



Australian Government
Department of Defence

The Defence Business Reference Architecture



Contents

- How the business reference architecture development started
- The intent and challenges behind its development
- How it is being used
- further development it
- Questions

The Origins

- Associate Secretary (COO) requested the formation of a Focus Group to prepare a Defence Business Reference Architecture Model (DBRAM) as available materials were not seen as facilitating clear discussion at the most senior ranks.
- Initial drafts of the DBRAM were presented in mid December and continued development work approved.
- First Principles Review team – were briefed and adopted the DBRAM as their reference model.

The Intent

- Provide a 'model' of all of Defence's major elements and the complex relationships and interdependencies
- Existing models were seen as having limited value:
 - Organisation based models were seen as too dynamic and fostering capability duplication;
 - Functional models were seen as not sufficiently separated from the organisational model; and
 - Models were seen as focused on the modellers and not on communication to the seniors.
- The concept of a Capability based model was chosen as it provides a relatively stable base and to foster thinking about what not who and how.
- As a result a Domain capability framework was selected with these characteristics:
 - Capability based;
 - Organisation Agnostic; and
 - Delivery Method Agnostic.

Why Domains & Capabilities?

- An organisational chart...
 - makes the 'who' obvious, but not the 'what',
 - is 'politically sensitive' and dynamic,
 - can conceal capability gaps and duplication across the organisation,
 - may change too frequently, and
 - usually excludes contracted and outsourced services.
- A domain and capability model...
 - enables distributed services to be specified in one place,
 - captures all capabilities (including those outsourced), and
 - provides a good level to link to business flows, processes, services.

The Challenge is

- There is a vast array of relevant information:
 - earlier architecture resources at multiple levels;
 - key policy, doctrine and legislation and changes;
 - reviews of defence with at times conflicting perspectives;
 - data and information that was found in pockets of the department; much was of relatively poor quality;
 - an absence of quality information about interdependencies; and
 - new initiatives and direction - these were either in-flight or planned.
- So this had all the hall marks of a wicked big data problem and we limited space to work with and yet make sense of the above collections.

The Basic Concept

- Decompose the Department into Domains
 - a ‘domain’ is equivalent to a major business element
 - e.g. “the People domain” or “the Force Design domain”
- Identify Business/Military Capabilities within each Domain
 - based on the common business language of the domain
 - e.g. a “People domain” might contain capabilities such as “Performance Management” or “Separation Management”
- Include ‘Core Business’ Domains
 - depicted as a value chain/s so that Defence outputs as visible
 - important for understanding where and how the core business depends on corporate or ‘enabling’ domains

Current State

- A working draft has been evolved based on domains and capabilities:
 - to proof of the model concept;
 - to facilitate conversations with service leaders about the structure and services they provide and consume;
 - to facilitate conversations with Group Heads about the structure and services they provide; and
 - to prove the viability of overlays on this structure.
- Feedback and discussion has indicated that the model concept is achieving the goals

