sponsor and Chief Information Officer throughout the acquisition life cycle.

2.10.5. Ensures program execution is aligned with requirement decisions and remains aligned if the program changes.

2.10.6. In conjunction with higher acquisition authority and the Functional Sponsor (as appropriate): identifies requirements for program facilities, personnel, and resources; and validates infrastructure investment requirements identified by the Program Manager/Information System Owner.

2.10.7. Oversees management of assigned programs from program inception and throughout the life cycle, to ensure system and organizational cybersecurity operations are in alignment, and to coordinate a response to cyber vulnerabilities that impact multiple programs.

2.10.8. Approves the Lead Development Test and Evaluation Organization for programs in their portfolio.

2.11. Program Manager/Information System Owner. The Program Manager (for systems managed by a Program Executive Officer) and the Information System Owner (for non-Program Executive Officer managed systems) will perform the responsibilities defined in DoDI 5000.75. In addition, the Program Manager performs responsibilities for acquisition reporting and business systems /IT identified in AFI 63-101/20-101, and the System Owner performs responsibilities defined in AFI 17-110. **(T-1)** The Program Manager/Information System Owner is:

2.11.1. Accountable for assigned business system programs through the acquisition execution chain of authority on all matters of program cost, schedule, cybersecurity, risk, performance and materiel readiness of the IT solution of any business system capability.

2.11.2. Accountable for the successful delivery of a total solution to the capability requirements and the complete, operationally tested deployment of the materiel solution.

2.11.3. Responsible for program execution, delivery, and sustainment of systems to meet validated and funded user requirements while seeking to minimize costs and improve efficiency and effectiveness throughout the life cycle.

2.11.4. Assumes primary responsibility for program execution of systems in the middle of Phase 3 when the preferred solution analysis begins, and maintain accountability through delivery and maintenance of the capability in Phase 5. **(T-1)**

2.11.5. Develops tailored program strategies and oversight, including content to identify program information, acquisition phases, timing and scope of decision review, and decisions levels, to fit the particular conditions of that program.

2.11.6. Develops the Program/Acquisition Strategy as appropriate for the program risk, for approval by the Milestone Decision Authority. **(T-1)**

2.11.7. Provides the programmatic content and ensure all content is coordinated with all applicable stakeholders and stored in approved repositories as required by this AFMAN and other applicable instructions to effectively manage a program and inform decision points.

2.11.8. Supports technical requirements development/definition and ensures compliance with the technical, operational, and interface baselines as defined in AFPD 17-1, *Information Dominance Governance and Management*.

2.11.9. If applicable, complies with portfolio processes as defined by the Program Executive Officer.

2.11.10. Establishes an Integrated Test Team as soon as possible after Functional Requirements Decision Point to create and manage the strategy for Test and Evaluation (T&E) for the life of each program.

2.11.11. Shares responsibility for change management with the Functional Lead, in accordance with DoDI 5000.75, Section 4.1.d.). **(T-0)**

2.11.12. Assigns an Information System Security Manager in accordance with AFI 17-101.

2.12. Integrated Test Team. The Integrated Test Team performs the responsibilities as defined in AFI 99-103, *Capabilities-Based Test and Evaluation*. **(T-1)**

2.12.1. If a project or program is authorized to enter the process anywhere other than the beginning (e.g., entry at Phase 4), review all activities that would normally be accomplished prior to that point and ensure any mandatory prerequisites are accomplished.

2.12.2. The Integrated Test Team reviews and recommends a Lead Development Test and Evaluation Organization to the Program Manager/Information System Owner. **(T-1)**

Chapter 3

GUIDANCE AND PROCEDURES

3.1. Organizational Execution Plan. An Organizational Execution Plan is required for all functional portfolios to manage budget and execution authority throughout the capability life cycle. The information necessary to support the AF Organizational Execution Plan identified in 10 United States Code § 2222 is generated as part of the BCAC process. The Functional Portfolio Owner may be required to address new requirements from the OSD Deputy Chief Management Officer or AF Deputy Chief Management Officer during preparation, analysis, and approval of the Organizational Execution Plan**.**

3.1.1. Each initiative is part of an Organizational Execution Plan and undergoes analysis during the portfolio management process to ensure:

3.1.1.1. The proposed investment is a priority for the AF.

3.1.1.2. The proposed investment supports the functional strategy that governs the business domain of the initiative.

3.1.1.3. That there is no duplication of effort across initiatives and encourages reuse of business capabilities, business processes, or IT systems that may already exist or are already under acquisition and deployment.

3.1.2. The Functional Sponsor and Designated Portfolio Owners (in conjunction with the Program Manager/Information System Owner) will ensure funding and utilize subject matter experts on the Strategic Planning, Programming, Budgeting and Execution process to identify and establish Program Elements for every appropriate phase throughout the capability lifecycle. **(T-1)**

3.1.3. The Functional Sponsor and Designated Portfolio Owners business process reengineering is critical at three points in the process:

3.1.3.1. In Phase 2 the Functional Lead will adopt/re-engineer processes to deliver desired business capabilities using basic process tools (for example Suppliers, Inputs, Process, Outputs, Customers). **(T-1)**

3.1.3.2. In Phase 3 during the identification of the IT Functional Requirements that drive the acquisition and deployment of the IT Materiel Solution, complete thorough business process reengineering (i.e. at a level 2 deconstruction). **(T-1)**

3.1.3.3. After selection of the COTS/GOTS/SaaS, or other products and services that will be utilized to acquire and deploy the IT Materiel Solution.

3.1.3.4. Program Managers/Information System Owners, Functional Leads, end user subject matter experts, and acquisition teams should re-use or acquire those materiel solutions that enable the Functional's re-engineered processes and revise those processes based on the features presented by the materiel solution to ensure that customization of the materiel solution is limited as much as possible.

