# A Glossary of Terms

for your Business Process Reengineering or Knowledge Management Project

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<tr>
<td><strong>Activity</strong></td>
<td>A process, function or task that occurs over time and has recognizable results. Activities combine to form business processes.</td>
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<tr>
<td><strong>Activity Based Costing (ABC)</strong></td>
<td>An accounting technique that allows an enterprise to determine the actual costs associated with each product and service produced by that enterprise without regard to the organizational structure of the enterprise.</td>
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<td><strong>Activity Model</strong></td>
<td>A graphic representation of a business process that exhibits the activities and their interdependencies that make up the business process to any desired level of detail. An activity model reveals the interactions between activities in terms of inputs and outputs while showing the controls placed on each activity and the types of resources assigned to each activity.</td>
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<td><strong>Actor</strong></td>
<td>A specialization of a resource needed to perform and activity.</td>
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<td><strong>Application Program Interface</strong></td>
<td>A set of callable routines that a programmer uses to interact with an application.</td>
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<td><strong>Architecture</strong></td>
<td>The organizational structure of a system or CSCI, identifying its components, their interfaces, and a concept of execution among them.</td>
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<td><strong>AS-IS Model</strong></td>
<td>A model that represents the current stage of the organization modeled, without any specific improvements included.</td>
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<td><strong>Attribute</strong></td>
<td>A property or characteristic that is common to some or all of the instances of an entity. An attribute represents the use of a domain in the context of an entity.</td>
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<td><strong>Business Architecture Modernization (BAM, formerly called SBPR)</strong></td>
<td>A contract vehicle sponsored by the Department of Defense. The contract provides business process reengineering support services focused on the higher order strategic and management assessment functions. Reengineering services include fully qualified BPR experts with functional knowledge in all aspects of process engineering, state-of-the-art analytical tools and time-tested methodologies for comprehensive process improvement.</td>
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<td><strong>Baseline</strong></td>
<td>The current condition that exists in a situation. Usually used to differentiate between a current and a future representation.</td>
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<tr>
<td><strong>Benchmarking</strong></td>
<td>A method of measuring processes against those of recognized leaders to establish priorities and targets leading to process improvement. It is undertaken by identifying strategies, customers, processes and costs to benchmark and their key characteristics; determining who to benchmark; collecting and analyzing data from direct contact, survey, interviews, technical journals and advertisements; determining the “best of class” from each benchmark item identified; and evaluating the process in terms of improvement goals.</td>
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| **Best Practice** | A way or method of accomplishing a business function or process that is considered to be superior to all other**
known methods.

**Business Case**
A structured proposal for business process improvement that functions as a decision package for enterprise leadership. A business case includes an analysis of business process needs or problems, proposed solution, assumptions and constraints, alternatives, life cycle costs, benefits/cost analysis, and investment risk analysis. Within DoD, a business case in called a Functional Economic Analysis (FEA).

**Business Objectives**
Goals of the organization that can be measured in some quantitative way. (e.g. Decrease cost by 15%. Become the supplier with the lowest rate of returned products.

**Business Process Improvement**
The betterment of an organization’s business practices through the analysis of activities to reduce or eliminate non-value added activities or costs, while at the same time maintaining or improving quality, productivity, timeliness, or other strategic or business purposes as evidenced by measures of performance. Also called Functional Process Improvement.

**Business Process Portal**
A process portal focuses, or that is able to be focused, on solving a particular business problem or manage a particular business function. Business Process Portals bring the right information to the right people at the right time to help them get their work done.

**Business Process Reengineering (BPR)**
A structured approach by all or part of an enterprise to improve the value of its products and services while reducing resource requirements. The transformation of a business process to achieve significant levels of improvement in one or more performance measures relating to fitness for purpose, quality, cycle time, and cost by using the techniques of streamlining and removing added activities and costs. Redesign projects typically take about six months to complete.

(Also referred to as Business Process Improvement (BPR), Business Process Redesign, and Functional Process Improvement.

