



Department of Defense

DIRECTIVE

NUMBER 5105.80
November 12, 2008

DA&M

SUBJECT: Defense Business Transformation Agency (BTA)

References: See Enclosure 1

1. PURPOSE. Under the authority vested in the Secretary of Defense by sections 113, 191, and 192 of title 10, United States Code (Reference (a)), this Directive:

a. Establishes the BTA with the mission, organization and management, responsibilities and functions, relationships, and authorities as prescribed herein.

b. Supersedes and cancels Deputy Secretary of Defense Memorandum (Reference (b)).

2. APPLICABILITY. This Directive applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as the "DoD Components").

3. DEFINITIONS. See Glossary.

4. MISSION. The mission of BTA is to guide the transformation of business operations throughout the Department of Defense and to deliver enterprise-level capabilities that align to warfighter needs.

5. ORGANIZATION AND MANAGEMENT

a. The BTA is established as a Defense Agency under the authority, direction, and control of the Deputy Chief Management Officer (DCMO) of the Department of Defense, consistent with DoD Directive 5105.82 (Reference (c)).

b. The BTA shall consist of a Director, a Defense Business Systems Acquisition Executive (DBSAE), and other subordinate organizational elements established by the Director, within resources assigned by the Secretary of Defense.

6. RESPONSIBILITIES AND FUNCTIONS. The Director, BTA, shall:

a. Organize, direct, and manage BTA and all assigned resources; procure assigned items; and administer, supervise, and control all programs, services, and items assigned to BTA.

b. Be responsive to the Chair and Vice Chair of the Defense Business Systems Management Committee (DBSMC), and provide planning, operational, and other required technical and administrative assistance to the DBSMC.

c. Develop and facilitate the DoD-wide processes for the maintenance, refinement, approval, and implementation of the Business Enterprise Architecture (BEA). Ensure common application of data standards, strategies, and processes across the business enterprise.

d. Develop, maintain, and manage execution of the Enterprise Transition Plan (ETP) and successor plans, as applicable. Collaborate with cognizant OSD Principal Staff Assistants (PSAs) and Heads of the other DoD Components to ensure compliance with the ETP, encourage best practices, and resolve associated issues.

e. Connect the BTA business mission with the warfighter, including the Combatant Commands and other DoD Components, by identifying and implementing candidate capabilities that complement urgent warfighting business requirements.

f. Through the DBSAE, exercise acquisition oversight for assigned DoD enterprise-level Major Automated Information Systems (MAIS) and non-MAIS business acquisition programs in accordance with the Business Capability Lifecycle (BCL)/Enterprise Risk Assessment Methodology (ERAM) process and DoD Directive 5000.01 (Reference (d)) and DoD Instruction 5000.2 (Reference (e)), as applicable. The DBSAE shall report to the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)) on all matters pertaining to the operation of the defense acquisition system and serve as the milestone decision authority for MAIS programs designated by the USD(AT&L).

g. Integrate the efforts of the OSD PSAs in the areas of business process reengineering, enterprise business functions, and certification authority (CA) investment review as determined and revised by the DBSMC.

h. As directed by the DCMO or the DBSMC, focus necessary resources on urgent business systems issues that impact the warfighting mission and can be addressed quickly via existing DoD-wide systems capabilities.

i. Develop and implement other business mission area (BMA) transformation policies and procedures, in support of DBSMC strategic direction, to integrate business systems modernization into all DoD business activities.

j. Serve on DoD boards, committees, and other groups concerning defense business transformation activities, functions, and responsibilities.

k. Design and manage defense business transformation programs and activities to improve performance standards, economy, and efficiency and demonstrate the BTA's attention to the requirements of its organizational customers, both internal and external to the Department of Defense, consistent with the requirements of the Secretary of Defense Biennial Review of Defense Agencies and DoD Field Activities. This includes, but is not limited to, best practices such as Continuous Process Improvement/Lean Six Sigma concepts and tools as applied to the full range of DoD organizations.

l. Perform such other duties as may be assigned by the Secretary of Defense, the Deputy Secretary of Defense, or the DCMO.

7. RELATIONSHIPS

a. In the performance of assigned responsibilities and functions, the Director, BTA, shall:

(1) Report directly to the DCMO.

(2) Use existing systems, facilities, and services of the Department of Defense and other Federal agencies, when possible, to avoid duplication and to achieve maximum efficiency and economy.

(3) Coordinate, exchange information with, and integrate the efforts of the OSD PSAs and Heads of the other DoD Components having collateral or related responsibilities and functions.

b. The Commanders of the Combatant Commands shall continue to identify urgent warfighting and business requirements to the Chairman of the Joint Chiefs of Staff for consideration and action by the DBSMC.

c. The OSD PSAs and Heads of the other DoD Components shall coordinate with the Director, BTA, on all matters under their purview related to the authorities, responsibilities, and functions assigned to the Director, BTA.