3.2. Tailoring.

3.2.1. The process will be tailored in accordance with DoDI 5000.75, Section 4.1.a.

3.2.2. The appropriate Portfolio Manager, Functional Sponsor or Program Manager/System Owner reviews the tailoring, with approval given by the requisite decision authority for each Decision Point. **(T-0)**

3.3. Authority to Proceed Decision Points. Decision points are program review decisions made by either Milestone Decision Authority or Deputy Chief Management Office with participation from the Functional sponsor, Functional chairs, CIO and subject matter experts participating and advising in their areas.

3.3.1. Decision authorities for each Authority to Proceed decision point are identified in Table 1 of DoDI 5000.75. **(T-1)**

3.3.2. The Functional Sponsor, Functional Lead or Program Manager/Information System Owner may initiate the Authority-to-Proceed process when ready to submit the content required for that Decision Point to the decision authority/authorities.

3.3.2.1. The requester will prepare all content for review at the Decision Points and should have coordinated the content generation with the appropriate supporting organization and subject experts. (For example, the requestor should work with SAF Financial Management (FM) and CIO/A6 subject matter experts to prepare for Clinger-Cohen Act confirmation).

3.3.2.2. The Decision Point requester submits a notification to the office(s) of the appropriate Decision Point authority/authorities (see Table 1, DoDI 5000.75). The decision authority/authorities will determine the content and tailoring specifics for each Decision Point. **(T-1)**

3.3.2.3. Reviewers complete their review of the decision point content and submit their reports to the decision authority/authorities.

3.3.2.4. The requester updates the content for the decision point or addresses identified risks and issues with a mitigation plan; this activity must be completed prior to the decision point.

3.3.3. At each decision point the requester will provide the decision authorities a response to the content reviews with a description of the updates to the content and/or the mitigation plan. The decision authorities decide to: allow the program to proceed; proceed with conditions; direct that the program return to another point in the process; or halt the program completely. All decisions are recorded in a Decision Memorandum in accordance with AFMAN 33-363, *Publication and Forms Management*, and DoDI 5000.75 Section 4.1.b.6). **(T-0)**

3.4. Governance. The process uses current governance structures with membership adjusted to ensure appropriate representation at each Business Acquisition Category (BCAT) level and associated decision authority. (See Table 1, DoDI 5000.75 for designation of decision authority). **(T-0)**

3.5. Agile Implementation.

3.5.1. Agile acquisition provides the flexibility to tailor strategies, deliver capability faster to end users and respond to changes in, technology, operations, budgets, and environments. Where appropriate under the process, agile acquisition strategies and techniques will be

employed to tailor strategies, processes, documentation, design, development, and test activities.

3.5.2. Implementation of business systems should consider Agile Software Development methodologies and techniques as the preferred approach to the technical implementation.

3.5.3. The Program Manager/System Owner, in conjunction with the Functional Lead and Integrated Test Team will consider agile implementation in Phase 4 to support the DoD objective of rapid delivery of capabilities to end user communities at frequent intervals, not only for code development but also for configuration of COTS/GOTS/SaaS products and non-IT acquisitions.

3.6. Amplifying Guidance.   Amplifying guidance will be provided in addition to this AFMAN for further implementation details/clarification.

Chapter 4

THE BCAC PROCESS PHASES

4.1. Overview. Air Force execution of the business system process complies with DoDI 5000.75. The process consists of five phases; capability initiatives will enter into the Capability Need Identification phase but may transition to other phases if the intent and exit criteria for each phase is completed to the satisfaction of the authority-to-proceed approval authority.

4.1.1. Decisions. Decisions are information based, not documentation based and tailorable based on the individual capability effort.

4.1.2. Phases. Phases are not meant to be linear, the process is iterative and activities for one phase may be initiated or completed in another phase.

4.1.3. Decision Memorandum. Authority-to-Proceed decisions, including but not limited to tailoring considerations, compliance requirements, and other agreements, will be captured in a decision memorandum.

4.2. Phase 1: Capability Need Identification. This Phase begins when the Functional Sponsor assigns resources and directs the execution of the process and ends with an Authority to Proceed decision that the capability requirements are adequately defined and there is an executable workplan to proceed. The functional sponsor leads this phase with guidance and support from the Deputy Chief Management Officer. The objective is to establish a clear understanding of needed business capabilities so that the functional sponsor and Milestone Decision Authority can decide to invest time and resources into investigating business solutions.

4.2.1. Activities. To meet the minimum requirements for Phase 1, the Functional Sponsor will:

4.2.1.1. Define the scope and complexity of the problem and identify a desired Business Mission Area end state, opportunity and/or the problem(s) preventing the achievement of that desired end state. If there is insufficient data to fully understand and articulate the problem, the Functional Sponsor will initiate a Root Cause Analysis in accordance with the AF Continuous Process Improvement standards. **(T-1)**

4.2.1.2. Identify the future state business capabilities required to achieve the desired end state. The business capabilities will be discrete, manageable and independently implementable, and have standalone value. **(T-1)**

4.2.1.3. Perform high-level analyses of commercial/government best practices to identify opportunities for potential adoption of existing capabilities or process changes; research the DoD and AF Business Enterprise Architectures for potentially similar or duplicate capability reuse that solves the identified problem and/or reduces the costs associated with building a new capability. **(T-0)**

4.2.1.4. Identify the initiative's performance measures and attributes that align directly to the strategic goals and performance measures pertinent to DoD/AF Functional Strategies. Ensure that the performance measures are testable at the operational level to clearly indicate that the business capabilities are able to achieve the desired Business Mission Area end state identified.

4.2.1.5. Identify legal, regulatory, and policy requirements that affect or are affected by the future state business capabilities and any potential solution. The office making the decision point may waive regulation or policy requirements as appropriate in order to achieve the end state.