**Cause and Effect Diagram (Ishikawa Fishbone)**
This facilitation technique graphically displays a detailed list of causes related to a problem or conditions, for the purpose of discovering its root cause(s) and not just symptoms.

**Consolidated Tool Model**
A consolidation of metamodels from the existing tools studied. We are seeking to define and build (as proof of concept) a better and better repository. We have collected the metamodels from several existing products. We are currently creating a Consolidated Tool Model by bringing these metamodels together in a single model representation. This Consolidated Tool model will provide us with the schema (data layout) for a Repository of existing tools. This Repository will grow as we add tools and as we define how to handle the rules and how they evolve into a knowledge store.

**Continuous Process Improvement**
A policy that encourages, mandates, and/or empowers employees to find ways to improve process and product performance measures on an ongoing basis.

**Cross Functional Process Improvement**
BPR with the goal of eliminating stove pipe operations. Processes interact between functions as necessary to achieve business objectives. (See Stove Pipe)

**Data**
*Oracle publication on CASE metamodel defines data as:*
When an application is operating, the computer is manipulating information in the real world. (e.g. product descriptions, pricing information, customer details). This information is known as data.

**Data Active**
Information which has behavior knowledge so that its representation changes on the basis of the environment in which it is used.

**Database**
*FIPS PUB 184: A collection of interrelated data, often with controlled redundancy, organized according to a schema to serve one or more applications.

**Database Management Systems Object**
1.) A Database Management System (DMBS) that is encapsulated as an object or a component with a set of explicitly defined public methods or interfaces. Such a component could be used within a compatible component architecture (e.g. MS COM/DCOM/ActiveX, CORBA, Java Bean Enterprise architecture,...) 
2.) A DBMS such as Oracle7 or Oracle8 loosely defines internal structures it manages as entities or objects.

**Data Model**
*FIPS PUB 184: A graphical and textual representation of analysis that identifies the data needed by an organization to achieve its mission functions, goals, objectives, and strategies, and to manage and rate the organization. A data model identifies the entities, domains (attributes) and relationships (or associations) with other data, and
provides the conceptual view of the data and the relationships among data.

**Data Passive**
Static information that represents something; that something is only known by the application which is responsible for interpreting its meaning.

**Data Repository**
A specialized database containing information about data and data relationships. Used to provide a common resource of standard data elements and models.

**DoD**
Department of Defense

**DISA**
Defense Information Systems Agency

**Discounted Cash Flow**
A method of performing an economic analysis that takes the time value of money into account. Used to remove interest rates and inflation factors from a calculation so that the results of analysis are comparable.

**Domain**
*Oracle publication on CASE metamodel defines domain as:* a set of business validation rules, format constraints and other properties that apply to a group of attributes. For example, a list of values, a range, a qualified list or range or any combination of these.

**FIPS PUB 184:** A named set of data values (fixed, or possible infinite in number) all of the same data type, upon which the actual value for an attribute instance is drawn. Every attribute must be defined on exactly one underlying domain. Multiple attributes may be based on the same underlying domain.

**DISA/CIM:** A set of current and future systems that shares a set of common requirement, capabilities, and data. A logical grouping of related functions and objects. Often referred to as problem domain, problem space, or problem area.

**Economic Analysis**
A formal method of comparing two or more alternative ways of accomplishing a set objective, given a set of assumptions and constraints and the costs and benefits of each alternative, such that the analysis will indicate the optimum choice.

**Entity**
The representation of a set of real or abstract things (people, objects, places, events, ideas, combination of things, etc.) that are recognized as the same type because they share the same characteristics and can participate in the same relationships.

**Event**
A happening, the arrival of a significant point in time, a change in status of something or the occurrence of something external that causes the business to react.

**Extensibility**
It is often useful to add new elements, properties and associations into a BPR project Dictionary. This is achieved be a facility known as (user) extensibility.

**Field**
*Oracle CASE Dictionary Ref Guide:* A means of implementing an item of data within a file. It can be in character, date, number or other format, and can be optional or mandatory.

