



Highlights of [GAO-05-702](#), a report to congressional committees

## Why GAO Did This Study

The Ronald W. Reagan National Defense Authorization Act for Fiscal Year 2005 directed the Department of Defense (DOD) to develop, by September 2005, a well-defined business enterprise architecture (BEA) and a transition plan. GAO has made numerous recommendations to assist the department in successfully doing so. As part of ongoing monitoring of the architecture, GAO assessed whether the department had (1) established an effective governance structure; (2) developed program plans, including supporting workforce plans; (3) performed effective configuration management; (4) developed well-defined BEA products; and (5) addressed GAO's other recommendations.

## What GAO Recommends

Beyond GAO's prior recommendations and in light of DOD's intended changes to its BEA development efforts, GAO is making additional recommendations to ensure that (1) DOD's architecture progress and plans are fully disclosed to congressional committees, (2) GAO's prior recommendations are integral to the department's next steps, and (3) the department's plans provide for effective BEA workforce planning. DOD concurred with GAO's recommendations and stated the department's intent to implement them.

[www.gao.gov/cgi-bin/getrpt?GAO-05-702](http://www.gao.gov/cgi-bin/getrpt?GAO-05-702).

To view the full product, including the scope and methodology, click on the link above. For more information, contact Randolph C. Hite at (202) 512-3439 or [hiter@gao.gov](mailto:hiter@gao.gov).

# DOD BUSINESS SYSTEMS MODERNIZATION

## Long-standing Weaknesses in Enterprise Architecture Development Need to Be Addressed

### What GAO Found

To effectively and efficiently modernize its nonintegrated and duplicative business operations and systems, it is essential for DOD to develop and use a well-defined BEA. However, it does not have such an architecture, and the products that it has produced do not provide sufficient content and utility to effectively guide and constrain ongoing and planned systems investments. As a result, despite spending almost 4 years and about \$318 million, DOD does not have an effective architecture program. The current state of the program is due largely to long-standing architecture management weaknesses that GAO has made recommendations over the last 4 years to correct. In particular, DOD has not done the following:

- Established an effective governance structure, including an effective communications strategy, to achieve stakeholder buy-in. In particular, the structure that has been in place since 2001 lacks the requisite authority and accountability to be effective, and the key entities that made up this structure have not performed according to their respective charters.
- Developed program plans that explicitly identify measurable goals and outcomes to be achieved, nor has it defined the tasks to be performed to achieve the goals and outcomes, the resources needed to perform these tasks, or the time frames within which the tasks will be performed. DOD also has not assessed, as part of its program planning, the workforce capabilities that it needs in order to effectively manage its architecture efforts, nor does it have a strategy for doing so.
- Performed effective configuration management, which is a formal approach to controlling product parts to ensure their integrity. The configuration management plan and the charter for the configuration control board are draft; the board has limited authority; and, after 4 years of development, the department has not assigned a configuration manager.
- Developed a well-defined architecture. The latest versions of the architecture do not include products describing the "As Is" business and technology environments and a transition plan for investing in business systems. In addition, the versions that have been produced for the "To Be" environment have not had a clearly defined purpose and scope, are still missing important content, and contain products that are neither consistent nor integrated.
- Fully addressed other GAO recommendations.

DOD recognizes that these weaknesses need to be addressed and has recently assigned a new BEA leadership team. DOD also has either begun steps to or stated its intentions to (1) revise its governance structure; (2) develop a program baseline, by September 30, 2005, that will be used as a managerial and oversight tool to allocate resources, manage risks, and measure and report progress; and (3) revise the scope of the architecture and establish a new approach for developing it. However, much remains to be accomplished to establish an effective architecture program. Until it does, its business systems modernization effort will remain a high-risk program.