BUSINESS ARCHITECTURE
GOVERNMENT
REFERENCE MODEL WORKSHOP

March 21, 2019 – Reston, Virginia, USA

Workshop Co-chairs: Whynde Kuehn & William Ulrich
Team Leads: Cecilie Hoffman, Mark Bussey, Michael Diaz

www.businessarchitectureguild.org
WORKSHOP OBJECTIVES

• Gain hands on experience in business architecture

• Learn about capability and value mapping while gaining insights into the government reference model

• Evolve the existing government reference model baseline

• Gain insight into the Business Architecture Guild’s Government Reference Model team approach and draw interest in longer term participation
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Abstract</th>
</tr>
</thead>
</table>
| 09:00–9:45 am | Government Reference Model Work in Progress Update                  | Session provides work completed to date on the government reference model, including scope, level 1 capabilities, and value stream inventory. Session is delivered by the government reference model team co-leads.  
  Co-presenter: Cecille Hoffman, Business Architect, BB&T  
  Co-presenter: Michael Diaz, Founder & Chief Architect, Brickell Technology |
| 09:45–10:15 am | Reference Model Logistics & Breakout Team Assignments               | Session identifies breakout teams based on government subsectors and related logistics.                                                                                                                    |
| 10:15–10:30 am | Morning Break                                                        |                                                                                                                                                                                                         |
| 10:30 am–Noon | Capability Mapping Breakout Sessions                                | Breakout teams review the current level 1 capabilities, definitions and scope and then decompose the capabilities to build skills and further the mapping efforts of government sectors. Each team will be assigned a manageable number of capabilities to articulate. |
| Noon–1:00 pm | Lunch                                                                 |                                                                                                                                                                                                         |
| 1:00–1:45 pm | Capability Mapping Results Review                                     | Breakout teams share capability mapping definition and decomposition results and exchange feedback.                                                                                                      |
| 1:45–2:30 pm | Value Stream Mapping Breakout Sessions                               | Breakout teams review the current government value stream inventory, descriptions and value propositions, and further articulate value streams, adding stages, stage descriptions and other details. Each team will be assigned a manageable number of value streams to articulate focused on various government subsectors. |
| 2:30–2:50 pm | Afternoon Refreshment Break                                           |                                                                                                                                                                                                         |
| 2:50–4:00 pm | Value Stream Mapping Breakout Sessions: By Government Subsector       | Breakout teams continue government value stream articulation.                                                                                                                                           |
| 4:00–5:00 pm | Value Stream Mapping Results Review                                    | Breakout teams share value stream definition results, discuss alignment to capabilities and critique each other.                                                                                          |
| 5:00–5:20 pm | Review Lessons Learned & Discuss Post-Workshop Next Steps            | The closing session discusses options for moving forward and sharing and maturing the results of the working sessions long-term.                                                                          |
What is a Business Architecture, Industry Reference Model?

• Why industry reference models?
  • Establish a principle-based, best practice-driven business architecture orientation for a given industry
  • Help jump start a company beginning a business architecture mapping effort or retrofitting existing model
  • Transfer knowledge as to what constitutes a robust, principle-based business architecture reference model

• What form do they take?
  • Packaged in standard BIZBOK® template format
  • BIZBOK® Guide summary level representations in Part 8
  • Downloadable content shared in populated templates
  • Content is maintained in tools by various teams

• Long-term goal
  • Ensure consistency across industry sectors in relation to terminology, common capabilities and value streams, decomposition structure for certain capabilities
  • Deliver a plug-and-play set of reference model components that would enable organizations with hybrid business models to construct a reference model
• Insurance Industry
• Financial Services Industry
• Healthcare (Provider) Industry
• Manufacturing Industry
• Transportation Industry
• Government – *workshop focus*
• Common Reference Model
  • Incorporates strategic and supporting capabilities common across industry vertical
  • Incorporates value streams not specifically linked to a single industry sector
PRE-WORKSHOP / POST-WORKSHOP ACTIVITIES

• **Pre-workshop preparation – Government Reference Model**
  - Guild government reference model team prepared material for review
  - Material first published in BIZBOK® Guide v7.5 (Q1 2019)