**File**

**Fixed Cost**
A cost that does not vary with the amount or degree of production. The costs that remain if an activity or process stops.

**Function**
An action or activity proper to a person, a thing, or particular gusiness unit within the organization. (e.g. Flying=function performed by airplane).

**Functional Area**
A grouping of actions or processes that are appropriate or necessary for accomplishing a task or related tasks. These actions or activities may be organized on a small (micro) or large (macro) scale. E.G. Admissions includes functional areas of data entry and interviewing detainees. Admissions, Incarceration, Community Supervision, and Release are defined as functional areas of DPSCS in the Andersen report.

**Functional Economic Analysis (FEA)**
A technique for analyzing and evaluating alternative information system investments and management practices. Within DoD, FEA is a business case. Also, a document that contains a fully justified proposed improvement project with all supporting data.

**Functional Process Improvement**
*(see Business Process Improvement)*
ICAM
Integrated Computer-Aided Manufacturing. The ICAM program was helmed in the 1970’s by Dennis E. Wisnosky for the United States Air Force. The purpose of the program was to investigate whether manufacturing technologies were delivering the value they promised. The goal was to integrate processes on the factory floor with everything else, from Computer Aided Design (CAD) to inventory and payroll. The ICAM hierarchical “funnel” led to the IDEF “As-Is” / “To-Be” concept that is used in BPR projects today.

IDEF
Integrated DEFinition language.

IDEF Modeling Technique
A combination of graphic and narrative symbols and rules designed to capture the processes and structure of information in an organization.

IDEFO is an activity, or behavior, modeling technique.

IDEF1X is a rule, or data, modeling technique.

Wizdom Systems, Inc.’s founder and CEO, Dennis E. Wisnosky, was co-founder of the US Air Force ICAM (Integrated Computer Aided DEFinition) Program and developed the program’s IDEF modeling techniques. IDEF models are often the basis for process improvement.

Integrated-Computer Aided Software Engineering (I-CASE)
A set of software design and development tools operating with an integrated shared repository to support the entire systems development life cycle.

Information
1. Knowledge derived from study.
2. Knowledge of a specific event or situation; intelligence.
3. A collection of facts or data: statistical information.
4. The act of informing or the condition of being informed; communication of knowledge: (ie: “Safety instructions are provided for the information of our passengers.”)
5. Computer Science. A nonaccidental signal or character used as an input to a computer or communications system.
6. A numerical measure of the uncertainty of an experimental outcome.

Ishikawa Fishbone
(see Cause and Effect Diagram)

ISO 9000
Family of quality management and quality assurance standards adopted by ISO (International Organization for Standardization, founded 1947), an international consensus of over 110 countries. ISO 9000, first published in 1987, has been adopted as national standards in more than 80 countries.
Management Systems
Software tools for supporting the modeling, analysis, and enactment of business processes.

Meta Model
*Oracle publication on CASE*: The meta model describes the structure of the Data Model by defining entities, attributes and relationships.

Method
*KFI/HII Methods Team*: Regular and systematic means of enterprise improvement including procedures and techniques appropriate to the health care industry. A representation of a complex, real-world phenomenon such that it can answer questions about the real-world phenomenon within some acceptable and predictable tolerance.

Nominal Group Technique (NGT)
A structured brainstorming technique that allows a group or team to quickly come to consensus on the importance of issues, problems or solutions. Based on individual contributions, equal footing of team members and prioritization of issues.

Non Value Added Activity
An activity performed in a process that does not add value to the output product or service, which may or may not have a valid business reason for being performed.

Object
*DISA/CIM*: An object is a package of information and a description of its manipulation...an object comprises a data structure definition and its defined procedures in a single structure...objects are instances of a class, each instance having its own private instance variables...Each object can have various attributes associated with it. Attributes can be local to that object or inherited from the parent object.

Object Modeling
*DISA/CIM*: The objective of object modeling is to understand and describe an environment in terms of its objects while embracing the concepts of abstraction, encapsulation, modularity, hierarchy, typing, concurrence and persistence.

