

# *Office of the Chief Architect*

## EA Support to VA Decision Making

September 5, 2013

# A VA Integrated Decision Support Capability is Necessary to Answer Critical Business Questions

1

## *Improve Service Delivery*

- What are the interrelationships amongst the Major Initiatives and how do they impact fulfillment of the VA's priority goals?
- What are the gaps in our capabilities to serve the Veteran (e.g., Eliminate Veteran's Homelessness)?
- How can we enhance and streamline the processes to collect and update beneficiary and family information and better apply these processes in the administrations?

2

## *Promote Functional Integration*

- How can we ensure the seamless integration of services / capabilities / information flows across VA solutions and Veteran services?
- What dependencies exist between VA's initiatives, capabilities and investments?
- What information is required by a given capability or process?
- What is the IT landscape by business area? What systems/services do we have currently supporting a given capability or process?

3

## *Facilitate Resource Optimization*

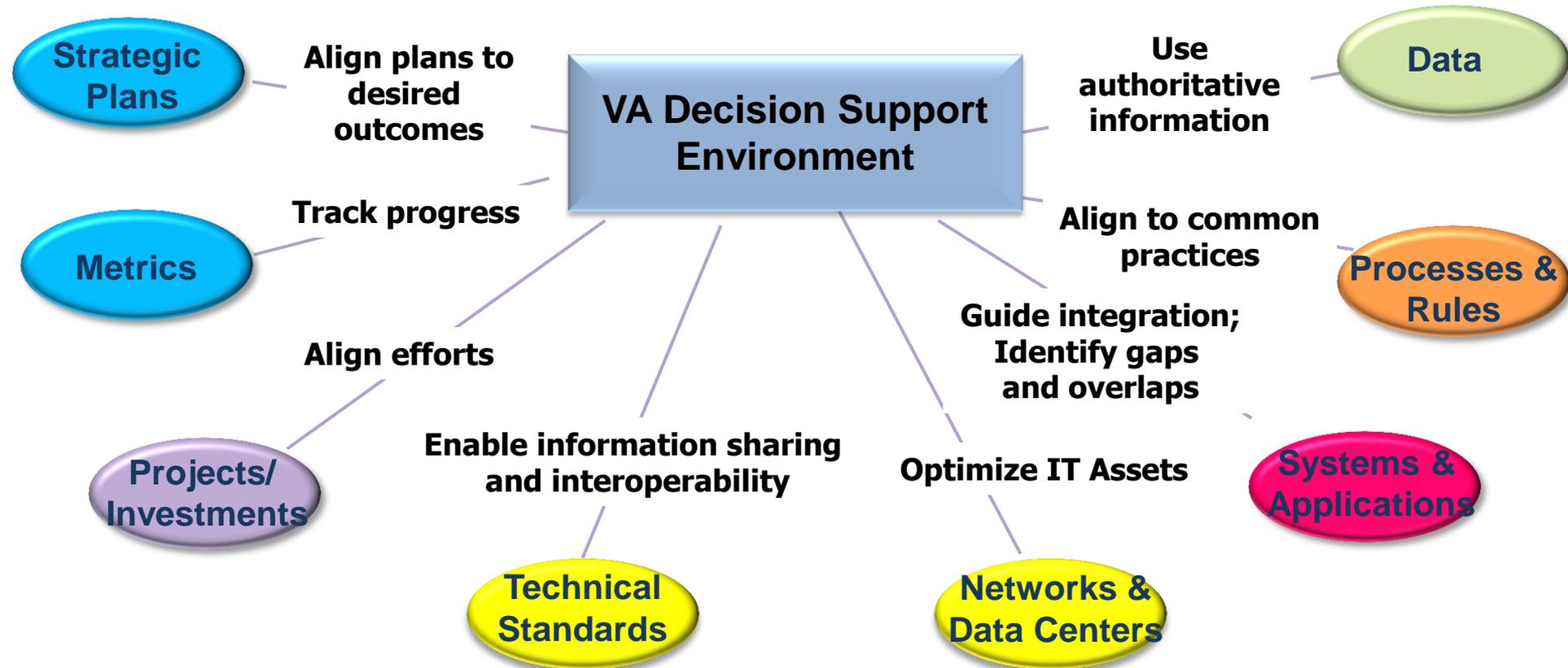
- Are we spending our money most effectively? How do we balance investments across our mission requirements?
- Are we supporting multiple systems / capabilities that provide the same service?
- Where do we have opportunities for consolidation / cost reduction? Service / capability reuse?
- What are the low-value investments that should be sunset or placed in minimal sustainment?