4.2.1.6. Generate requisite Phase outputs identified in DoDI 5000.75 (also reference The Business Capability Acquisition Cycle Process Document available on the OSD Community of Practice website for additional information). **(T-0)**

4.2.2. Prioritization. Functional Portfolio Managers will prioritize the future state business capabilities within the portfolio of that organization, ensuring that initiatives provide sufficient value before deciding to pursue a specific capability. **(T-1)**

4.2.3. Solutions Analysis Authority to Proceed.

4.2.3.1. The Functional Sponsor is responsible for requesting a Solution Analysis Authority to Proceed decision point and providing the appropriate content to the decision authorities.

4.2.3.2. The AF Deputy Chief Management Officer (Reference. DoDI 5000.75, Sec 4.2.):

4.2.3.2.1. Validates the business needs and certifies the capability requirements for business systems (Reference current AF Organizational Execution Plan guidance and DoDI 5000.75, Sec 3.2.b.3). **(T-0)**

4.2.3.2.2. Verifies the capability is aligned with the Business Enterprise Architecture as well as organizational strategy and IT portfolio management goals. **(T-0)**

4.2.3.2.3. Validates the benefits of the future state business capabilities against the Functional Sponsor's priorities, and ensures appropriate resource allocation. **(T-0)**

4.2.3.2.4. Approves the proposed work-plan for Phase 2. **(T-0)**

4.3. Phase 2: Business Solution Analysis.   In this Phase, the Functional Lead and subject experts identify the business processes necessary to fully implement the business capabilities identified in Phase 1, conduct initial high-level business process reengineering and document changes from the present state. The business process reengineering should be structured to focus on high-level business processes, and sufficiently identify the work to be conducted and the information that will be used to perform analysis/market research, not on the supporting IT solution.

4.3.1. Activities. The Functional Lead will:

4.3.1.1. Identify primary and other business processes affected by the proposed process reengineering and collaborate with any process owners to reduce integration risk and minimize cost and schedule impacts. **(T-0)**

4.3.1.2. Adopt/re-engineer processes to deliver desired business capabilities using basic process tools (such as supplies, input, process. outputs, and customers also known as SIPOC). Adapt the re-engineered business processes in order to avoid major disruptions to other AF activities. Phase 2 must result in a high level re-engineered business process models that support Business Process Reengineering assertions prepared and used in later phases if pursuing materiel solution(s) and implement non-materiel solutions. **(T-1)**

4.3.1.3. Maximize the use of Continuous Process Improvement tools and techniques, where applicable in the re-engineering of the business processes (reference AFI 38-401, *ContinuousProcess Improvement*). **(T-1)**

4.3.1.4. Conduct enterprise architecture analysis using available architectures, such as the DoD Business Enterprise Architecture, to identify potential reuse of business processes and maximize the adoption of existing federal government or commercial processes. **(T-1)**

4.3.1.5. Submit required DoD Architectural Framework input for the Solutions Analysis Authority to Proceed as stated in AFI 17-140 Air Force Architecting. **(T-1)**

4.3.2. Performance Measures. The Functional Lead in conjunction with subject matter experts will identify quantitative and qualitative performance measures that are testable at the operational level for each process and indicate when the re-engineered processes are operating at expected thresholds efficiency of and effectiveness. **(T-1)**

4.3.3. Market Research.

4.3.3.1. The Functional Lead, designated acquisition representative and other key stakeholders will conduct market research to: assess the feasibility/practicality of the targeted business solutions; identify candidate solutions from both the federal government and commercial sectors for reuse; determine best practices and lessons learned applicable to the identified business capability. **(T-0)**

4.3.3.2. The Chief Information Officer will provide technical assessments of the proposed market research solutions to support the enterprise architecture analysis and provide guidance and support to determine potential compliance requirements. **(T-1)**

4.3.4. The Capability Implementation Plan .The Capability Implementation Plan will include and describe all non-material activities (but not limited to): high level schedule, resource allocations, anticipated Return on Investment estimate and cost (included in the Capabilities Process Model Descriptions), complete traceability details (from investment to capability requirements and process models), deployment schedule to end user community, description of end-user utility, initial details to implement and deploy the future state business processes and capabilities, and an initial Acquisition Strategy (defined during later phases). **(T-1)**

4.3.5. Functional Requirements Authority to Proceed.

4.3.5.1. AF Deputy Chief Management Officer (DCMO) reviews to assess that non-materiel activities/requirements are included in the Implementation Plan.

4.3.5.2. AF DCMO validates that sufficient business process reengineering conducted to determine that a business system is required and, in conjunction with the Milestone Decision Authority, confirms that sufficient market research has been done to leverage existing AF investments.

4.3.5.3. AF DCMO will notify OSD Deputy Chief Management Officer in the case of a potential Business Category I program (unless delegated to the AF).

4.3.5.4. Milestone Decision Authority will make the decision to pursue an IT Materiel Solution as part of the deployment of the business capabilities, and ensure that the

appropriate acquisition activities/requirements are included in the Capability Implementation Plan. **(T-0)**

4.3.5.5. If Program Executive Officer support is planned, the Functional Sponsor and/or System Owner will initiate Program Executive Officer Portfolio assignment process request (reference AFI 63-101/20-101). **(T-1)**

4.3.5.6. The Milestone Decision Authority will accept/reject program request, determine the Business Category level, establish an appropriate level of program office and identify a Program Manager/System Owner. **(T-1)**

4.3.5.7. The Acquisition Authority will approve the Capability Implementation Plan and number/type of subsequent Authority to Proceed decision points. **(T-0)**

4.4. Phase 3: Business System Functional Requirements and Acquisition Planning. During Phase 3 the primary responsibility for completing the implementation of the business capabilities shifts from the Functional Sponsor/Lead to the Acquisition Authority/Acquisition representative (Program Manager/System Owner).

4.4.1. <u>Activities</u>.