• **Workshop**
  - Extend and refine reference models
  - Decompose level 1 capabilities
  - Articulate value stream stages

• **Post-workshop next steps**
  - Join the government reference model team
  - Expand existing content for incorporation into BIZBOK® Guide v8.0 (Q3 2019)
  - Create and post a downloadable set of reference model content in consumable format (Q2/Q3 2019)

*All mapping work and results are governed by the Business Architecture Guild and BIZBOK® Guide principles and guidelines*
Comprehensive representation of business ecosystem, regardless of industry sector

A REVIEW OF CAPABILITY MAPPING BASIC PRINCIPLES

- Capabilities define what, not how
- Capabilities represent unique, non-redundant views of the business
- Capabilities are not defined haphazardly or on demand by a given program or business unit, but are foundational and persisted across programs, projects and organization changes
- Capability maps only contain capabilities
- Every capability has a definition
- A business will have one capability map for its business ecosystem
- Capabilities are based on business objects that create concise, unambiguous, and clearly delineated business perspectives – all child capabilities are bounded by the parent object
- Capabilities live within the context of an overall business architecture with relationships to value streams, information, organization, products, policies and initiatives

Source: BIZBOK® Guide, Business Architecture Guild
Business object: Abstract representation of a concrete actor within the business, either tangible or intangible

1. Identify and name the universe of objects – for example:
   - Customer, Product, Partner, Agreement, Decision, Facility, Asset, Channel, Human Resource, Policy, Brand, etc.

2. Apply action verbs against those objects – for example:
   - Customer Management, Product Management, Agreement Management, Brand Management, etc.

3. Decompose the actions performed to the degree of granularity required
   - Agreement Structuring, Agreement Valuation, Agreement Risk Management, Agreement Access Management, etc.

4. Define the capability by defining the object and verb action applied to the object – for example:
   - Customer Management: Ability to establish, predict, analyze, organize, present, and constrain information, preferences, experiences, and history related to an individual or legal entity that has, plans to have, or has had an agreement with the organization, or is otherwise a recipient or beneficiary of the organization’s products and services.

5. Rationalize and Segregate – Repeat until map reaches maturity
A REVIEW OF CAPABILITY MAP BASICS – STRATIFICATION STRUCTURE

<table>
<thead>
<tr>
<th>Strategic Capabilities</th>
<th>TIER 1 FOCUS: Organization Direction</th>
<th>TIER 2 FOCUS: Maximize Value</th>
<th>TIER 3 FOCUS: Expense Management</th>
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<tbody>
<tr>
<td>Business Plan Mgmt</td>
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<td>Investment Mgmt</td>
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<td>Policy Mgmt</td>
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<td>Market Mgmt</td>
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<tr>
<td>Core / Customer-Facing Capabilities</td>
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<td>Customer Mgmt</td>
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<td>Agreement Mgmt</td>
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<td>Delivery Channel Mgmt</td>
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<td>Partner Mgmt</td>
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<td>Product Mgmt</td>
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<td>Work Mgmt</td>
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<tr>
<td>Supporting Capabilities</td>
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<td>Finance Mgmt</td>
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<td>Human Resource Mgmt</td>
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<td>Information Mgmt</td>
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<td>Asset Mgmt</td>
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<td>Program Mgmt</td>
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<td>Event Mgmt</td>
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<tr>
<td>Training Mgmt</td>
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</tr>
</tbody>
</table>

Source: Business Architecture Associates, Inc.
A REVIEW OF CAPABILITY MAP BASICS – LEVELING STRUCTURE

LEVEL 1

BUSINESS PLAN MGMT
- Strategy Mgmt
  - Investment Identification
- Plan Definition
  - Investment Portfolio Mgmt
- Plan Dissemination
  - Secondary Market Mgmt
- Business Performance Management
  - Investment Funding
  - Investment Reporting

INVESTMENT MGMT
- Market Definition
- Message Validation
- Message Structuring
- Message Matching
- Message Reporting

MESSAGE MGMT
- Market Definition
- Message Validation
- Message Structuring
- Message Matching
- Message Reporting

RESEARCH MGMT
- Research Definition
- Research Identification
- Research Interpretation
- Research Structuring
- Research Dissemination