4

## *Serve as Authoritative Reference*

- Can VA provide consistent , authoritative answers to congressional queries / reporting requirements
- What should VA authoritative sources be for basic information about Veterans we serve?
- What is the common, consistent view of internal capabilities, services, systems and assets?
- What is the line of sight visibility of all VA programs / capabilities / initiatives back to VA goals, objectives and priorities?

# A VA-wide Decision-Support environment must integrate information from stakeholders across VA



Information within the environment must be subject to strong governance to ensure trust and integrity.

# Integrated decision-support information can help harmonize the decision processes themselves

Areas of Focus	PPBE	E2E Requirements Traceability	Cost Estimation	APMF	PMAS	Actual Costs
VA-Wide	<ul style="list-style-type: none"> <li>Strategic VA-wide PPBE</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Capability Requirements</li> </ul>	<ul style="list-style-type: none"> <li>High Level Estimation</li> </ul>			<ul style="list-style-type: none"> <li>Costs per Major Initiative Perspective</li> </ul>
Portfolio	<ul style="list-style-type: none"> <li>Business Area Focused PPBE</li> </ul>	<ul style="list-style-type: none"> <li>Business Capability Requirements</li> </ul>	<ul style="list-style-type: none"> <li>Refine Estimation</li> </ul>			<ul style="list-style-type: none"> <li>Costs from the Portfolio Perspective</li> </ul>
Program	<ul style="list-style-type: none"> <li>Program Focused PPBE</li> </ul>	<ul style="list-style-type: none"> <li>Acquisition Program Requirements</li> </ul>	<ul style="list-style-type: none"> <li>Granular Estimation</li> </ul>	<ul style="list-style-type: none"> <li>Verify</li> <li>Initiate</li> </ul>		<ul style="list-style-type: none"> <li>Project Costs Rolled Up to Program</li> </ul>
Project	<ul style="list-style-type: none"> <li>Project Focused PPBE</li> </ul>	<ul style="list-style-type: none"> <li>Project, System, &amp; Contract Requirements</li> </ul>	<ul style="list-style-type: none"> <li>Detailed Estimation</li> </ul>	<ul style="list-style-type: none"> <li>Obtain</li> <li>Deploy</li> <li>Operate &amp; Maintain</li> </ul>	<ul style="list-style-type: none"> <li>New Start</li> <li>Planning</li> <li>Active</li> <li>Close Development</li> </ul>	<ul style="list-style-type: none"> <li>Costs per Project</li> </ul>

## Necessary Decision Support Information

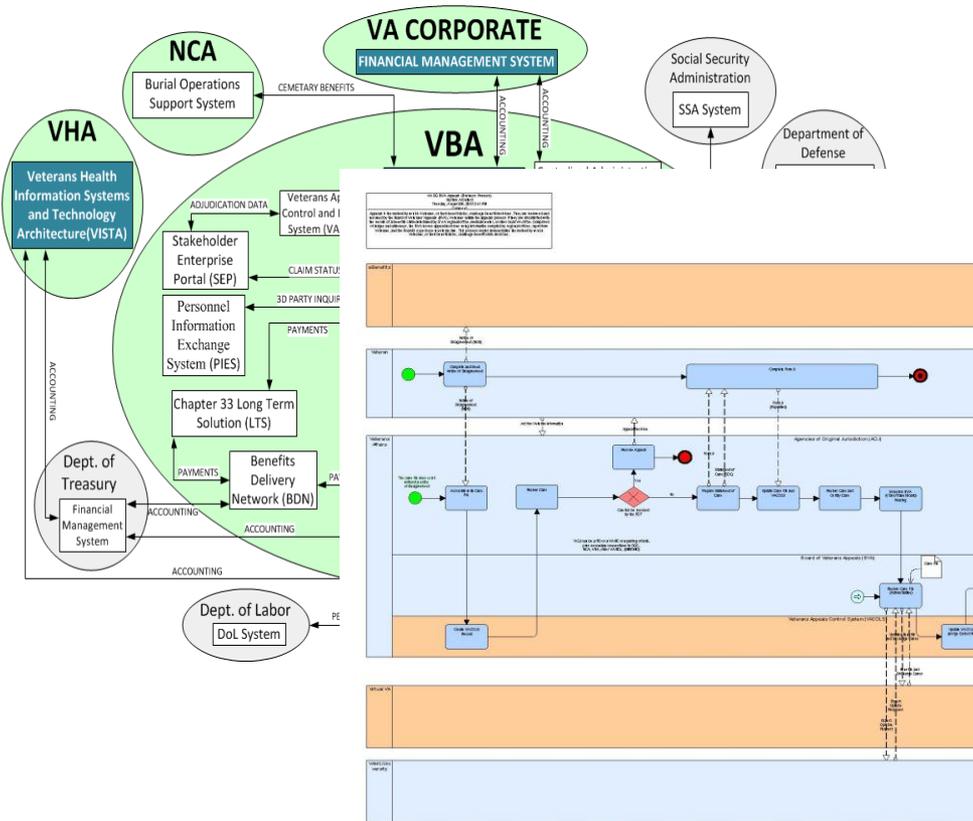
Strategic Drivers

Strategic Measures  
Business Functions and Capabilities

Bus. Proc. Measures  
LRPs & Bus. Rules  
Technical Requirements

B.P. & S.P. Measures  
LRPs & Bus. Rules  
Technical Requirements  
Data Requirements  
Data Exchanges