4.4.1.1. The Functional Lead, in conjunction with the Program Manager/System Owner will:

4.4.1.1.1. Identify the IT Functional Requirements that support each of the activities in the re- engineered business processes, and refine the Information Assets that were identified in the process models that are produced or consumed during the business process activities. The refinement of the Information Assets includes the identification and decomposition of IT-specific into constituent Information Assets and data elements. The Subject Experts also identify any business rules associated with the IT Functional Requirements, Information Assets, and business process activities. Contractor personnel's participation in this activity is subject to the appropriate Federal Acquisition Regulations/Defense Federal Acquisition Regulations Supplement/AF Federal Acquisition Regulation Supplement requirements. **(T-1)**

4.4.1.1.2. Develop alternate solution approaches that meet the intent of the Analysis of Alternatives statutory requirements and include the materiel solutions. **(T-0)** Technology solutions can include: web services, IT hardware and infrastructure, COTs/GOTs/SaaS, Federal Agency, Department of Defense capability reuse or any combination.

4.4.1.1.3. Identify information assets (inputs and outputs) to each activity in each process. Every activity must have at least one Information Asset as an input and at least one Information Asset as output, identified as business products and reports that are necessary to conduct each activity and produced as a result of the completion of each activity. **(T-1)**

4.4.1.1.4. Generate cost and risk estimates for each solution with the involvement of the appropriate cost agency, as determined by the Business Category level. **(T-0)**

4.4.1.1.5. Evaluate each Solution Approach using the evaluation criteria developed with the subject matter experts to assess the alternate solution's ability to meet all the requirements as defined in the IT functional, technical and life cycle support

requirements and recommend one for implementation. Alternate acquisition approaches such as technical demonstrations and competitive prototyping should be included as appropriate to support the evaluation. **(T-2)**

4.4.1.1.6. In coordination with SAF/CIO A6, identify technical architectural, platform, and infrastructure requirements, platform compliance requirements such as standards that need to be met, including cybersecurity, and any new or additional services the platform environment may need to provide. **(T-1)**

4.4.1.1.7. Develop an acquisition strategy to describe the selected solution approach and procurement strategy. The recommendation must include all requisite compliance requirements/actions for this Phase and Decision Point. **(T-0)**

4.4.1.2. The Program Manager/System Owner will

4.4.1.2.1. Conduct cost estimating in accordance with AFI 63-101/20-101.

4.4.1.2.2. Update the Implementation Plan to ensure all necessary acquisition, compliance, governance, engineering, requirements traceability, sustainment activities, contracting, security, development, platform engineering, testing, deployment, Integrated Master Schedule elements and non-materiel activities (i.e. Change Management, Training) are identified. This includes the tasks, timelines and resource requirements to implement the materiel solution as defined by the preferred solution approach and the detailed information and technical requirements activities (defined in Acquisition Strategy). **(T-0)**

4.4.2. Acquisition Authority to Proceed.

4.4.2.1. The Program Manager/System Owner and Functional Lead will present the selected solution approach for review and approval to begin implementation. The Milestone Decision Authority will execute final decision authority to proceed with implementation and deployment, and AF Deputy Chief Management Officer/ OSD Deputy Chief Management Officer will simultaneous certify and approve funds expenditure. **(T-0)**

4.4.2.2. The Functional Lead will update and execute the non-material activities defined in the previous phase as it is documented in the Implementation Plan. **(T-0)**

4.4.2.3. The Program Manager/Information System Owner maintains oversight and control over the Implementation Plan and schedule, and will work with the Functional Lead to adjust both the non-materiel activities to ensure actions coincide with the appropriate activities in the Information Technology Materiel Solution implementation and deployment.

4.5. Phase 4: Business System Acquisition, Testing and Deployment. Phase 4 leads to the deployment of a complete defense business capability, including: non-materiel elements, materiel solutions and computing environment support. This phase will drive parallel non-materiel and materiel changes into the development of a business system's operations and Capability Support Plan. This plan details content from the implementation plan and incorporates the additional content referenced in DoDI 5000.75. **(T-0)**

4.5.1. Roles. The Program Manager/ Information System Owner will:

4.5.1.1. Specify details captured in the Capability Support Plan when applicable. **(T-0)**

4.5.1.2. Use the IT functional requirements, information assets, and technical and life cycle requirements from Phase 3 to generate the requisite documents to acquire the products and services to implement the Materiel Solution. **(T-2)**

4.5.1.3. Ensure all contracting activities associate with the materiel solution are compliant with the Competition in Contracting Act to include but not limited to: justifications and approvals; requests for information; draft requests for proposal; and requests for product support. **(T-0)**

4.5.1.4. Develop the acquisition contracting compliance activities in accordance with the updated Acquisition Strategy included in the Implementation Plan at the end of Phase 3, and convey a clear understanding of the government's needs to industry. **(T-1)**

4.5.1.5. Review AFMAN 17-1203, *IT Asset Management*, for requirements on information technology Hardware and Software Asset Management, including accounting, ordering, and mandatory use of contract vehicles associated with information technology assets. **(T-1)**

4.5.1.6. Provide the Acquisition Strategy to the Milestone Decision Authority as part of the Acquisition Authority to Proceed to release the Request(s) for Proposal(s) so evaluation can begin while the remaining activities are being completed. The content of an approved Acquisition Strategy (e.g., contract type(s), incentive(s), defined test and evaluation plan(s) and the sustainment strategy) should inform the Request(s) for Proposal(s) development. **(T-0)**

4.5.1.7. Develop a detailed implementation plan for the selected product(s), to include: number of Limited Deployments; the requirements baseline(s) for the deployment(s); and the application of agile software development as appropriate. The baseline planning will include how the program manager/system owner will adjust the baselines as the implementation progresses, particularly in support of agile implementations. **(T-0)**