The Defence Business Reference Architecture

Current Model

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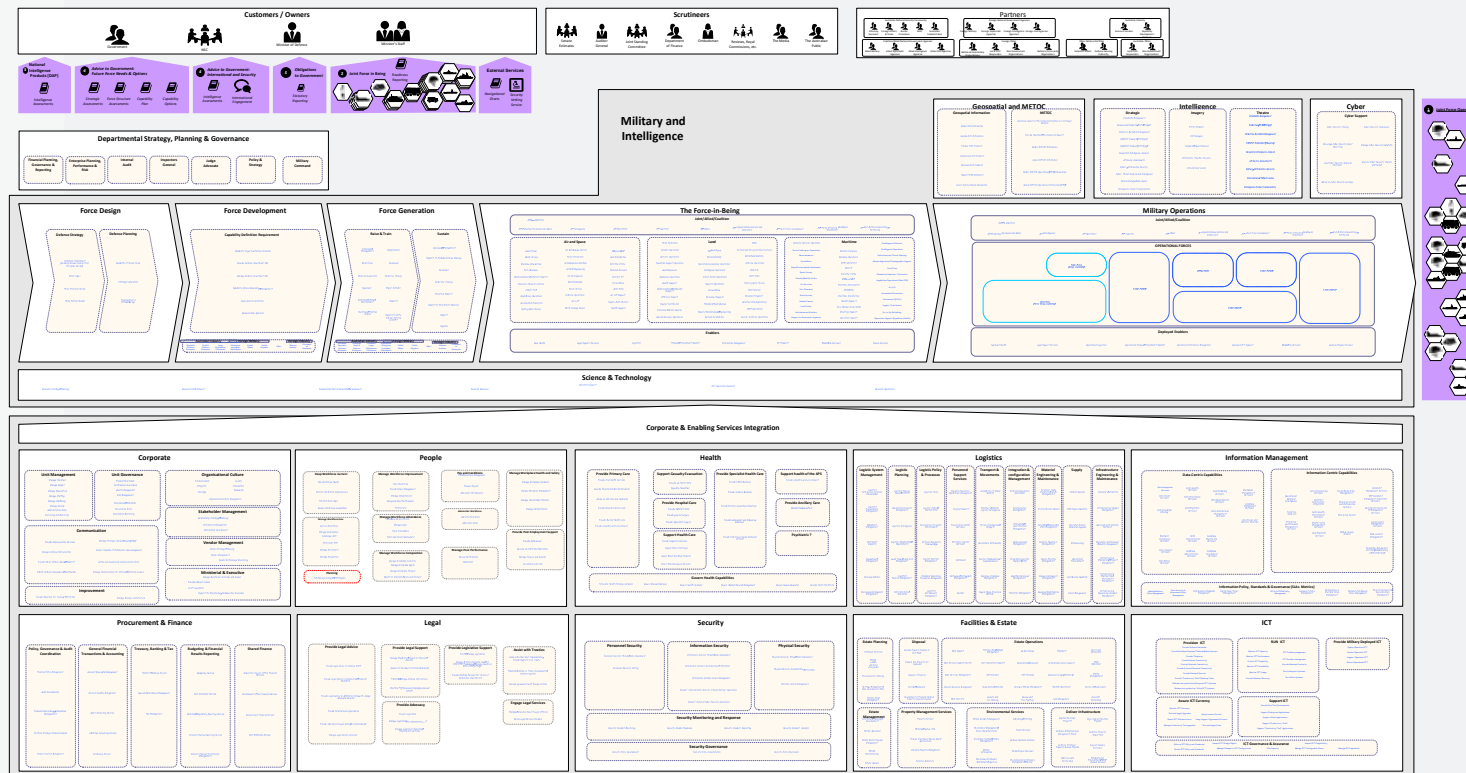
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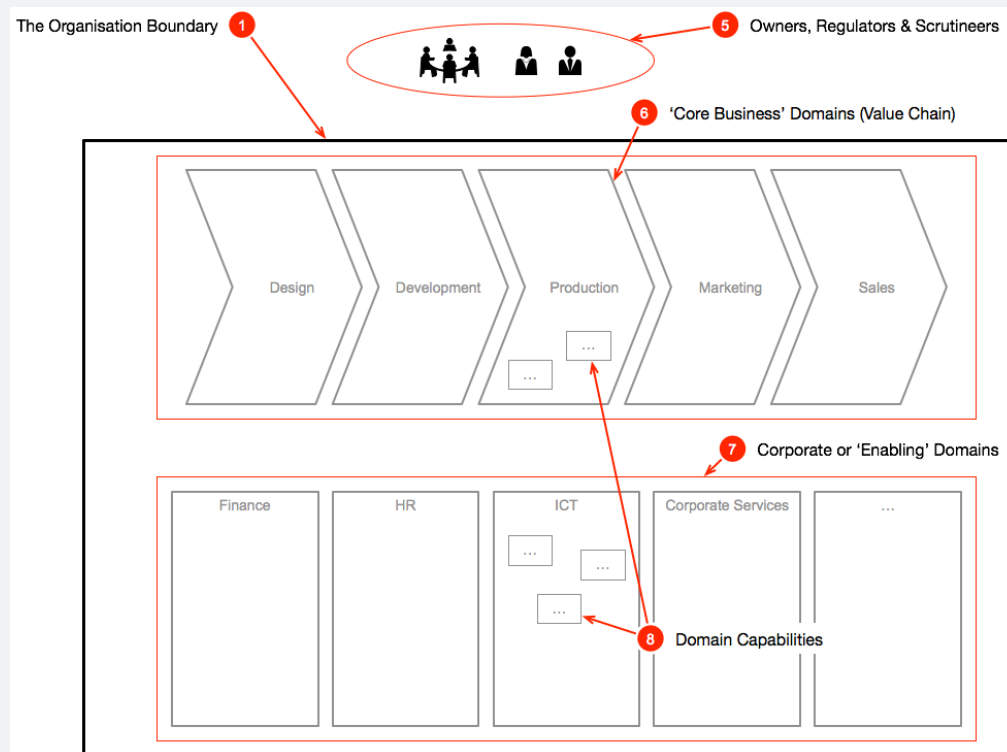
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Defence Business Architecture Focus Group

Defence Business Reference Architecture to enable a shared understanding of context and integration of Groups and Services across the portfolio.