# A VA-wide decision-support environment must have flexible analytical and reporting capabilities to support multiple uses and stakeholders



Name	Long Name	Description	Business Functions
AUTOFORM	Insurance Automated Form	Insurance Automated Form (IIS) application allows veterans to apply for Service Disabled Veterans Insurance online. Applicants can submit their applications electronically or print and mail their completed application. (AUTIFORM is part of the Insurance Self Service application).	"Process Disability Compensation Benefit"
Awards	Awards	VETNET Awards is used to prepare the award and calculate benefit awards. Awards provides VBA the processing capability to generate and authorize compensation and pension awards. A link to the Finance and Accounting System (FAS system) by a business transaction affords complete accounting functions, and includes an interface with Treasury. This application also integrates with and uses the features of the following applications already in place: CBS, SPP, and RBA. Awards will continue the collection of data to support both information and budgetary requirements for the Compensation and Pension Programs.	"Process Pension Benefit"
BDN	Benefits Delivery Network	The Benefits Delivery Network (BDN) is a suite of COBOL mainframe applications that collectively make up the VA's primary claims processing, tracking and payment systems. The BDN tracks and distributes approximately \$40 billion in veteran entitlements yearly. BDN is the primary database and payment systems for all education benefit programs administered by Education Service. VBA employees use BDN for the purpose of determining eligibility for benefits as well as processing benefit payment transactions. BDN processes claims for all Education benefits including Ch. 30, Ch. 1606, Ch. 1607, Ch. 32, Ch. 35, and soon to be Ch. 33 system solution.	"Process Education Benefit" "Process Vocational Education Benefit" "Process Higher Education Benefit"
BIRLS	Beneficiary Identification Record Locator Subsystem	Beneficiary Identification Record Locator Subsystem (BIRLS) is a 44-million computerized record system containing back identifying information on a VA claimant including current location of the claimant's folder and service information. BIRLS controls the assignment of the numbers, manages 10 different folder types, stores inactive compensation and pension data, and stores active and inactive insurance policy numbers. BIRLS is an integral part of the Benefits Delivery Network (BDN) and VETNET. The BIRLS database file is stored on an IBM Mainframe computer at the Corporate Franchise Data Center (CFDC), formerly, Austin Automation Center or AAC) in IDMS database format. The BIRLS data is maintained by the Austin Automation Center (AAC) and is directly accessible to authorized users. BIRLS is responsible for controlling the assignment of the numbers, managing folder types, storing compensation and pension data, and storing active and inactive insurance policy numbers. The BIRLS database is stored on an IBM mainframe computer at the Corporate Franchise Data Center in IDMS database format. BIRLS will process on-line inquiry and update transactions.	"Process Income Security Benefit" "Process Disability Compensation Benefit" "Process Pension Benefit" "Process Business & Industry Development Benefit" "Process Loan Guaranty Benefit" "Process Life & Traumatic Injury Insurance Benefit" "Process Education Benefit" "Process Vocational Education Benefit" "Process Training & Employment Benefit" "Process Higher Education Benefit" "Process Workforce & Economic Development Benefit"
CAPRI	Compensation and Pension Records Interchange	Compensation and Pension Records Interchange (CAPRI) project is a joint VBA/VHA effort to improve Compensation and Pension exam information flow with minimal cost. The CAPRI software acts as a bridge between VBA and VHA information systems. It offers VBA Rating Specialist's help in building the ratings.	"Process Disability Compensation Benefit" "Process Pension Benefit"
EARS	Centralized Accounts Receivable System	The Centralized Accounts Receivable System (EARS) maintains information of government overpayments, accounts receivable to the claimants.	"Process Income Security Benefit" "Process Disability Compensation Benefit" "Process Survivor Compensation Benefit" "Process Pension Benefit" "Process Business & Industry Development Benefit" "Process Loan Guaranty Benefit" "Process Training & Employment Benefit" "Process Life & Traumatic Injury Insurance Benefit" "Process Higher Education Benefit" "Process Vocational Education Benefit" "Process Workforce & Economic Development Benefit"
CH1607 - REAP	Chapter 1607 - Reserve Education Assistance Program	VA Reserve Education Assistance Program (Chapter 1607 - REAP) is a web-based application used by VBA Education Service and RBA officials to verify the eligibility of specific reservists to receive educational benefits under Ch. 1607.	"Process Education Benefit" "Process Vocational Education Benefit" "Process Higher Education Benefit"
CH30 - MAGB	Chapter 30 - Montgomery GI Bill Active Duty Benefit	Montgomery GI Bill Active Duty Benefit (Chapter 30 - MAGB) processing runs five times a week (Monday through Friday). Treasury records are generated and mailed to Treasury on the same day that an award is adjudicated and/or certified. Chapter 30 on-line runs on a separate IP on the TCS for performance considerations of the overall on-line system. In 1995 the system was enhanced to add a sub-system to deactivate master records. This inactive data base processing enhances batch processing which now results only active records during nightly batch processing. More recently an EFT subsystem was written to provide Electronic Transfer of Funds. In fiscal 2003, 14301 issued 2,135,806 payments totaling over \$1.8 billion.	"Process Education Benefit" "Process Vocational Education Benefit" "Process Higher Education Benefit"