4.5.1.8. Ensure that the program has the necessary resources, funding, and capability to implement cybersecurity and program protection requirements throughout the program life cycle, document the activities and track the execution of these requirements throughout implementation. This includes the creation of a structure to re-accredit the system according to DoDI 8510.01, *Risk Management Framework (RMF) for DoD IT*, and update the system to meet new technical standards and protocols. **(T-0)**

4.5.1.9. Identify a product support strategy and associated activities by utilizing the high-level product support and maintenance concepts used to select the solutions approach and, based on the technology and acquisition approach develop a strategy to apply to the entire program. **(T-1)**

4.5.1.10. Conduct a Product Support Business Case Analysis in accordance with AFI 63-101/20-101 and AF Pamphlet 63-123 (with support from a Product Support Manager as appropriate). **(T-1)**

4.5.1.10.1. The Program Manager/Information System Owner will refer to and re-use common product support capabilities while conducting product support activities. **(T-1)**

4.5.1.10.2. The Program Manager/Information System Owner utilize the content produced as the basis for the development of the Support Plan developed at the end of this phase.

4.5.1.11. Ensure that product support planning is sufficient for the system to implement all actions required by Cyber Command and Control orders directing Networks Operations Services (e.g. Vulnerability Management) and report compliance/non-compliance according to the orders and applicable methods and procedures for Networks Operations Services. **(T-1)** (For further information on what cyber products are required, coordinate with SAF/CIO A6).

4.5.2. Conduct Requirements Modeling. After selection of the specific products and services that are to be included in the implementation of the IT Materiel Solution, the Program Manager/System Owner and Functional Lead will:

4.5.2.1. Generate the documented, testable design specifications necessary to configure and adjust the selected products and services to implement the IT functional and information assurance requirements. Ideally, agile software development should be used for the development of the detailed functional requirements. The requirements models will include end user- IT system user stories or use cases that articulate in detail how the system will support the end user in performing the activities in the re-engineered business processes. **(T-1)**

4.5.2.2. Charters a new or uses an existing Community of Interest in accordance with the Business Mission Area Data Management Coordination Panel governance processes, to define the Information Assets that are included in the materiel solution. In addition to the Data Management Coordination Panel requirements, the Community of Interest will generate an information model that includes an engineering characterization of the information model represented in a preferred modeling language. **(T-2)**

4.5.2.3. Include technical staff that are experts in the products and services selected for use in the preferred solution approach in the development of the detailed requirements models. **(T-3)**

4.5.2.4. Minimize modifications to the COTS/GOTS/SaaS products and services during the development of the requirements model. This objective will lead to decisions to change the re-engineered business processes to more fully exploit the out-of-the-box capabilities of the selected products and services, rather than modify the products and services to adapt to the processes. **(T-1)**

4.5.3. Program Development. Implement a solution that utilizes the selected enterprise services, COTS/GOTS/SaaS products and existing infrastructures in accordance with the technical requirements from Phase 3. **(T-0)**

4.5.3.1. Follow the processes outlined in AFI 17-100, *Air Force Information Technology (IT) Service Management*. **(T-1)**

4.5.3.2. Ensure interoperability certification (in accordance with DoDI 8330.01, *Interoperability of IT, Including National Security Systems (NSS)*, and AFGM2015-33-03, *AF Interoperability & Supportability of IT/NSS*). **(T-0)**

4.5.4. <u>Testing</u>. Conduct test planning and coordinates with both Developmental and Operational Test Communities and the Functional Lead to field effective, suitable and survivable systems that meet program criteria for cost, schedule, performance, and cybersecurity and interoperability in accordance with DoDI 5000.75, and AFI 99-103, Capabilities-Based Test and Evaluation. **(T-0)**

4.5.4.1. Document and satisfactorily meet all materiel solution testable requirements, informed by the use cases and information requirements developed in the previous activity. **(T-1)**

4.5.4.2. Employ effective use of integrated testing and automated software test tools. Integrated testing may include all types of test activities such as: Modeling and simulation, cyber testing, contractor testing, developmental and operational testing (combined where practical), interoperability testing, and certification. When supported by an appropriate risk analysis, assessments may use data from integrated test events other than a dedicated independent operational test event. **(T-0)**

4.5.4.3. Track, evaluate, and take appropriate actions to resolve deficiency reports in accordance with Technical Order 00-35D-54. **(T-2)**

4.5.4.4. Develop, define, schedule and resource developmental test events to collect data to evaluate against evaluation criteria, and capture in the Implementation Plan as defined in Appendix 4B, DoDI 5000.75. **(T-1)**

4.5.4.5. Provide a Developmental Evaluation Framework matrix in the Implementation Plan. This framework serves as a Test and Evaluation road map and is used to support sound acquisition program decision making and shows the correlation/mapping between test events, key resources, and the decision supported. (Previously this would be codified in the Test and Evaluation Master Plan. For business system programs on OSD/Director Operational Test and Evaluation oversight list a stand-alone Test and Evaluation Master Plan and Concept of Operations (CONOPs) are still required (reference AFI 99-103). **(T-0)**

4.5.4.6. In Coordination with the Integrated Test Team develop and review the developmental and operational test plans and identify an execution plan, to include mission-oriented development T&E with actual operators performing end-to-end scenarios in a controlled representative environment. **(T-1)**

4.5.4.7. Interoperability T&E will include testing with actual representations of interface systems in a controlled representative environment and assess interoperability between business systems in different functional areas (including systems currently in sustainment). **(T-2)**

4.5.4.8. For programs on the OSD/Director Operational Test and Evaluation oversight list, operational testing will be conducted in accordance with the Test and Evaluation Master Plan approved by AF/TE, SAF/AQ, DASD/Development Test and Evaluation and OSD/Director Operational Test and Evaluation. Director Operational Test and Evaluation will also approve operational test plans, and an Initial Operational Test and Evaluation and Operational Test Readiness Review will be conducted in accordance with AFMAN 63-119, *Certification of System Readiness for Dedicated Operational Testing*, and AFI 99-103 prior to the Full Deployment Authority to Proceed. **(T-0)**