Defence Business Reference Architecture	Version	Base View 5.4
Date Updated	31 st September 2015	Date Printed
Lead	Chris Rodriguez Martin (ASEAB)	Contact
Status	Draft for Discussion	Classification

Underpinning Model Concept

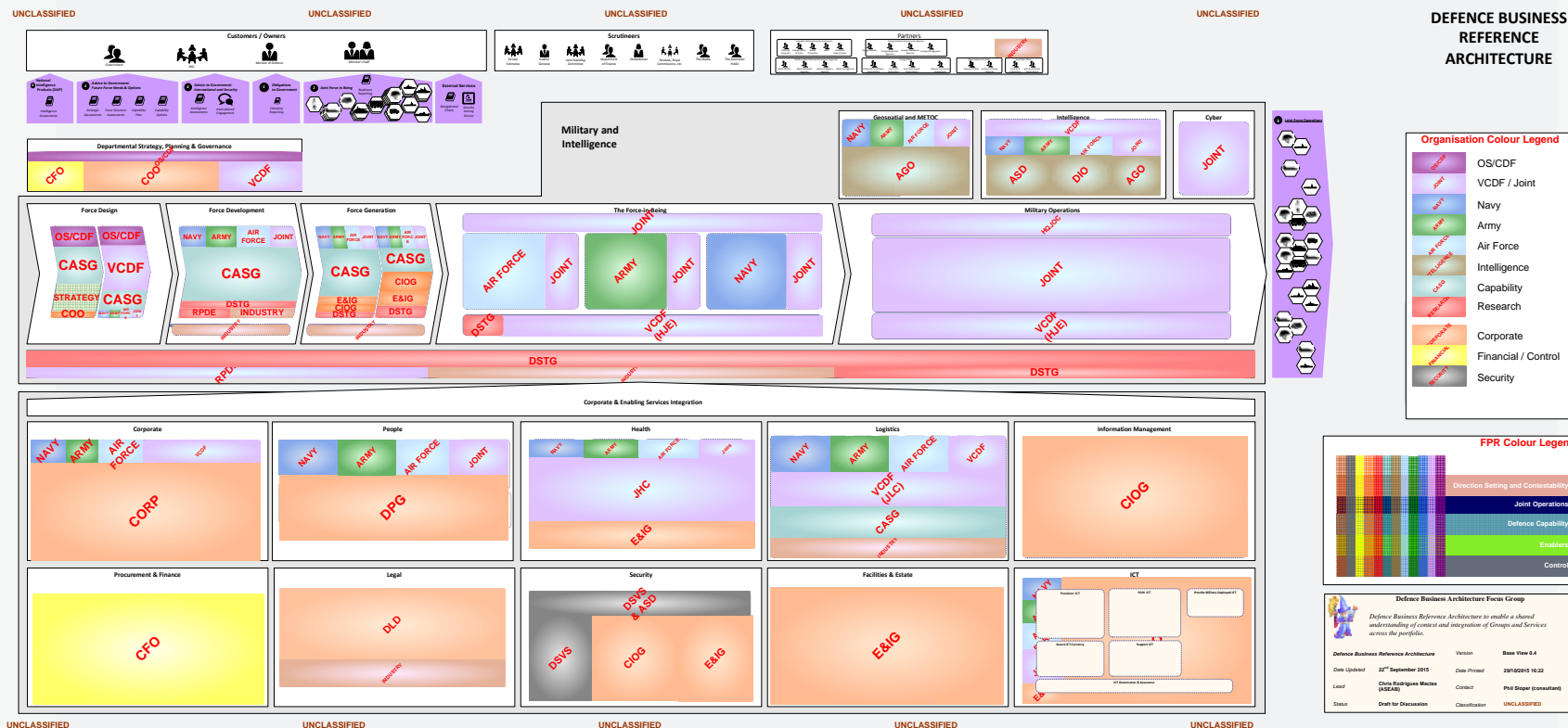