The effectiveness of such an environment is dependent upon how well its use is institutionalized within VA activities and processes

# The OneVA Enterprise Architecture Vision

**Enterprise Architecture is a management  
(not strictly IT) discipline**

VA Information  
Producers



Models



Data



Reports

VA Information  
Consumers



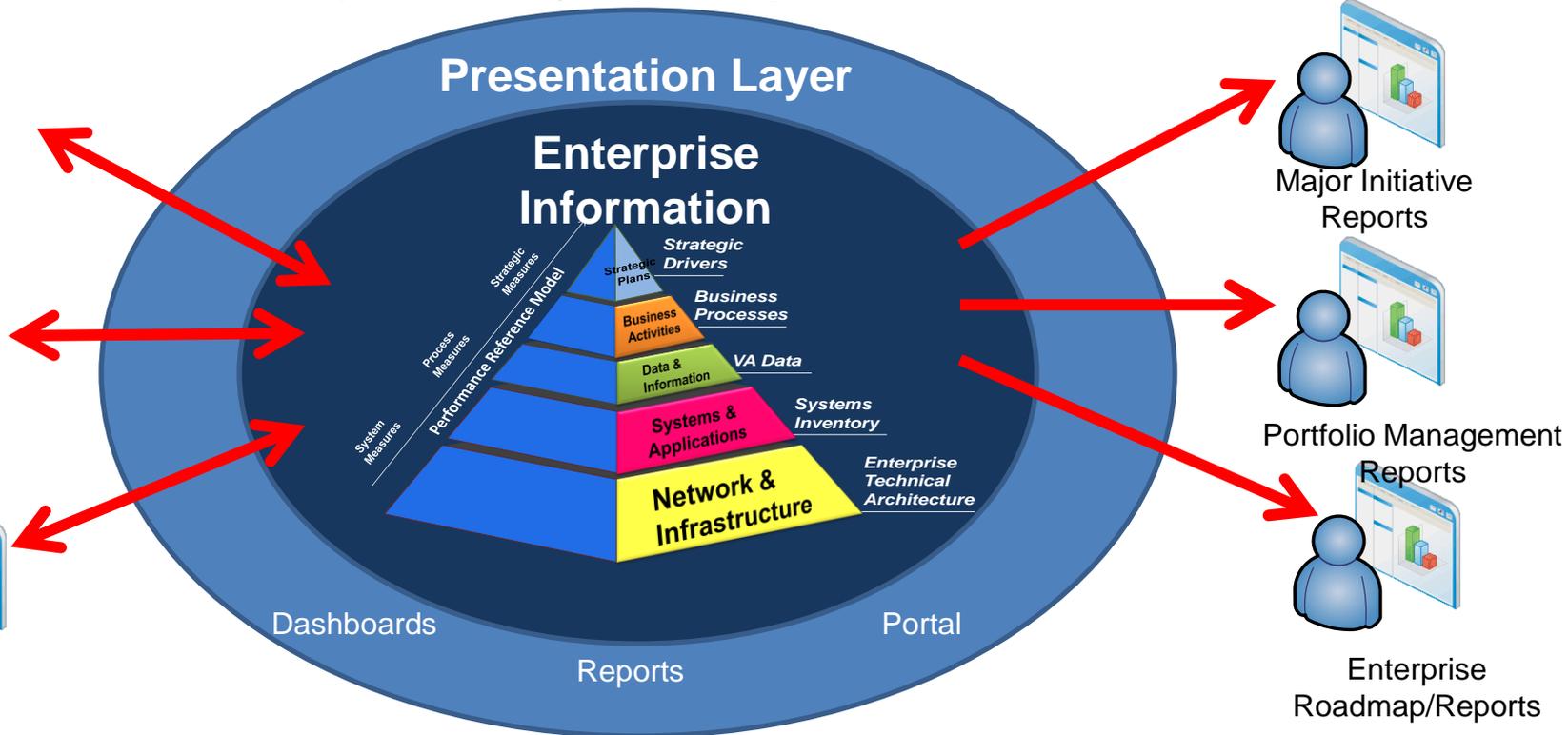
Major Initiative  
Reports



Portfolio Management  
Reports

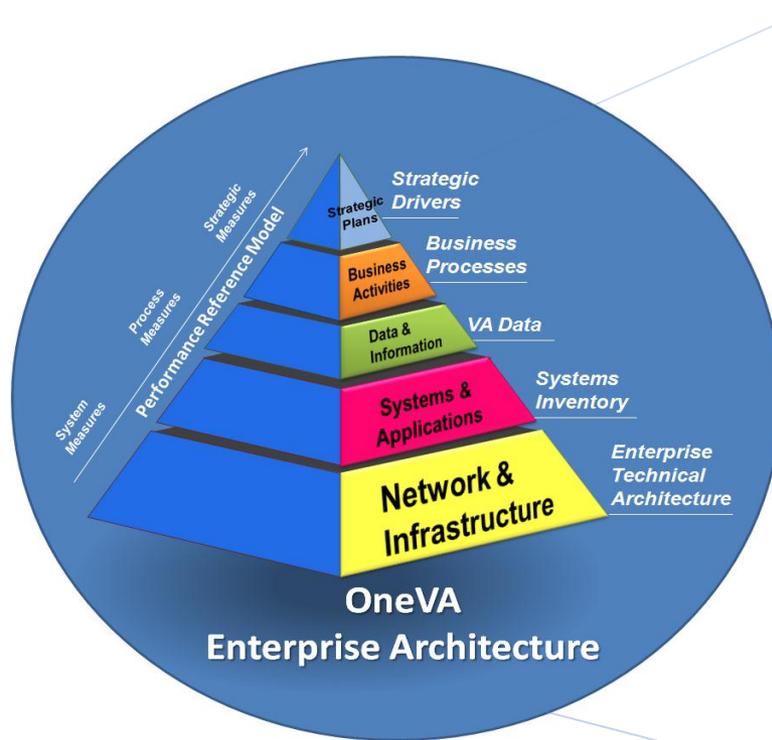


Enterprise  
Roadmap/Reports