4.5.4.9. Update the Implementation Plan with all Phase 4 content prior to Limited/Full Deployment Authority to Proceeds. **(T-0)**

4.5.5. Limited Deployment Authority to Proceed(s). The Milestone Decision Authority, in consultation with the Functional Sponsor will:

4.5.5.1. Assess the results of developmental and operational testing. **(T-0)**

4.5.5.2. Approves/disapproves deployment to limited portions of the end user community based on the operational risk associated with the release capability. While Limited Deployments do not provide full functionality to all planned users of the BCAC, they do require acceptable performance and reliability within adequate sustainment and support systems. **(T-0)**

4.5.5.3. Ensures that all components of the materiel solution are properly installed and operating; all end users participating in Limited Deployment are adequately trained; a Help Desk capability is operational; and the platform environment is prepared to support Limited Deployment. **(T-1)**

4.5.6. The Functional Sponsor ensures business capability release(s) are described in BCAC Capabilities Requirements Document and Capabilities Process Model Descriptions, in the Capability Implementation Plan and are ready to be implemented in the operational environment. **(T-1)**

4.5.7. Program Execution Roles.

4.5.7.1. The Program Manager/System Owner will:

4.5.7.1.1. Deploy the capabilities of the IT Solution and implement the Limited Deployment(s) to the designated end users. **(T-0)**

4.5.7.1.2. Ensure the end users are properly trained in utilization of the IT Solution in support of the business processes. **(T-0)**

4.5.7.2. The Functional Sponsor will:

4.5.7.2.1. Implement the Non-Materiel Activities necessary to support the IT Solution. **(T-2)**

4.5.7.2.2. Ensure the end users are trained in the business processes the IT Solution will support. **(T-2)**

4.5.7.3. The Functional Sponsor and the Program Manager/System Owner will jointly:

4.5.7.3.1. Collect test data on the Limited Deployment, to determine: how well the IT Solution meets the requirements of the Limited Deployment, works within the business processes, integrates with the business processes and the other Non-Materiel Activities, and contributes to the resolution of the Business Mission Area problem defined in Phase 1. **(T-0)**

4.5.7.3.2. Utilize the results of the testing of the Limited Deployment to adjust any subsequent Limited Deployments, as well as to support the Full Deployment Authority to Proceed. **(T-1)**

4.5.8. Full Deployment Authority to Proceed.

4.5.8.1. The Milestone Decision Authority, with support of the Functional Sponsor and AF Deputy Chief Management Officer will assess the results documented in the Operational Test Report of all Limited Deployments and operational testing and, based on operational risk, approve/disapprove deployment to the entire user community. **(T-0)** Full Deployment requires acceptable performance and reliability, as set forth in any applicable contract requirements, with adequate sustainment and support systems.

4.5.8.2. The Functional Sponsor ensures all elements of the BCAC solution described in the Capability Requirements and Implementation Plan are ready to be implemented in the operational environment. **(T-0)**

4.5.8.3. After Full Deployment Authority to Proceed approval, the Program Manager/Information System Owner will deploy all remaining capabilities, Non-Materiel Activities and the IT Solution to all end users. **(T-1)**

4.5.8.4. The Program Manager/Information System Owner and Functional Lead will develop the Support Plan in accordance with DoDI 5000.75. **(T-0)**

4.5.9. <u>Post Implementation Review</u>. After the Full Deployment, the Functional Sponsor and Program Manager/Information System Owner will plan and conduct a Post Implementation Review. **(T-0)**The Functional Sponsor and the Program Manager/Information System Owner will:

4.5.9.1. Test the efficacy of the business capabilities, business processes, and IT Solution in resolving the original problem identified in Phase 1. The results are reviewed as part of the Post Implementation Report, leading to the development of the Support Plan. **(T-0)**

4.5.9.2. Develop the Support Plan to migrate responsibility for the IT Solution from the Acquisition Authority to the Functional Sponsor. The Support Plan and the Full Deployment test results are the primary inputs to the Capability Support Decision Point. **(T-1)**

4.5.10. <u>Capability Support Authority to Proceed</u>. The Functional Sponsor, in conjunction with the Acquisition Authority will conduct a Capability Support Authority to Proceed to determine whether the Functional Sponsor is ready to accept responsibility from the acquisition authority for support of the capability.

4.5.10.1. At this Decision Point, the Functional Sponsor approves the Support Plan, which documents the planning for this phase and will be updated continuously throughout the program's useful life.

4.5.10.2. This plan also details how the program meets materiel readiness and operational support performance requirements in the most cost-effective manner over its life cycle. **(T-2)**

4.6. Phase 5: Capability Support Phase. The Functional Sponsor assumes responsibility for the business capability and, in consultation with the Designated Portfolio Owner and Program Manager/Information System Owner, maintains the required resources and certifications for all Non-Materiel Activities. The Functional Sponsor continues process improvement in all areas of Organizational Change Management while the Program Manager/System Owner maintains the IT Materiel Solution in support of the Functional Sponsor, which operates until subsumed or replaced.

4.6.1. <u>Activities.</u> The Functional Lead in conjunction with the Program Manager/Information System Owner performs Capability Support activities to include:

4.6.1.1. Review performance measures and lessons learned. The Program Manager/Information System Owner should consult with the Functional Lead and document lessons learned to understand the successes and failures in the acquisition process and the solution's performance. **(T-3)**

4.6.1.2. Review regular and detailed performance measurement reports to inform successive increments and alert the Program Manager/Information System Owner to potential issues. **(T-3)**

4.6.1.3. Conduct a Post Implementation Review 6-12 months after implementation to determine the success of the Implementation Plan. **(T-0)**

4.6.1.3.1. This review will address the overall performance in the areas of user satisfaction, business process improvements, cost improvements, technical evaluation and other factors as specified by the Functional Sponsor.