8. AUTHORITIES. The Director, BTA, is hereby delegated authority to:

a. Communicate directly with the Heads of the DoD Components, as necessary, to carry out assigned responsibilities and functions, including the transmission of requests for advice and

assistance. Communications to the Military Departments shall be transmitted through the Secretaries of the Military Departments, their designees, or as otherwise provided in law or directed by the Secretary of Defense in other DoD issuances. Communications to the Commanders of the Combatant Commands normally shall be transmitted through the Chairman of the Joint Chiefs of Staff.

b. Communicate with other Government officials, representatives of the Legislative Branch, members of the public, and representatives of foreign governments, as appropriate, to carry out assigned responsibilities and functions. Communications with representatives of foreign governments shall be coordinated with the Under Secretary of Defense for Policy, as appropriate. Communications with representatives of the Legislative Branch shall be coordinated with the Assistant Secretary of Defense for Legislative Affairs or the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense (USD(C)/CFO), as appropriate, and be consistent with the DoD Legislative Program.

c. Obtain reports and information, consistent with DoD Instruction 8910.01 (Reference (f)), as necessary to carry out assigned responsibilities and functions.

d. Exercise the administrative authorities contained in Enclosure 2.

9. ADMINISTRATION

a. The DCMO shall select the Director, BTA.

b. The Secretaries of the Military Departments shall assign military personnel to the BTA according to approved authorizations and established procedures for assignment to joint duty.

c. The other DoD Components, through interservice support agreements consistent with DoD Instruction 4000.19 (Reference (g)), may provide administrative support for the BTA as required by the Director, BTA.

10. RELEASABILITY. UNLIMITED. This Directive is approved for public release. Copies may be obtained through the Internet from the DoD Issuances Web Site at <http://www.dtic.mil/whs/directives>.

11. EFFECTIVE DATE. This Directive is effective immediately.



Gordon England
Deputy Secretary of Defense

Enclosures

1. References
 2. Delegations of Authority
- Glossary

ENCLOSURE 1

REFERENCES

- (a) Title 10, United States Code
- (b) Deputy Secretary of Defense Memorandum, "Establishment of the Defense Business Transformation Agency (BTA)," October 7, 2005 (hereby canceled)
- (c) DoD Directive 5105.82, "Deputy Chief Management Officer (DCMO) of the Department of Defense," October 17, 2008
- (d) DoD Directive 5000.01, "The Defense Acquisition System," May 12, 2003
- (e) DoD Instruction 5000.2, "Operation of the Defense Acquisition System," May 12, 2003
- (f) DoD Instruction 8910.01, "Information Collection and Reporting," March 6, 2007
- (g) DoD Instruction 4000.19, "Interservice and Intragovernmental Support," August 9, 1995

ENCLOSURE 2

DELEGATIONS OF AUTHORITY

Under the authority vested in the Secretary of Defense, subject to the authority, direction, and control of the DCMO, and in accordance with DoD policies and issuances, the Director, BTA, or in the absence of the Director, the person acting for the Director, is hereby delegated authority as required in the administration and operation of the BTA to:

a. Authorize and approve overtime work for BTA civilian personnel in accordance with subchapter V of chapter 55 of title 5, U.S.C., and applicable Office of Personnel Management regulations.

b. Authorize and approve:

(1) Temporary duty travel for military personnel assigned or detailed to the BTA in accordance with the Joint Federal Travel Regulations (JTR), Volume 1, "Uniformed Service Members," current edition.

(2) Travel for BTA civilian personnel in accordance with the JTR, Volume 2, "DoD Civilian Personnel," current edition.

(3) Invitational travel to non-DoD personnel whose consultative, advisory, or other highly specialized technical services are required in a capacity that is directly related to, or in connection with, BTA activities, in accordance with JTR, Volume 2.

c. Approve the expenditure of funds available for travel by military personnel assigned or detailed to the BTA for expenses incident to attendance at meetings of technical, scientific, professional, or other similar organizations in such instances when the approval of the Secretary of Defense, or designee, is required by section 412 of title 37, U.S.C., and sections 4110 and 4111 of title 5, U.S.C.

d. Develop, establish, and maintain an active and continuing Records Management Program under section 3102 of title 44, U.S.C., and DoD Directive 5015.2.

e. After delegation of contract authority consistent with paragraph i. of this enclosure, use the Government purchase card for making appropriate purchases of material and services, other than personal services, for the BTA when it is determined more advantageous and consistent with the best interests of the Government.

f. Authorize the publication of advertisements, notices, or proposals in newspapers, magazines, or public periodicals, as required for effective BTA administration and operation, consistent with section 3702 of title 44, U.S.C.