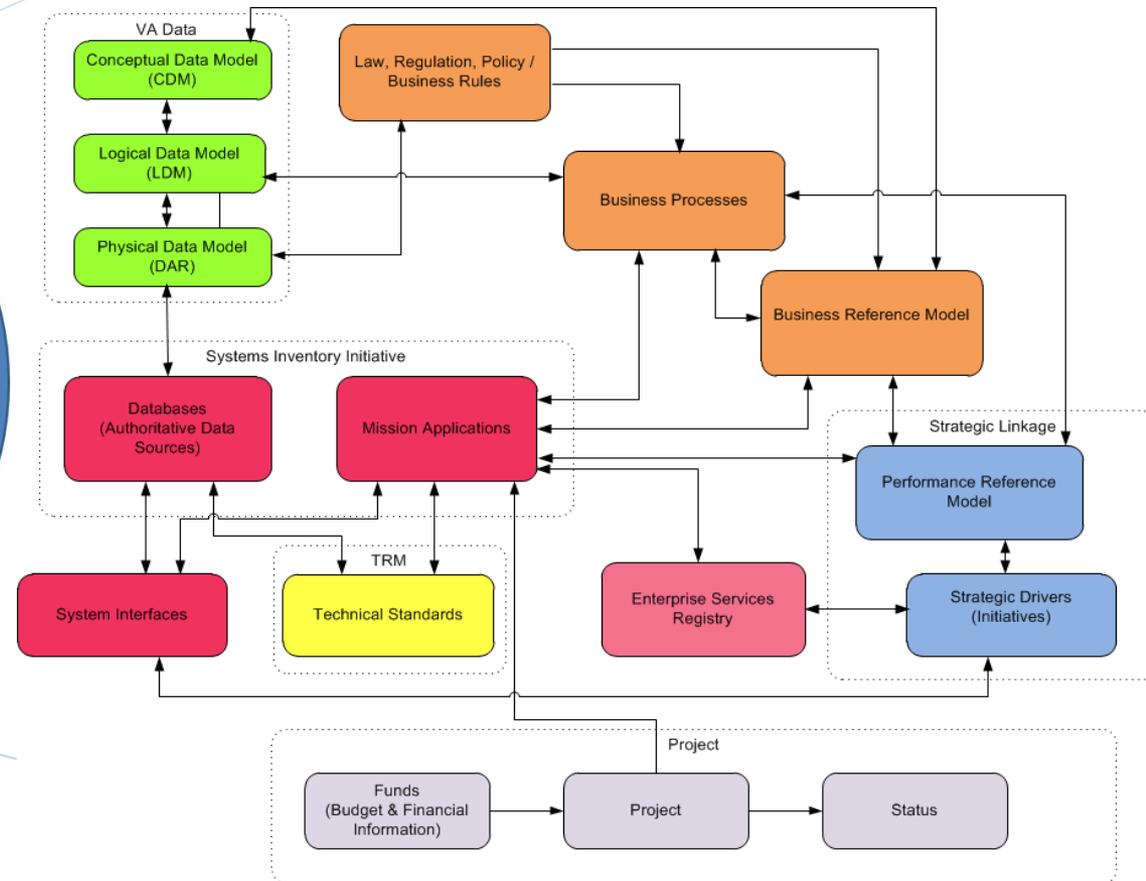
Only an enterprise-wide architecture can provide an integrated view of strategic, business, and technology domains across all lines of business, services, and systems – which is key to optimizing mission capabilities and resource utilization. At present, there is no other management best practice, other than EA, that can serve as a context for enterprise-wide planning and decision making. *Common Approach to Federal Enterprise Architecture (May 2, 2012)*