INVESTMENT MGMT
- Investment Identification
- Investment Portfolio Mgmt
- Secondary Market Mgmt
- Investment Funding
- Investment Reporting

LEVEL 2

BUSINESS PLAN MGMT
- Strategy Mgmt
  - Investment Identification
- Plan Definition
  - Investment Portfolio Mgmt
- Plan Dissemination
  - Secondary Market Mgmt
- Business Performance Management
  - Investment Funding
  - Investment Reporting

INVESTMENT MGMT
- Market Definition
- Message Validation
- Message Structuring
- Message Matching
- Message Reporting

MESSAGE MGMT
- Market Definition
- Message Validation
- Message Structuring
- Message Matching
- Message Reporting

RESEARCH MGMT
- Research Definition
- Research Identification
- Research Interpretation
- Research Structuring
- Research Dissemination

INVESTMENT MGMT
- Investment Identification
- Investment Portfolio Mgmt
- Secondary Market Mgmt
- Investment Funding
- Investment Reporting

LEVELS

BUSINESS PLAN MGMT
- Strategy Mgmt
  - Investment Identification
- Plan Definition
  - Investment Portfolio Mgmt
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  - Secondary Market Mgmt
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- Research Structuring
- Research Dissemination

INVESTMENT MGMT
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- Investment Portfolio Mgmt
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- Research Definition
- Research Identification
- Research Interpretation
- Research Structuring
- Research Dissemination

INVESTMENT MGMT
- Investment Identification
- Investment Portfolio Mgmt
- Secondary Market Mgmt
- Investment Funding
- Investment Reporting

Source: Business Architecture Associates, Inc.

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Best Practices for level 2 object definition and decomposition

Level 1: ____ Management (e.g., Customer Management)

- Level 2: ____ Definition (e.g., Customer Definition)
- Level 2: ____ Matching (e.g., Customer Matching)

Where certain objects defined by other capabilities are associated with the level 1 parent object

- Level 3: ____ / ____ Matching (e.g., Customer/Product Matching)
- Level 3: ____ / ____ Matching (e.g., Customer/Location Matching)
- Level 3: ____ / ____ Matching (e.g., Customer/Customer Matching)

Level 2: ____ Information Management (e.g., Customer Information Management)

- Level 3: ____ Profile Management (e.g., Customer Profile Management)
- Level 3: ____ Type Management
- Level 3: ____ State Management
- Level 3: ____ History Management
- Level 3: ____ Analytics Management (for selected level 1 capabilities)

In the matching example, Customer is the controlling object to which other objects are matched

Source: BIZBOK® Guide, Business Architecture Guild
Best Practices for level 2 object definition and decomposition

Various level 1 capabilities would also incorporate standard level 2 capabilities, as determined on a case-by-case basis

Level 2: Access Management (e.g., Product Access Management, Agreement Access Management)

Note that Access is viewed as a constraining or allowing capability that addresses security

Level 2: Risk Rating (e.g., Customer Risk Rating, Facility Risk Rating, Location Risk Rating)

Note that Risk is typically associated with specific business objects

Level 2: Preference Management (e.g., Customer Preference Management) (Where preferences are formal structures)

Level 3: Preference Definition (e.g., Customer Preference Definition)

Level 3: Preference Interpretation

Level 3: Preference Enforcement

Additional level 2 capabilities vary depending on the object – here are some examples:

For Product Management: Product Conceptualization, Design, Validation, etc.

For Asset Management: Asset Definition, Design, Evolution, etc.