4.6.1.3.2. This performance is compared with the intended results of the Implementation Plan to maximize Return on Investment and enable Designated Portfolio Managers, Functional Sponsors, PMs/Information System Owner, AF Deputy Chief Management Officer and SAF/CIO A6 to decide whether capability continuation, modification or termination is necessary to meet mission requirements.

4.6.1.4. Perform cybersecurity management in accordance with DoDI 8510.01, AFI 17-101, and Air Force Pamphlet 63-113, *Program Protection Planning for Life Cycle Management*, and update the Cybersecurity Strategy. **(T-0)**

4.6.2. <u>Ongoing Capability Support Authority to Proceed</u>.

4.6.2.1. The Functional Lead in conjunction with the Program Manager/System Owner will conduct an Ongoing Capability Support Authority to Proceed for the business capability as determined by the Acquisition Authority and on an event-driven basis (for non-Program Executive Officer managed systems).

4.6.2.2. For periodic Decision Points, the Functional Sponsor reviews the current IT Solution state, and assesses the number of adjustments made, as well as trends in the costs associated system sustainment costs. **(T-2)**

4.6.2.3. The Functional Sponsor conducts event- driven Decision Points when specific changes are brought forward, such as: new functionality requirements; changes in platform or infrastructure; or changes required in response to policy or technical mandates.

If during this Decision Point, a project or program is authorized to enter the BCAC process anywhere other than Phase 1, the functional sponsor, in conjunction with the Program Manager/Information System Owner will review all activities normally accomplished in previous Phases and ensures mandatory prerequisites are accomplished. **(T-2)**

WILLIAM V. ROPER, JR.
Assistant Secretary of the Air Force
(Acquisition, Technology & Logistics)

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

DODI 5000.75, *Business System Requirements and Acquisition*, 2 February 2017.

AFI 63-101/20-101, *Integrated Life Cycle Management*, 9 May 2017.

AFI 33-360, *Publications and Forms Management*, 1 December 2015.

AFMAN 33-363, *Management of Records*, 1 March 2008.

10 United States Code § 2222, *Defense Business systems: Business Process Reengineering;*

Enterprise Architecture; Management, 3 January 2012.

DODI 5000.02, *Operation of the Defense Acquisition System*, 7 January 2015.

AFI 63-138, *Acquisition of Services*, 11 May 2017.

AFI 17-101, *Risk Management Framework (RMF) for Air Force Information Technology (IT)*, 2 February 2017.

AFI 17-110, *Air Force Information Technology Portfolio Management and IT Investment Review*, 23 December 2008.

AFI 65-601, V3, *The Air Force Budget Corporate Process*, 8 August 2011.

44 United States Code § 101, *E-Government Act of 2002*, 17 April 2003.

5 United States Code § 552a, *Privacy Act of 1974*, 31 December 1974.

29 United States Code § 701, *Rehabilitation Act of 1973*, 26 September 1973.

AFI 65-601. Volume 1, Incorporating Change 1, *Budget Guidance and Procedures*, 29 July, 2015.

AFPD 63-1/20-1, *Integrated Life Cycle Management*, 3 June 2016.

AFPD 17-1, *Information Dominance Governance and Management*, 12 April 2016.

AFI 99-103, *Capabilities-Based Test and Evaluation*, 6 April 2017.

OEP Delegation Memorandum, *Delegation of the Air Force Organization Execution Plan (OEP) for Fiscal Year (FY) 2017 Execution*, 3 October 2016.

AFI 38-401, *Continuous Process Improvement (CPI)*, 15 April 2016.

AFI 17-140, *Air Force Architecting*, 20 October 2016.

FAR – *Federal Acquisition Regulation*.

DFARS – *Defense Federal Acquisition Regulation*.

AFFARS – *Air Force Federal Acquisition Regulation Supplement*.

AFMAN 17-1203, *Information Technology (IT) Asset Management (ITAM)*, 3 June 2016.

Department of Defense Instruction 8510.01, *Risk Management Framework (RMF) for DoD Information Technology (IT)*, 12 March 2014.

AFPAM 63-123, *Product Support Business Case Analysis*, 1 June 2017.

AFI 17-100, *Air Force Information Technology (IT) Service Management*, 16 September 2014.

DODI 8330.01, *Interoperability of Information Technology (IT) Including National Security Systems (NSS)*, Incorporating Change 1, December 18, 2017.

AFGM 2015-33-03, *Air Force Interoperability Supportability of IT/NSS*, 25 July 2016.

Technical Order 00-35D-54, *USAF Deficiency Reporting, Investigation, and Resolution*, 1 September 2015.

AFMAN 63-119, *Certification of System Readiness for Dedicated Operational Testing*, 19 February 2016.

AFPAM 63-113, *Program Protection Planning for Life Cycle Management*, 17 October 2013.

10 United States Code§ 221, *Future Years Defense Program: Submission to Congress; Consistency in Budgeting*, 3 January 2012.

Adopted Forms

AF Form 847, Recommendation for Change of Publication

Abbreviations and Acronyms

AFI—Air Force Instruction

AFGM—Air Force Guidance Memorandum

AFMAN—Air Force Manual

AFPD—Air Force Policy Directive

AFPAM—Air Force Pamphlet

ASD—Agile Software Development

BCAC—Business Capability Acquisition Cycle

DCMO—Deputy Chief Management Officer

DOD—Department of Defense

FY—Fiscal Year

MDA—Milestone Decision Authority

OEP—Organization Execution Plan

OUSD—Office of the Under Secretary of Defense

OUSD (A&S)—OUSD Acquisition and Sustainment

SAE—Service Acquisition Executive

SAF—Secretary of the Air Force

T&E—Test and Evaluation

Terms

Acquisition Authority—depending on the business category, this will be the Defense Acquisition Executive, the Service Acquisition Executive, or the Program Executive Officer.