# OneVA EA Foundation – What’s “under the hood”



<http://vaww.ea.oit.va.gov/index.asp>

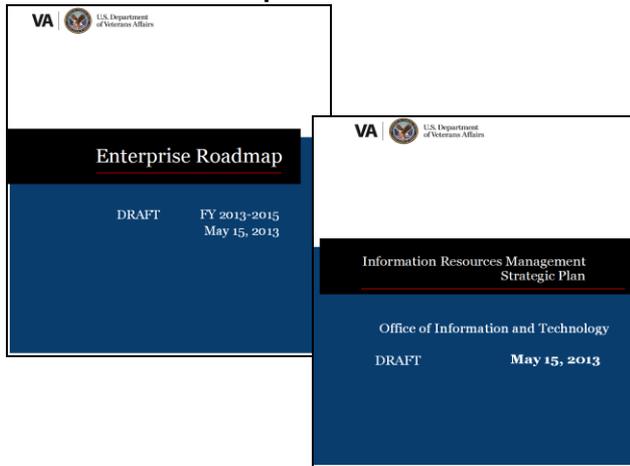
## Initial EA Meta-model



*OneVA EA is structured to provide a consistent set of inter-related data to inform governance and support thorough analysis for effective enterprise decision making*

# Existing and Emerging EA Uses

## Roadmap & Plans



## Investment Portfolio Management

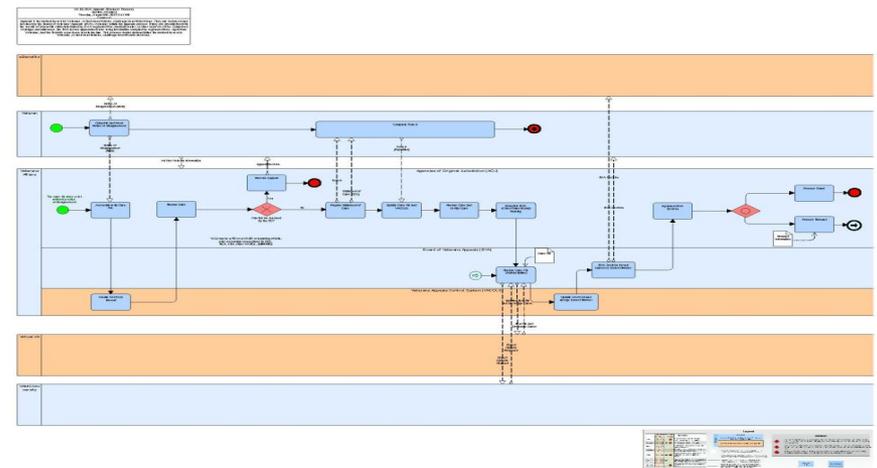


## Capability Based Planning

	Business Manager	Systems	Staff Manager	Capability Creation	Acquisition	Contract Manager	Account Services	Financial Services	Force Manager	Capability Deploy	Theater Operation
Direct	Bus. Unit Plan & Po Ext. Relat Plan & Po Military LA Strategic Guidance SST/UNIT Assessments	Systems Planning Policies Systems Standards	Staff Plan & Assess HRM Policies Training Policies & Assess	Strategic Capability Creation	Procurement Planning & Policies	Contract Supplier & Alliance Plans & P Contract Supplier & Alliance Assessments	Accounting Policies	Financial Planning & Policies Investment Planning Policies	Force Planning Equipment Planning Infrastructure Facility Planning	Deployer Plans & P	Distribute Planning Theater Support Planning
Control	Ext. Inter-Operational Contract Audit Military Co-Analysis Oversight Resource Management	Business Architecture Systems Architecture Project Office/Shop	Allocation Utilization Training Oversight Examinate & Certific	Capability Design Management Capability Design Verification	Procurement Oversight Procurement Training Oversight Contract Accounts & Policies Requirements Analysis Management	Supplier, Contractor Selection Credit Assurance Contract Oversight	Account Reconciliation Account A & Oversight Contract Oversight	Financial Control & Reporting Investment Manage	Force Deployer Oversight Force Readiness Installation Accountab & Products	Theater Deployer Oversight	Distribute Schedule Theater Support Oversight
Execute	Directives Instruction Business Admin Business Consolidat & Coordinat Business Relations Administrator Contract Facility & MP Force	Implement Systems Operate Systems Systems Support Knowledge Manager Tools & S Environments	Performance Evaluation Payroll Benefits Training & Education Recruitment Travel Administration Employee Profile	Capability Development Capability Refinement Capability Prototyping Modeling Simulation	Procurement Oversight Investment Oversight	Accounts Account Services Financial statements	General Ledger (P&L) Collection & Resources Accounts Receivable Accounts Payable Cash	Inventory Management Token Admin E.g. Accounts Sys A Weapons Depot Operate Specialist	Infrastructure Assessment Talent Site & Location E.g. Sys A	Order Process Theater Services Inventory Maintenance Fleet & C Tracking	

*Handwritten annotations:*  
 - "gaps" in the Direct row, Capability Creation column.  
 - "over extension" in the Execute row, Acquisition column.  
 - "duplication" in the Execute row, Contract Manager column.

## Business Process Analysis and Reengineering





# Current EA Activities

## September 2013 Deliverables

- Release first iteration of integrated OneVA EA content
- Update Enterprise Technical Architecture (ETA) Compliance Criteria
- Rollout initial EA Tooling environment (training for key stakeholders in FY14)