Source: BIZBOK® Guide, Business Architecture Guild
<table>
<thead>
<tr>
<th>Tier</th>
<th>Level</th>
<th>Capability</th>
<th>Definition</th>
</tr>
</thead>
</table>

- **Tier**
  - 1=Strategic, 2=Core, 3=Supporting

- **Level**
  - 1, 2, 3, 4, 5, 6

- **Capability Name**

- **Definition of Capability**

Source: BIZBOK® Guide, Business Architecture Guild
### GOVERNMENT REFERENCE MODEL: ASSUMES AVAILABILITY OF COMMON REFERENCE MODEL

**Strategic Tier 1 – Level 1 Capabilities from Common Reference Model**

<table>
<thead>
<tr>
<th>Tier</th>
<th>Level</th>
<th>Capability</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1</td>
<td>Brand Management</td>
<td>Ability to establish, organize, analyze, administer, and report on all aspects of a category of product or offerings under a particular name, unique symbol, mark, or logo that distinguishes it from other products in the market.</td>
</tr>
<tr>
<td>1</td>
<td>1</td>
<td>Business Management</td>
<td>Ability to set strategic direction, generally govern, manage operational execution, and measure performance against plan for the legal entity and its ecosystem.</td>
</tr>
<tr>
<td>1</td>
<td>1</td>
<td>Intellectual Property Management</td>
<td>Ability to define, establish, validate, value, obtain, or dispose of inventions, patents, trademarks, trade secrets, copyrights, and know how as a basis for furthering the overall mission of the enterprise.</td>
</tr>
<tr>
<td>1</td>
<td>1</td>
<td>Investment Management</td>
<td>Ability to identify, develop, analyze, valuate, exchange, acquire, dispose of, and report on any type of monetary asset purchased with the idea that the asset will provide income in the future or will be sold at a higher price for a profit.</td>
</tr>
<tr>
<td>1</td>
<td>1</td>
<td>Market Management</td>
<td>Ability to identify, name, analyze, frame, and cater to an actual, virtual, or otherwise nominal place where forces of demand and supply operate, and where buyers and sellers interact — directly or through intermediaries — to exchange products and services for monetary or non-monetary value.</td>
</tr>
<tr>
<td>1</td>
<td>1</td>
<td>Message Management</td>
<td>Ability to define, craft, frame, vet, disseminate, and track a structured conveyance of information, including missives, notifications, alerts, and other internally or externally targeted communication about the company's mission, products, plans, activities, and other focal points.</td>
</tr>
<tr>
<td>1</td>
<td>1</td>
<td>Plan Management</td>
<td>Ability to develop, communicate, and coordinate an articulated direction, related work items, and priorities to further business development, organizational priorities, and enterprise goals and objectives across business units and entities within or outside the organization.</td>
</tr>
<tr>
<td>1</td>
<td>1</td>
<td>Policy Management</td>
<td>Ability to establish, maintain, comply with, and administer a set of statues, legislation, rules, procedures, regulations, treaties, and principles driven by internal business directives and external organizations, governments, or related third-party actors.</td>
</tr>
<tr>
<td>1</td>
<td>1</td>
<td>Research Management</td>
<td>Ability to conduct systematic investigation into materials and sources in order to establish facts and reach conclusions that comprise a result.</td>
</tr>
<tr>
<td>1</td>
<td>1</td>
<td>Strategy Management</td>
<td>Ability to define and disseminate mission, vision, goals, objectives, action items, and key performance indicators for the business, products, or other interest as required.</td>
</tr>
</tbody>
</table>

Source: BIZBOK® Guide, Business Architecture Guild
### Supporting Tier 3 – Level 1 Capabilities from Common Reference Model

<table>
<thead>
<tr>
<th>Tier</th>
<th>Level</th>
<th>Capability</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>1</td>
<td>Asset Management</td>
<td>Ability to acquire, create, track, report on, and dispose of, tangible or intangible property with intrinsic value.</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>Event Management</td>
<td>Ability to establish, use, sustain, disseminate, and analyze an occurrence or happening at a determinable time and place, including physical and virtual meetings, conferences, or related gatherings of two or more persons.</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>Finance Management</td>
<td>Ability to plan, direct, monitor, organize, control, and report on the monetary aspects and resources of the business.</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>Human Resource Management</td>
<td>Ability to assess, mentor, compensate, terminate, and otherwise coordinate individuals that are or have been incorporated under a legal agreement that includes compensation and other benefits, on a temporary or permanent basis.</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>Information Management</td>
<td>Ability to define, organize, structure, secure, protect, and disseminate facts, statistics, attributes, and other types of data about a business’ set of business objects.</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>Job Management</td>
<td>Ability to identify, define, assign, and manage accountabilities whether remunerative or non-remunerative, assigned, specific, and accountable business duty, role, or function that can be executed by a human or non-human resource.</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>Legal Proceeding Management</td>
<td>Ability to direct, administer, oversee, respond to, and generally administer all aspects of work related to a litigation filing, including trials, appeals, or related actions.</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>Location Management</td>
<td>Ability to define, calculate, articulate, determine, disseminate, or otherwise track a position or site of any given entity (person, organization, equipment, product, etc.).</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>Program Management</td>
<td>Ability to organize, plan, direct, and communicate progress against milestones to deliver outcomes within defined resources, time, quality, and scope constraints.</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>Training Management</td>
<td>Ability to define, conceptualize, create, and convey structured content and knowledge in consumable format, associated with a curriculum a course, workshop, seminar, or related content.</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>Work Management</td>
<td>Ability to capture, organize, prioritize, route, interpret, disseminate, and administer communications, tasks, and related decisions.</td>
</tr>
</tbody>
</table>

