

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

A

Activity

A generic term for work that a company or organization performs via business processes. A description of a piece of work that forms one logical step within a process. An activity may be a manual activity, which does not support computer automation, or a workflow (automated) activity. An activity can be atomic or non-atomic (compound). The types of activities that are a part of a Process Model are: Process, Sub-Process, and Task.

Analysis Model

The **analysis model** describes the structure of the system or application that you are modeling.

Artifact

A graphical object that provides supporting information about the Process or elements within the Process. However, it does not directly affect the flow of the Process. BPMN has standardized the shape of a Data Object. Other examples of Artifacts include critical success factors and milestones.

Atomic Activity

An activity not broken down to a finer level of Process Model detail. It is a leaf in the tree-structure hierarchy of Process activities. Graphically it will appear as a Task in BPMN.

B

Balanced Scorecard

A one-page tool for translating an organization's strategy into operating terms. It has four columns: Vision, Current Initiatives, Business Processes, and Business Results.

BAM (Business Activity Monitoring)

Real-time (or near real-time) visibility of business processes, meaningful events and transactions used to track performance of processes using Key Performance Indicators (KPIs).

BI (Business Intelligence)

BI is a business management term referring to applications and technologies used to gather, provide access to, and analyze data and information about an organizations operations and performance. BI systems help organizations have a more comprehensive knowledge of the factors affecting their business, such as metrics on production and internal operations. BI can help organizations to make better business decisions.

BPA (Business Process Automation)

BPA is defined as a strategy for managing and improving the performance of a business through continuous optimization of business processes in a closed-loop cycle of modeling, execution, and measurement. The methods, techniques, and tools used to design, enact, control, and analyze operational business processes involving people, systems, applications, data, and organizations.

BPEL (Business Process Execution Language)

XML business process modeling language that is executable and universally supported. BPEL supports both public (protocol) and private (execution) languages.

BPI (Business Process Improvement)

Business Process Improvement (BPI) is a systematic approach to help any organization optimize its underlying processes to achieve more efficient results.

BPM (Business Process Management)

BPM is defined as a strategy for managing and improving the performance of a business through continuous optimization of business processes in a closed-loop cycle of modeling, execution, and measurement. This includes the methods, techniques, and tools used to design, enact, control, and analyze operational business processes involving people, systems, applications, data, and organizations.

BPMN (Business Process Modeling Notation)

A standardized graphical notation for drawing business processes in a workflow, facilitating improved communication and portability of process models.

BPMS (Business Process Management Suite)

A software set facilitating all aspects of business process management, including process design, workflow, applications, integration, and activity monitoring for both system and human-centric environments.

BRE (Business Rules Engine)

A business rules engine is a software system that executes one or more business rules in a runtime production environment. A rules engine is commonly provided as a component of a BPMS which, among other functions, provides the ability to: register, define, classify, and manage all the rules, verify consistency of rules definitions, define the relationships between different rules, and relate some of these rules to IT applications that are affected or need to enforce one or more of the rules.

BRM (Business Reference Model)

A reference model, concentrating on the functional and organizational aspects of the core business of an enterprise, service organization, or government agency. The BRM is a function-driven framework for describing the business operations independent of the organizations that perform them.

BRR (Business Rules Repository)

The business rules repository is a centralized repository of all business rules and information about the rules and has the capability to externalize rules outside the process implementation.

Business Activity Monitoring, see BAM

Business Intelligence, see BI

Business Model

A framework for creating economic, social, and/or other forms of value. How you would want your business to operate from a high level perspective.

Business Process

Also known as a **business method** is a collection of related, structured activities or tasks that produce a specific service or product (serve a particular goal) for a particular customer or customers. It often can be visualized with a flowchart as a sequence of activities.

Business Process Automation, see BPA

Business Process Execution Language, see BPEL

Business Process Improvement, see BPI

Business Process Management, see BPM

Business Process Management Suite, see BPMS

Business Process Model

Graphical model used to capture, design, simulate, and optimized business processes. The events that trigger action and the sequences of steps and the business rules used in and between those steps to support decision-making and execution flow.

Business Process Modeling

Creating integrated graphical models representative of system and human processes used to capture, design, simulate, and optimize business processes.

Business Process Modeling Notation, see BPMN

Business Reference Model, see BRM

Business Rule

1. A statement that defines or constrains some aspect of the business. It is intended to assert business structure or to control or influence the behavior of the business.
2. The formal codification of business policies and actions into prescriptive operational practices that are externalized from and maintained independently of application code.
(Software AG)

Business Rules Engine, see BRE

Business Rules Management

Defining, deploying, executing, monitoring, and maintaining the variety and complexity of decision logic that is used by operational systems within an organization or enterprise. This logic, also referred to as business rules, includes policies, requirements, and conditional statements that are used to determine the tactical actions that take place in applications and systems.

Business Rules Repository, see BRR

Business Service

The logical encapsulation of a business function. The following are examples of a business service: a tax calculation of penalties and interest, an estimated payment calculation for a taxpayer.