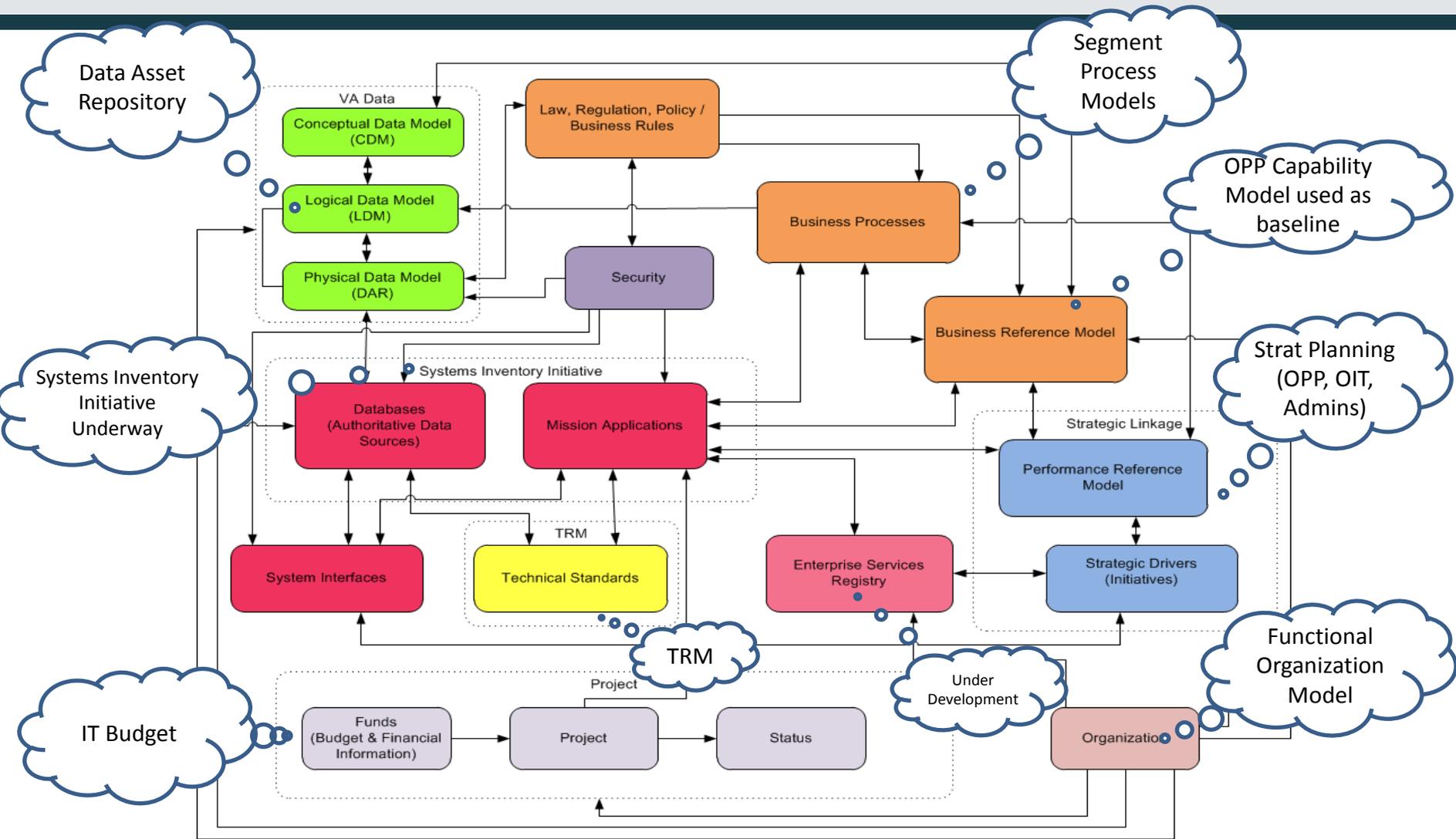
## Ongoing Activities

- Integrate EA content gathered over past 2 years into EA environment
- Participate in evolving VA decision-processes (requirements, PPBE, APMF, etc.)
- Participate in Enterprise strategy, planning and discussion forums (ISC, DGC)

## Planned FY14 Activities

- Focus on VBA EA Content – views to support Claims Backlog analysis
- Evolve VA Enterprise Roadmap and IRM Strategic Plan
- Build out Portfolio Management use case, integrating common taxonomies into the EA and PPBE processes
- Assist Administrations in developing /publishing explicit business rules for use in guiding and constraining investments and the current operating environment
- Begin an EA Performance Management program
- Integrate VA budget information into EA environment

# Status / Challenge: EA Content



# Status / Challenges: EA Use

## Status

- EA (Technical Layer) used to guide systems development (PMAS)
- EA supports VA Strategic Planning efforts
- EA provides support for specific queries (supporting Congressional inquiries, etc.)