*Source: BIZBOK® Guide, Business Architecture Guild*
Defining value stream in business architecture context

- **Value Stream**: “An end-to-end collection of activities that create a result for a customer, who may be the ultimate customer or an internal end-user of the value stream”*

- The value stream has a clear goal: to satisfy or to delight the customer**

- When we say value chain, we mean the Porter “value chain”***

- Value streams in this context are not Lean Six Sigma or “lean value streams”, nor do we mean agile value streams

**Capability vs. Value Stream:**

- Capability views a business “at rest”, value stream views a business “in motion”

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** As cited in “The Great Transition”, by James Martin, 1995

*** Competitive Advantage, Michael Porter, 1985
Value streams represent non-linear, incremental value accrual for a stakeholder or stakeholders until the end-state value proposition is achieved.

Value

• “The benefit that is derived by an organization’s stakeholder while interacting with that organization”*

Value proposition

• “An innovation, service, or feature intended to make a company, product, or service attractive to customers or related stakeholders”*

Value item

• “The judgment of worth, made by an individual or organization, attached to something tangible or intangible and attained in the course of a particular interaction with one or more other parties”*

Value aggregation is focused on achieving the value proposition with no regard to the pathway towards achieving that value proposition.

*Source: BIZBOK® Guide Glossary, Business Architecture Guild
Value stream is “an end-to-end view of how value is achieved for a given stakeholder”

- Stakeholders may be external, such as a customer taking a trip on an airline:

  ![Diagram of Take a Trip value stream](image1)

  - Plan Trip
  - Ticket Trip
  - Initiate Departure
  - Depart
  - Arrive at Destination
  - Terminate Trip

- Or stakeholders may be internal, such as a scheduler initiating a plane to fly to a destination:

  ![Diagram of Fly a Route value stream](image2)

  - Plan Flight
  - Finalize Pre-Flight Preparations
  - Take Off
  - Arrive at Destination
  - Terminate Flight

- Value streams strive to achieve value proposition stated in its name for the “triggering” stakeholder

  Above two value streams are unique and independent of one another

Source: BIZBOK® Guide, Business Architecture Guild
ANATOMY OF A VALUE STREAM

Value Stream Name, Definition & Value Proposition

Settle Claim
- Accept Claim
- Validate Claim Request
- Issue Claim Payment
- Notify Customer

Value Stream Stage Name, Definition, Entrance Criteria, Exit Criteria, Participating Stakeholders and Value Item

Source: BIZBOK® Guide, Business Architecture Guild
## VALUE STREAM MAPPING TEMPLATE: FACILITATES VALUE STREAM ARTICULATION

<table>
<thead>
<tr>
<th>Value Stream Stage</th>
<th>Description</th>
<th>Value Proposition</th>
<th>Entrance Criteria</th>
<th>Exit Criteria</th>
<th>Value Item</th>
<th>Stakeholder(s)</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

Templates enable mapping teams to articulate a value stream and related stages.

In this template, value stream is listed on first row, with value stream stages listed below.

Where information is not applicable, it is blocked out.

For example, value streams have value propositions but not value items, and vice versa.

Stakeholder column represents triggering stakeholder(s) for the value stream and participating stakeholders for value stream stages.