C

CAF (Composite Application Frameworks)

A software structure for developing applications and user interfaces based on the modular reuse and composition of services, logic, user interface components, and business processes.

CalBRM

California tailored FEA Business Reference Model to make it applicable to California and state government. The CalBRM provides an organized, hierarchical construct for describing the day-to-day business operations.

CalDRM

Describes the data and information that supports the state's [California] business operations from a statewide perspective.

Case Management, see CM

CM (Case Management)

A coordinative and goal-oriented process, to handle cases (situation or set of conditions requiring a service or intervention) from opening to closure, interactively between an internal or external client and a case manager or case team.

CPI (Continuous Process Improvement)

An unceasing effort to discover and eliminate problems in the performance of business processes and increase value and productivity. *(Software AG)*

Composite Application Frameworks, see CAF

Continuous Process Improvement, see CPI

Cross Functional Flowchart

A cross **functional flowchart** or **deployment flowchart** is a business process mapping tool used to articulate the steps and stakeholders of a given process.

D

DAM (Digital Asset Management)

Consists of tasks and decisions surrounding ingesting, annotating, cataloguing, storage and retrieval of digital assets, such as digital photographs, animations, videos and music. The term "digital asset management" (DAM) also refers to the protocol for downloading, renaming, backing up, rating, grouping, archiving, optimizing, maintaining, thinning, and exporting files. *(Wikipedia)*

Data Management and Delivery, see DMD

Data Modeling

A structured process of documenting the information a business needs to do its job.

Data Reference Model, see DRM

Decision

Locations within a business process where the Sequence Flow can take two or more alternative paths. This is basically the “fork in the road” for a process. For a given performance (or instance) of the process, only one of the forks can be taken.

Design Model

The **design model** builds on the **analysis model** by describing, in greater detail, the structure of the system and how the system will be implemented.

Development Platforms

The combination of hardware and software typically providing many features for authoring, modifying, compiling, deploying and debugging software. *(Wikipedia & Managing Interactive Media)*

Digital Asset Management, DAM

DMD (Data Management and Delivery)

Data Management and Delivery comprises all the disciplines related to managing data as the FTB’s most valuable resource second to its employees. It is the development and execution of architectures, policies, practices and procedures that properly manage the full data lifecycle needs of an enterprise. DMD includes the effective utilization, quality, availability, integration and standardization of data and information across the enterprise. It defines the management, acquisition, cleansing, storage, and utilization of all data.

Domain Architect

A BPM CoE core team member. Various staff selected from specific areas of the department to serve as Domain Architects on the BPM CoE for a specific period of time. The Domain Architect commits time to the CoE during a one-year timeframe. A Domain Architect is an expert with in-depth knowledge of key components of the BPM CoE solution architecture.

DRM (Data Reference Model)

Describes the data and information that supports FTB's business operations from an enterprise perspective.

E

EA (Enterprise Architecture)

The organizing logic for business processes and IT infrastructure reflecting the integration and standardization requirements of the organization's operating model. *(MIT/Carl E)*

EAI (Enterprise Application Integration)

The tools and practice of linking computer applications and data together to achieve operational and business advantages.

ECM (Enterprise Content Management)

The strategies and technologies employed to manage content (documents, images, data) across the enterprise. ECM tools and methods allow the management of an organization's information, wherever that information exists. The attributes used in ECM are capture, manage, store and retrieve, preserve, deliver, collaboration, and security.

Enterprise Application Integration, see EAI

Enterprise Architecture, see EA

Enterprise Content Management, see ECM

Enterprise Modeling

The abstract representation, description and definition of the structure, processes, information and resources of an identifiable business, government body, or other large organization. It is the process of understanding an enterprise business and improving its performance through creation of enterprise models. This includes the modeling of the relevant business domain (usually relatively stable), business processes (usually more volatile), and information technology.

Enterprise Service Bus, see ESB

ESB (Enterprise Service Bus)

A collection of components that comprise the foundational services for more complex architectures via an event-driven and standards-based messaging engine "the bus". *(SOA Glossary)*

Event

An occurrence of a particular condition (which may be internal or external to the workflow management system) which causes the workflow management software to take one or more actions. For example the arrival of a particular type of email message may cause the workflow system to start an instance of a specific process definition. An event has two elements:

- A **Trigger**, or cause, which is the recognition of some predefined set of circumstances associated with the operation of the system, which causes a particular action to be taken
- The **Action** (or response) – which is the pre-defined system response following a trigger condition

F

Function

A group of processes that together support one aspect of furthering the mission of the enterprise.

G

Gateway

A modeling element that is used to control how Sequence Flows interact as they converge and diverge within a Process. Gateways are used to implement decisions that affect the Sequence Flow path through the process.

Governance

A framework for decision and accountability that produces desirable outcomes within the organization. The governance framework determines the what, who, and how of enterprise decision-making. *(Software AG)*

H

No terms at this time

I

IAM (Identity Access Management)

Identity and Access Management will provide FTB security as a business service, and a method to ensure all individuals and services are properly authenticated, authorized and audited when accessing application services. The IAM solution will provide a centralized and consistent security policy and will be delivered in a “security as a service strategy”, removing the responsibility of writing security code from FTB developers.