Model Overlays

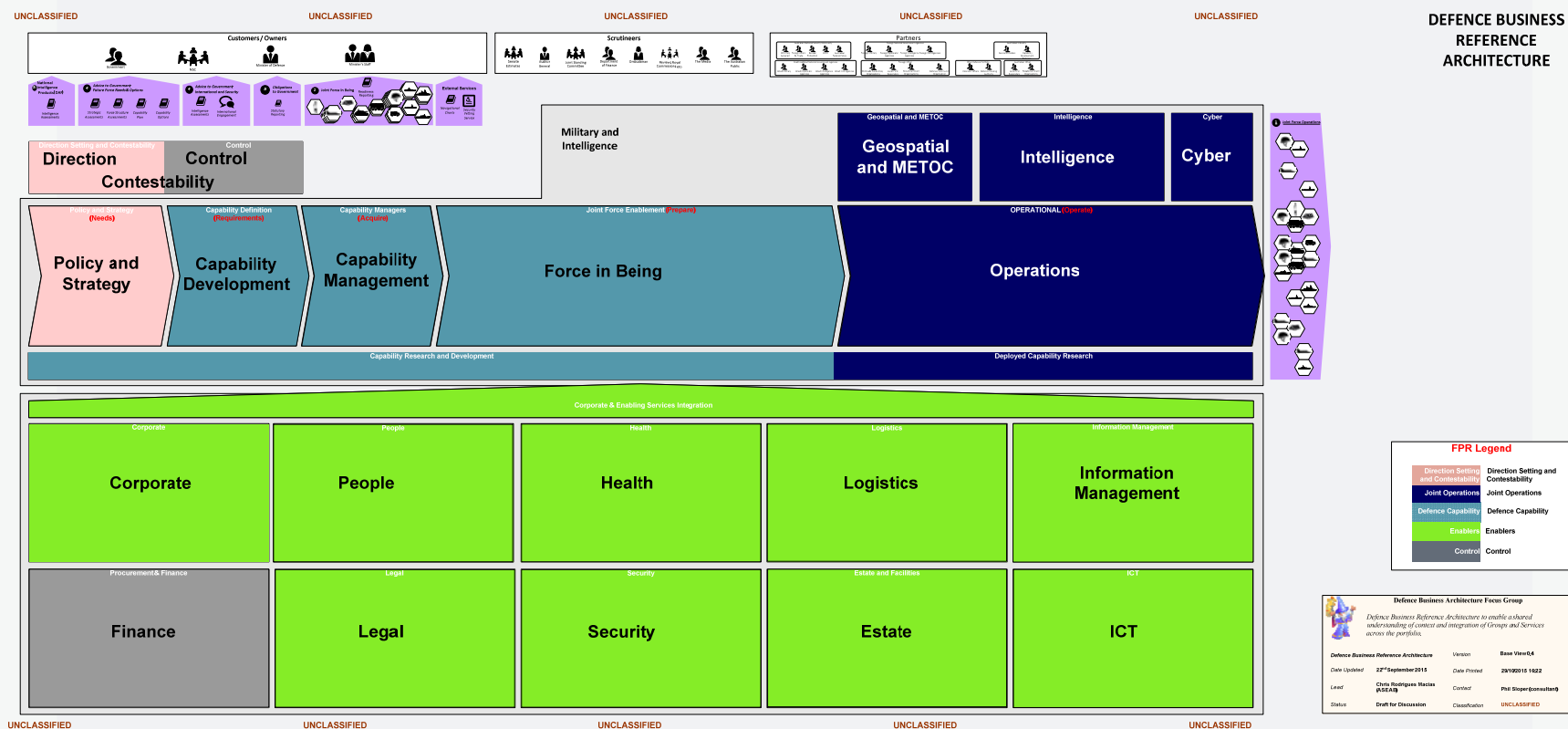
Various overlays have been developed to verify and validate the model and also enhance the visual communication for the Senior Executive leadership group.

A few examples of overlay types follow...