Source: BIZBOK® Guide, Business Architecture Guild
### VALUE STREAM MAPPING EXAMPLE: ESTABLISHING A FINANCIAL ACCOUNT

<table>
<thead>
<tr>
<th>Value Stream Stage</th>
<th>Description</th>
<th>Value Proposition</th>
<th>Entrance Criteria</th>
<th>Exit Criteria</th>
<th>Value Item</th>
<th>Stakeholder(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish Financial Account</td>
<td>The end-to-end perspectives involved in establishing a customer account</td>
<td>Financial Account Established</td>
<td></td>
<td></td>
<td></td>
<td>Customer</td>
</tr>
<tr>
<td>Receive Application</td>
<td>The act of receiving an application for a new customer account</td>
<td></td>
<td>Completed Application</td>
<td>Application in Progress</td>
<td>Application Initiated, Application Received</td>
<td>Customer, Help Desk</td>
</tr>
<tr>
<td>Validate Application</td>
<td>Verification that the individual establishing the account is qualified to have an account</td>
<td></td>
<td>Completed Application</td>
<td>Application Validated</td>
<td>Credit Check Completed</td>
<td>Customer, Reviewer</td>
</tr>
<tr>
<td>Activate Financial Account</td>
<td>The activation of an account for a fixed period of time</td>
<td>Validated Application</td>
<td>Account Activated</td>
<td>Account Ready to Use</td>
<td></td>
<td>Customer, Approver</td>
</tr>
<tr>
<td>Notify Customer</td>
<td>The act of notifying the individual applying for an account that the account has been established or denied</td>
<td>Activated Account</td>
<td>All Parties Notified</td>
<td>Customer Notification Received</td>
<td>Customer, Approver</td>
<td></td>
</tr>
</tbody>
</table>

Source: BIZBOK® Guide, Business Architecture Guild
COMMON REFERENCE MODEL VALUE STREAMS – MAY BE INCORPORATED INTO ANY REFERENCE MODEL

Acquire Asset
- Request Asset
- Approve Order
- Source Order
- Place Order
- Receive Asset

Conduct Audit
- Request Audit
- Plan Audit
- Gather Audit Information
- Analyze Audit Information
- Document Audit Report
- Publish Audit Report

Ensure Compliance
- Identify Compliance Requirements
- Define Compliance Controls
- Implement Compliance Controls
- Validate Compliance Controls
- Report Compliance

Deliver Program
- Request Program
- Create Program Plan
- Approve Program Plan
- Resource Program
- Execute Program
- Finalize Program

Onboard Human Resource
- Request Position
- Validate Position
- Source Individuals
- Evaluate Individuals
- Finalize Acceptance
- Onboard Individual

Develop Human Resource Career
- Initiate Career Evaluation
- Evaluate Human Resource
- Develop Human Resource
- Transition Human Resource

Disseminate Information
- Request Information
- Source Information
- Process Information
- Package Information
- Deliver Information

Execute Campaign
- Request Campaign
- Plan Campaign
- Design Campaign
- Implement Campaign
- Evaluate Campaign

Optimize Investments
- Initiate Investment Review
- Assess Current Position
- Investigate Investment Options
- Select Investment Options
- Execute Investment Options

Report Financials
- Initiate Financial Statements Generation
- Prepare Financial Statements
- Approve Financial Statements
- Release Financial Statements
- File Financial Statements

Source: BIZBOK® Guide, Business Architecture Guild
BEYOND THE WORKSHOP: NEXT STEPS

- Government reference model team is formed and open to any Guild member to join
- Team is internationally aligned but seeking more participants at all levels

Next Steps:
- Gather workshop results to be made available to collaborative team
- Incorporate feedback into work in progress drafts
- Roll out BIZBOK® Guide content updates (section 8.8) for Q3 2019
- Plan for downloadable reference model in Q2/Q3 2019
BUSINESS ARCHITECTURE
GOVERNMENT
REFERENCE MODEL WORKSHOP

March 21, 2019 – Reston, Virginia, USA

Workshop Co-chairs: Whynde Kuehn & William Ulrich
Team Leads: Cecilie Hoffman, Mark Bussey, Michael Diaz

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