Object-Oriented (Development)
*DISA/CIM*: An approach to developing software where every component represents an object in the real world, its attributes, and its possible actions; objects can be grouped in classes to facilitate attribute and action assignments.

Organize
To arrange by systematic planning.

Organization
The condition or manner or being organized.

Organization Diagnostics
The process of identifying organization problems with individuals, processes, procedures, technology, culture, etc.

Performance Measure
An indicator that can be used to evaluate quality, cost, or cycle time characteristics of an activity or process usually against a target or standard value.

Portal
An internet browser combined with a search engine.

Present Value
The current value of a future series of cash flow given a discount factor or interest value. Used to evaluate the alternative investments.

Process
1. A systematic series of actions directed to some end. 2. A continuous action, operation, or series of changes taking place in a definite manner. (e.g. getting to a destination=process performed by pilot).

Process Model
Also Activity Model - A graphic representation of a business process that exhibits the activities and their interdependencies that make up the business process to any desired level of detail. An activity model reveals the interactions between activities in terms of inputs and outputs while showing the controls placed on each activity and the types of resources assigned to each activity.

Process Portal
Software which focuses the user of the Portal to the explicit knowledge required to solve his/her particular problem, or deal with a particular situation or series of events. Changes Implicit Knowledge to Explicit Knowledge.
**Q**

**Quality Function Deployment (QFD)**
A requirements identification analysis, flow down, and tracking technique. It focuses on quality and communication to translate customer needs into product-and-process-design specifics. Also known as the “house of quality.”

**R**

**Redesign**
Business Process Redesign (BPR) The transformation of a business process to achieve significant levels of improvement in one or more performance measures relating to fitness for purpose, quality, cycle times, and cost by using the techniques of streamlining and removing non-value added activities and costs. Redesign projects typically take about six months to complete.

**Reengineering**
*see: Business Process Reengineering (BPR) and Redesign.*

**Repository**
A mechanism for storing any information that has to do with the definition of a system at any point in its life cycle. Repository services would typically be provided for extensibility, recovery, integrity, naming standards and a wide variety of other management functions.

**Resource**
An object in competition with another like object. A scarce object.

**S**

**Stove Pipe**
Term commonly used to reflect that a business function operates in a vertically integrated manner, but does not interact efficiently or effectively with related functions. (e.g. Human Resources does not work with training)

**Strategic Business Process Reengineering (SBPR)**
a contract vehicle sponsored by the Department of Defense. The contract provides business process reengineering support services focused on the higher order strategic and management assessment functions. Reengineering services include fully qualified BPR experts with functional knowledge in all aspects of process engineering, state-of-the-art analytical tools and time-tested methodologies for comprehensive process improvement.

**T**

**TO-BE Model**
Models that are the result of applying improvement opportunities to the current (AS-IS) business environment.

**Topic Area**
A cross-functional grouping of business areas (grouping of processes). Topic areas include but are not limited to Admissions and Classification, Communications, Custody, Employment and Education, Services, Substance Abuse.

**Total Quality Management/Total Quality Leadership (TQM/TQL)**
Both a philosophy and a set of guiding principles that represent the foundation of the continuously improving organization. TQM/TQL is the application of quantitative methods and human resources to improve the material and services supplied to an organization, all the processes within an organization, and the degree to which the needs of the customer are met, now and in the future. TQM/TQL integrates fundamental management techniques, existing improvement efforts and technical tools under a disciplined approach focused on continuous improvement.

**Trigger**
The precedence with respect to time between activity types.

**V**

**Value Added Activity**
An activity in a process that adds value to an output product or service, that is, the activity merits the cost of the resources it consumes in production.

**Variable Cost**
A cost element that varies directly with the amount of product or service produced by an activity or cost. Variable costs go to zero if the activity stops.

**W**

**Workflow**
A system whose elements are activities, related to one another by a trigger relation, and triggered by external events, which represent a business process starting with a commitment and ending with the termination of that commitment.

**Workflow Management Systems**
Integrated software tools for supporting the modeling, analysis, and enactment of business processes.