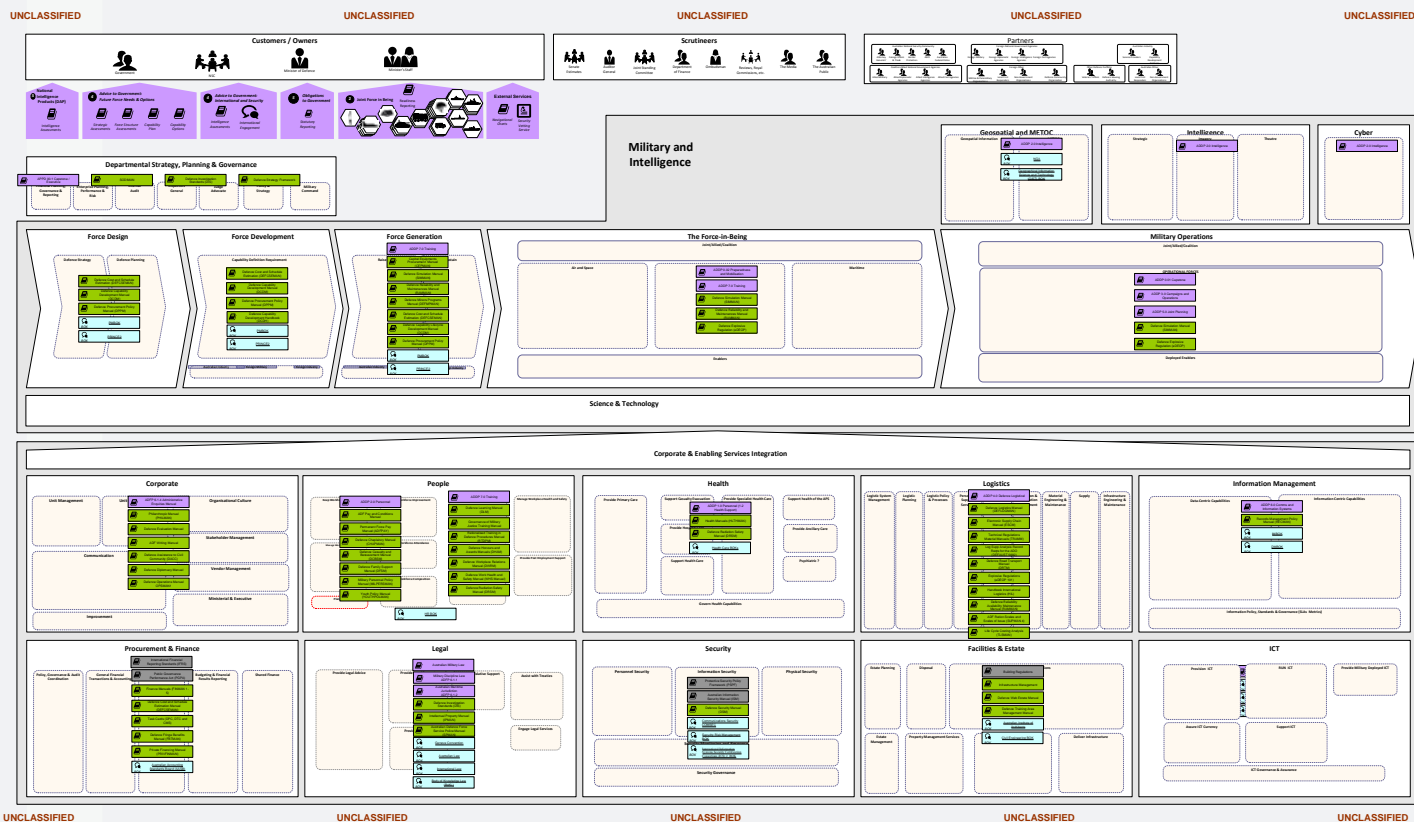
With the As-Was Organisation Overlay



With the Post FPR Organisation Overlay



Bodies of Knowledge within Domains



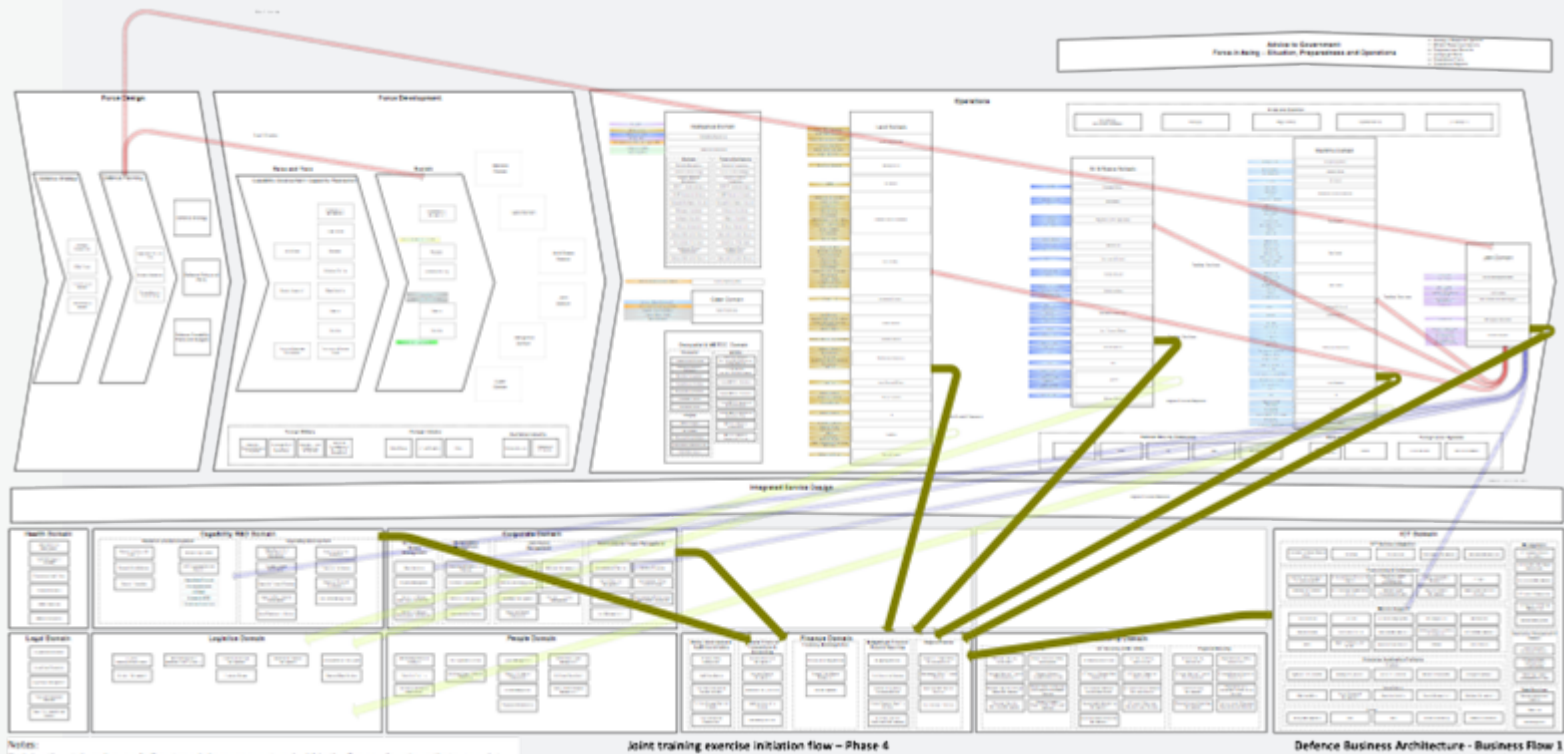
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Bodies of Knowledge Overlay