## Current Activities

- EA tools and capabilities used for CDI environmental scan
- Led the Integration sub-team effort for CDI
- Informed VA-DoD Identity management talks
- Supporting E2E Requirements Initiative
- Working with PPBE effort to both inform EA design and consume EA content
- Initiating Dialog with ITRM on OIT budget formulation

**VA Enterprise processes need more maturity to take full advantage of EA**

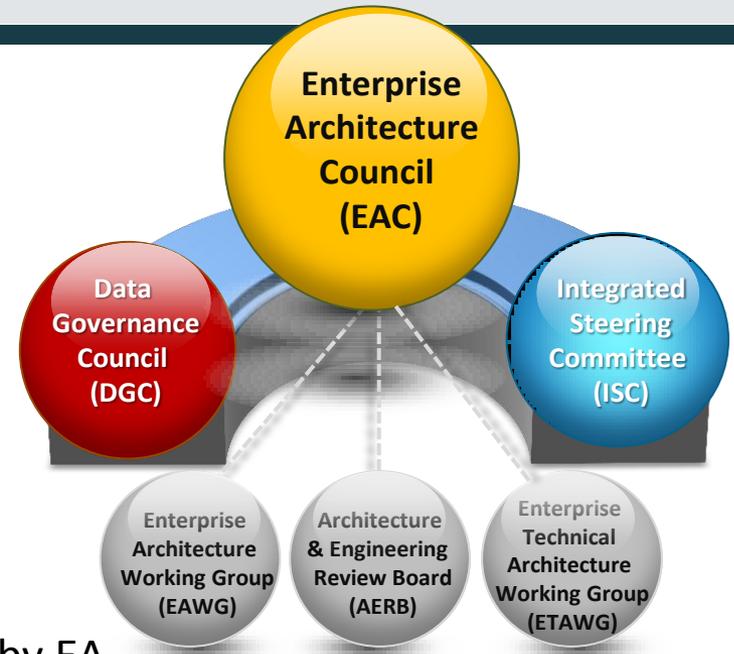
# Status / Challenge: EA Governance

## EAC Governance structure in place

- Notionally comprised of SES-level representatives
- Establishes EA priorities
- Governs rules of “federation” (what is “enterprise” vs. “segment”)
- Oversees EA maintenance

## VA Chief Architect :

- Coordinates with Executive stakeholders to set enterprise business priorities to be addressed by EA
- Leads efforts to integrate EA content
- Holds stakeholders accountable for providing / maintaining EA content
- Maintains EA repository. Assists stakeholders in developing useful views / analyses



**Senior Executive Participation is CRITICAL to setting the right priorities and driving Enterprise behavior**