Agile Release—(1) The act of issuing a software version to an end user for publication, use, or distribution as a result of agile software development. (2) A new release of a software program to an end user.

Agile Software Development—(1) A group of software development methodologies based on iterative and incremental development where requirements and solutions evolve through highly collaborative, self-organizing, cross-functional teams. (2) An iterative development approach that focuses on mature technologies, continuous testing, test-driven development, continuous user involvement and requirements definition, and rapid early fielding of working functionality.

Business Mission Area—The Business Mission Area ensures that the right capabilities, resources, and materiel are reliably delivered to our warfighters: what they need, where they need it, when they need it, anywhere in the world. To cost-effectively meet these requirements, the Department of Defense current business and financial management infrastructure - processes, systems, and data standards - are being transformed to ensure better support to the warfighter and improve accountability to the taxpayer. Integration of business transformation for the Department of Defense business enterprise is led by the Deputy Secretary of Defense in his role as the Chief Operating Officer of the Department.

Business Capability—A business capability is the articulation of the core abilities or functions the organization needs to deliver requisite products and services to provide value for the business and its constituents.

Business Process—A business process describes how an organization performs or implements its business capabilities through a collection of related structured activities or tasks that produce a specific service or product or serve a particular goal. Business process documentation also emphasizes the use of input and output information to perform the activities and tasks.

Business Problem—The reason or reasons the end state isn't being achieved.

Business Rule—A business rule is a statement that defines or constrains some aspect of the business, but (in contrast to a business rule statement) it cannot be broken down or decomposed further into more detailed business rules.

Business System—Business systems are defined as 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 Department of Defense conducted for the morale, welfare, and recreation of members of the armed forces using non-appropriated funds. This AFMAN uses Business System interchangeably with Defense Business System. Business Process Performance Measure - Business process performance measures indicate when the process is being executed as intended.

Capability Performance Measure—Capability performance measures are quantitative, measurable attributes of each capability that indicate when the capability has been successfully implemented.

Change Management—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 Instruction).

Covered Defense Business System—A Defense Business System that is expected to have a total amount of budget authority, over the period of the current Future Years Defense Program in excess of $50M.

Decision Authority—The decision authority is the individual responsible for leading the decision making process for the current phase of The BCAC. The decision authority collects input from all pertinent stakeholders and makes final decisions. Department of Defense Instruction 5000.75, Table 3 identifies the Decision Authority based upon the Authority to Proceed.

Defense Business System—Business systems are defined by 10 United States Code § 2222 as 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 Department of Defense conducted for the morale, welfare, and recreation of members of the armed forces using non-appropriated funds. This AFMAN uses Defense Business System interchangeably with Business System.

Deployment—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.

Future Years Defense Program—A Future Years Defense Program (including associated annexes) reflecting the estimated expenditures and proposed appropriations included in that budget. Any such Future Years Defense Program shall cover the fiscal year with respect to which the budget is submitted and at least the four succeeding fiscal years. 10 United States Code §221.

End State—An end state is a goal to achieve within the context of the business mission area.

Information Asset— An information asset is a definable piece of information, stored in any manner, which is recognized as valuable to an organization. Information Assets include information that is consumed during a task within Capability Process Models, as well as the information that is produced during the completion of the task.

Information Assurance—Actions that protect and defend information systems by ensuring availability, integrity, authentication, confidentiality, and non-repudiation. Also known as IA. (JP-3-12)

Information Technology Infrastructure—Information Technology 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.

Life Cycle Support Requirements—Life cycle support requirements are requirements for availability, scalability, maintainability, supportability, and other requirements as appropriate for the specific initiative.

Milestone Decision Authority—Approves critical acquisition decisions for the Authority to Proceed decision points or concurs in contractual commitments. The Milestone Decision Authority is the decision authority for the development and delivery of business systems within related cost, schedule and performance parameters. Department of Defense Instruction 5000.75, Table 1 identifies the Milestone Decision Authority based on the business system category.

Organizational Execution Plan - General Organizational Execution Plan Guidance. Along with the Service Organizational Execution Plans, the Air Force Deputy Chief Management Officer, as the Pre-Certification Authority on Air Force Priority Defense Business systems and Certification Authority on Air Force Covered Defense Business systems, will provide a single memorandum asserting compliance with Business Enterprise Architecture and compliance with the guidelines for Business Process Reengineering. The Organizational Execution Plan certification requests must comply with laws, regulations, and policy, such as the Clinger-Cohen Act. The Pre-Certification Authority submits the Portfolio Certification Request to the Office of the Secretary of Defense Deputy Chief Management Officer to formally assert the need for all systems requiring certification.

Organizational Change Management—A framework for managing the effect of new business processes, changes in organizational structure or cultural changes within the AF.

Pre-Certification Authority—The Military Department Chief Management Officer (CMO), the Defense Agency Director, or a designee approved by the Department of Defense Deputy Chief Management Officer, who determines that a Defense Business System is in compliance with enterprise architecture, the business processes supported by the Defense Business System are or will be as streamlined and efficient as practicable; the need to make Commercial-off-the-shelf systems to meet or incorporate unique requirements or unique interfaces has been eliminated or reduced to the extent practical; and the Defense Business System is necessary to achieve a critical national security capability or prevent a significant adverse effect on a project that is needed to achieve an essential capability.

Priority Defense Business systems—A Defense Business System that is expected to have a total amount of budget authority over the period of the current Future Years Defense Program in excess of $250M or designated by the Deputy Chief Management Officer as a priority Defense Business System, based on specific program analyses of factors including complexity, scope, and technical risk, and after notification to Congress of such designation.

Release - A release is a manageable subset of functionality that is transferred from the developer to the end-user.

Technical Requirements—Technical requirements are requirements for infrastructure, hosting, security and life cycle support requirements**:** If attachments have sections, identify them as sections A1A, A1B, A1C, or A2B, A2C, etc.