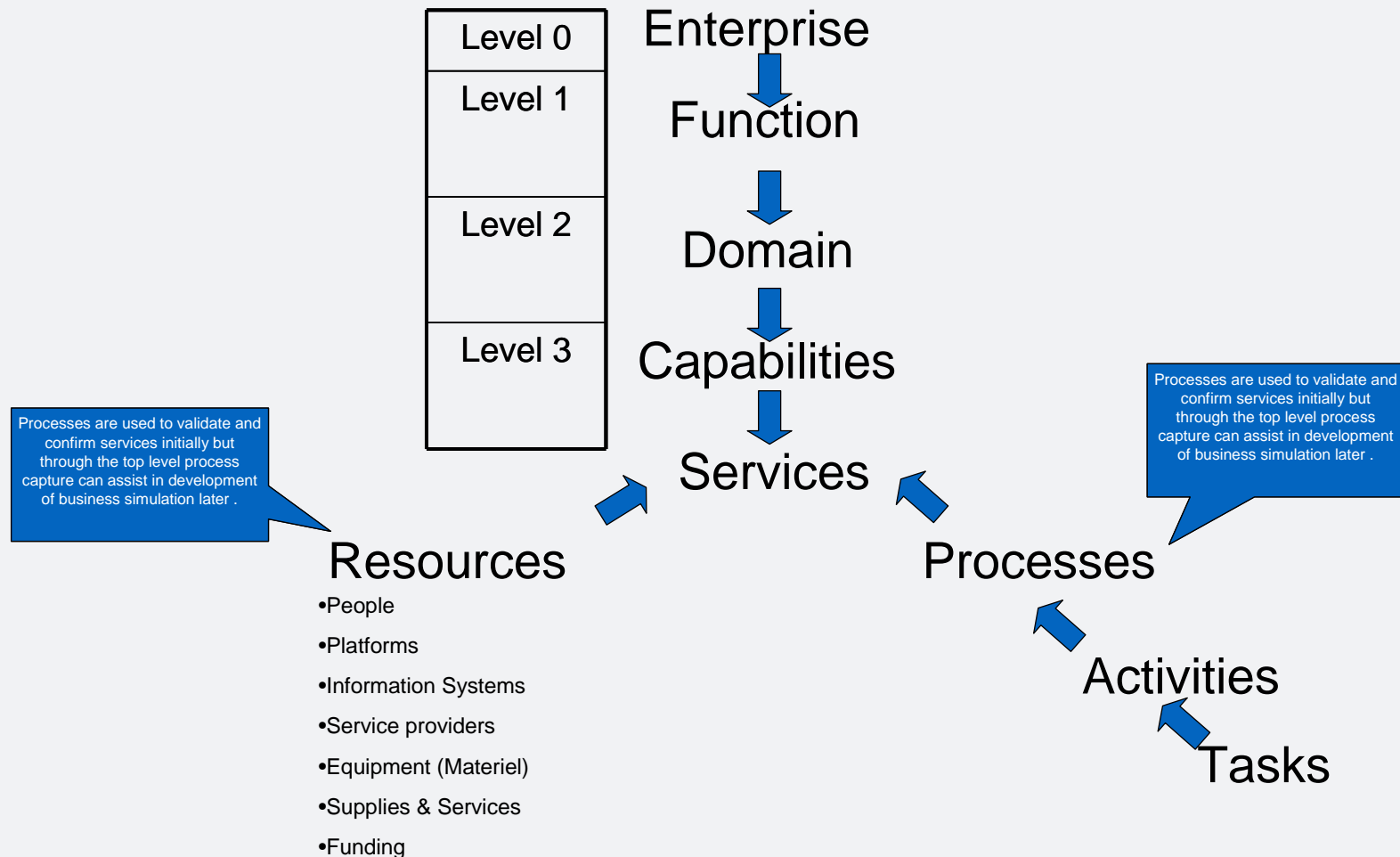


Defence Business Architecture Focus Group			
Defence Business Reference Architecture to enable a shared understanding of context and integration of Groups and Services across the portfolio.			
Defence Business Reference Architecture	Version	Base View 5.4	
Date Updated: 27 September 2015	Date Printed:	23/10/2015 16:22	
Last: Chris Rodrigues-Watts (ASAB)	Contact:	Phil Steyer (consultant)	
Status: Draft for Discussion	Classification:	UNCLASSIFIED	