g. Establish and maintain, for the functions assigned, an appropriate publications system for the publication of common supply and service regulations, instructions, and reference documents, and changes thereto, pursuant to the policies and procedures prescribed in DoD Instruction 5025.01.

h. Enter into interdepartmental and intragovernmental support agreements, as the receiver or the supplier, with the other DoD Components, non-DoD Federal Government Departments and Agencies, and State and local governments, as required for effective performance of BTA functions and responsibilities, consistent with section 1535 of title 31, U.S.C., and DoD Instruction 4000.19.

i. Enter into and administer contracts, either directly (after specific delegation of contract authority from the Director, Defense Procurement and Acquisition Policy, Office of the USD(AT&L)) or through a Military Department, a DoD contract administration services component, or other Federal agency as appropriate, for supplies, equipment, and services required to accomplish the BTA mission. To the extent that any law or Executive Order specifically limits the exercise of such authority to persons at the Military Department Secretariat level, the appropriate Under Secretary or Assistant Secretary of Defense shall exercise this authority.

j. Establish and maintain appropriate property accounts for the BTA and appoint Boards of Survey, approve reports of survey, relieve personal liability, and drop accountability for BTA property contained in the authorized property accounts that has been lost, damaged, stolen, destroyed, or otherwise rendered unserviceable, in accordance with applicable laws and regulations.

k. Issue the necessary security regulations for the protection of property and places under the jurisdiction of the Director, BTA, consistent with DoD Instruction 5200.08.

l. Exercise the authority delegated to the Secretary of Defense by the Administrator of the General Services Administration under Federal Management Regulation 102-75.1055 for the disposal of surplus personal property.

m. Maintain an official seal and attest to the authenticity of official BTA records under that seal.

n. Lease property under the control of the BTA, under terms that promote the national defense or that are in the public interest, pursuant to section 2667a of title 10, U.S.C., and applicable DoD policy.

o. Redelegate these authorities as appropriate, and in writing, except as otherwise indicated above or prohibited by law, executive order, or regulation.

GLOSSARY

DEFINITIONS

Business Capability Lifecycle. The tailored approach for consolidating the requirements, acquisition, and certification processes for business capabilities from initiation through execution.

Business Enterprise Architecture. A blueprint to guide and constrain investments within DoD organizations, operations, and systems as they relate to or impact business operations.

Business Mission Area. For the purpose of this Directive, a unifying framework for a capabilities-based approach to enterprise business planning, resourcing, and execution focused on the warfighting mission. The BMA framework consists of five core business missions (CBMs): human resources management; weapon system lifecycle management; real property and installations lifecycle management; materiel supply and service management; and financial management.

Business Operations. The policies, processes, information, and systems relating to the end-to-end financial, logistical, facility management, human capital, acquisition, administrative, and other such functions of the Department of Defense that support the warfighter, consistent with sections 162 and 165 of Reference (a).

Certification Authority. The OSD PSA accountable for the obligation of funds for enterprise business system investments within their designated CBMs. The CAs use the BEA and the ETP, with advice from their respective investment review boards (IRBs), to provide the DBSMC with recommendations for system investment approval. The CAs also frame issues and present alternatives to the DBSMC for leadership action. In the BMA, the CAs are: the USD(C)/CFO for the Financial Management CBM; the Under Secretary of Defense for Personnel and Readiness for the Human Resources Management CBM; and the USD(AT&L) for the Weapon System Lifecycle Management CBM, the Materiel Supply and Service Management CBM, and the Real Property and Installations Lifecycle Management CBM.

Defense Business Systems Management Committee. The senior-most governing body overseeing BMA transformation, consistent with its mission under section 186 of Reference (a). The DBSMC, chaired by the Deputy Secretary of Defense, reviews and approves the BEA and the ETP.

Enterprise Risk Assessment Methodology. An independent risk assessment process for business MAIS and MAIS/Major Defense Acquisition Programs. ERAM utilizes industry best practices to identify and mitigate business system risks in order to enable more rapid delivery of business capabilities. ERAM is an integral part of the BCL process.

Enterprise Transition Plan. Describes the transformation of business operations within the Department of Defense. This approach is driven by a clear set of priorities and a targeted set of business capabilities enabled by key programs and initiatives, and is guided by a focused BEA.

Investment Review Boards. Form the decision-making body of the CBMs with oversight of the investment review processes for those business capabilities-supporting activities under their designated areas of responsibility. Using standard operating procedures and guidelines, and with representation from the relevant Military Departments, Defense Agencies, DoD Field Activities, and Combatant Commands, each IRB will assess modernization investments relative to their impact on end-to-end business process improvements supporting warfighter needs.