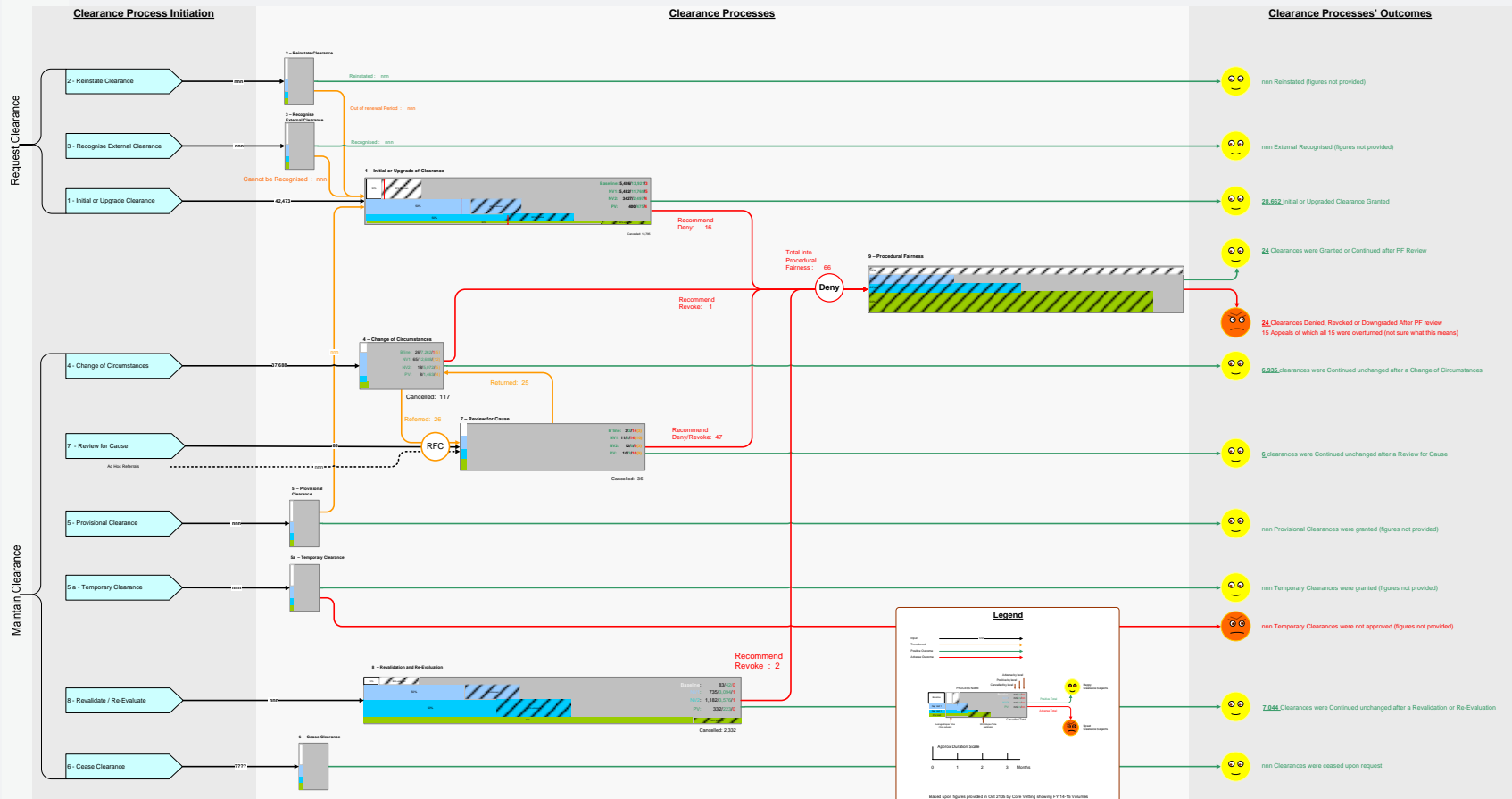
Business Flow - Concept



DBRA - Framework

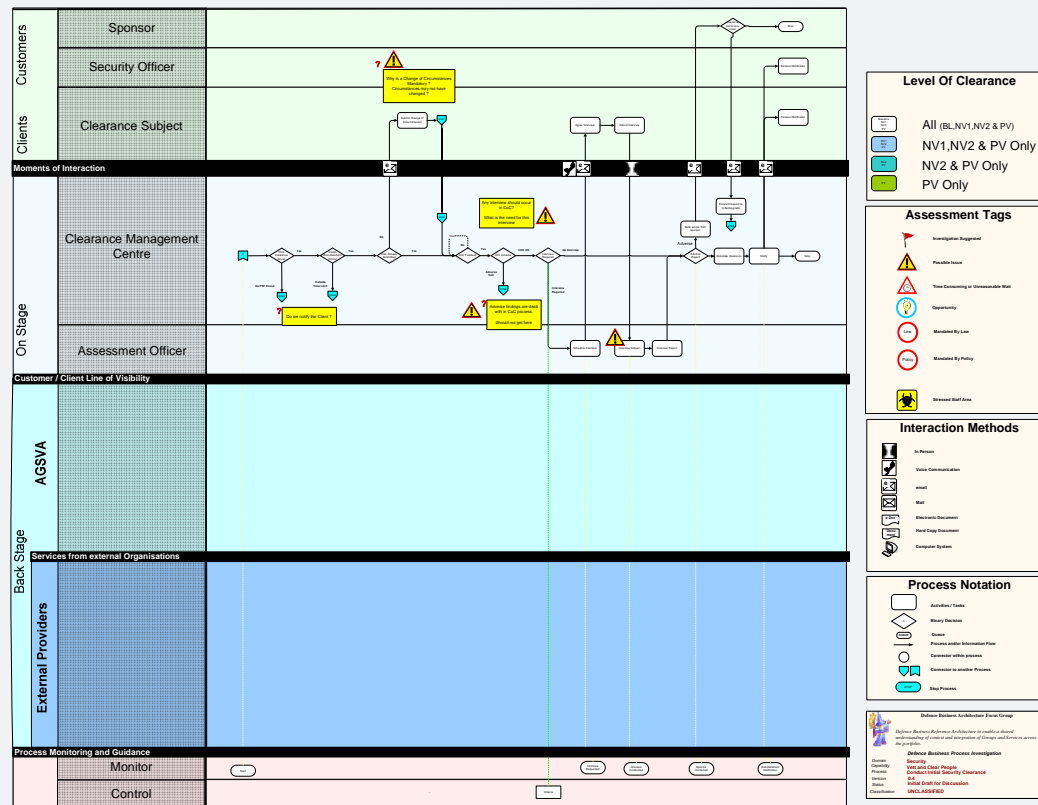


Business Flow Mapping - High Level



Business Flow Mapping - Low Level

2 - Reinstate an Previous Clearance



Benefits being gained

- Business Alignment

- By translating business goals into a clear set of operational implications, business architecture ensures that resulting change initiatives can be traced back directly to the desired objectives.

- Strategy Execution

- Business architecture model pinpoints the changes needed to people, process, and technology in order to realise strategic objectives (shown via FPR Implementation support).

- Portfolio Rationalisation

- Business architecture enables the identification of redundant or overlapping projects or processes by linking them to a common set of Defence business capabilities.

Benefits being gained

- Providing Context

- a common response that has been received from many domain meetings and from project staff is that this provides them with a context which supports their tasks.

- Support new service models implementation

- Currently engaged with Security, People, Capability Life Cycle streams (within FPR Implementation) but also engaged in other discussions.

- Performance insight

- The Model is enabling Business Process Mapping, Re-Design and Simulation using time, FTE, and activity constrain perspectives. This helps customer centricity and efficiency targets to be set with credibility and through engaging business units to test candidate options. (they also get the component model to use to manage the business).