ICE (Integrated Composition Environment)

A services-based and model-driven toolset for the collaborative assembly of loosely-coupled, business-oriented, and results-driven process applications.

Identity Access Management, see IAM

Integrated Composition Environment, see ICE

J

No terms at this time

K

Key Performance Indicators, see KPI

KPI (Key Performance Indicators)

1. Financial and non-financial metrics used to help an organization define and measure progress toward organizational goals.
2. Any set of financial or non-financial metrics that can be measured to quantify business performance. *(Software AG)*

L

Lean

An improvement methodology based on a customer-centric definition of value, and providing that value in the most effective way possible, through a combination of the elimination of waste and a motivated and engaged workforce. *(Software AG)*

M

Message-Oriented Middleware, see MOM

Model

A preliminary representation of something, serving as the plan from which the final, usually larger, object is to be constructed.

Modeling (as used within FTB)

- **Underpayment Modeling (Strata Modeling) (ARCS)**
Used to predict future performance of an account.
- **Non-filer Modeling (INC)**
Used to determine non-filer case 'pursuability'.
- **PASS Modeling (Audit)**
Used to identify potential audit candidates (LLC, S-Corp, Corp, PIT, and Partnership).

- **Enterprise Modeling (Tax Systems Modernization)**

It is the intent that all data from all forms attached to the returns would be available for modeling; the intent is to support the coordination of modeling activities across the enterprise.

MOM (Message-Oriented Middleware)

A client/server infrastructure that increases the interoperability, portability, and flexibility of an application by allowing the application to be distributed over multiple heterogeneous platforms. It reduces the complexity of developing applications that span multiple operating systems and network protocols by insulating the application developer from the details of the various operating system and network interfaces.

N

No terms at this time

O

Open Standard System

A system based on an open standard. An open standard is a standard that is publicly available and has various rights to use associated with it, and may also have various properties of how it was designed (e.g. open process). (*Wikipedia*)

Orchestration

The automated arrangement, coordination, execution, and management of complex computer applications, systems, integration, and services. (*Software AG*)

Orchestration Engine

Coordinates the sequencing of steps and activities (manual and automated) according to flows and rules in the business process model (workflow).

P

Process

1. A set of business tasks designed to deliver value to an internal or external client. A process may be comprised of any combination of sub-processes and activities.
2. A set of activities, material, and/or information flow that transforms a set of inputs into defined outputs. (*Software AG*)

Process Model

1. Event that triggers action and the sequences of steps and the rules used in and between those steps to support decision-making and execution flow.
2. A representative prescription for how a set of activities should operate in a flow and sequence in order to regularly achieve desired outcomes. (*Software AG*)

Process Modeling

Creating integrated graphical models representative of business, system, and human processes used to capture, design, simulate, and optimize processes.

Process Monitoring

The tracking of individual processes, so that information on their state can be easily seen, and statistics on the performance of one or more processes can be provided. *(Wikipedia)*

Process Owner

The individual who has responsibility for process performance and resources, and who provides support, resources, and functional expertise to projects. The process owner is accountable for implementing process improvements. *(Software AG)*

Process Simulation

Process simulation is a model-based representation of a business process used in the computer modeling of a hypothetical situation that can be analyzed to determine how a given application of systems may operate when deployed. Process simulation is used for the design, development, analysis, and optimization of processes. *(Software AG)*

Q

No terms at this time

R

No terms at this time

S

Service Component Reference Model, see SRM

Service Orientated Architecture, see SOA

Sequence Flow

A solid graphical line that is used to show the order that activities will be performed in a Process. Each Flow has only one source and only one target.

Six Sigma

1. Invented by Motorola, Inc. in 1986 as a metric for measuring defects and improving quality. Since then, it has evolved to a robust business improvement methodology that focuses an organization on customer requirements, process alignment, analytical rigor and timely execution. *(Wikipedia)*
2. A proven and proscriptive set of analytical tools, project control techniques, reporting methods, and management techniques that combine to form breakthrough improvements in problem-solving and business performance. *(Software AG)*

SME (Subject Matter Expert)

A SME is a designated person who serves as an expert in a particular program or technical area. SMEs are aware of the impact and influence of BPM on the enterprise.

SOA (Service Orientated Architecture)

A framework for integrating business processes and supporting IT infrastructure as secure, standardized components – services – that can be reused and combined to address changing business priorities and is based on the following design principles: (Executing SOA/IBM)

- Technology Neutral – uses industry agreed upon standards to create interfaces, which make it possible for consumers on any platform to invoke services provided on any platform.
- Modular – self-contained components that can communicate with each other through a well-defined interface.
- Sharable – can be reused by more than one functional area.
- Loosely Coupling (agility) – ability to make changes to one part of the system without changing the other – each component offers a small range of simple services to other components.
- Encapsulation – focus is on the contract rather than the underlying implementation details - hides any data or behavior that is specific only to the internal working of the service and irrelevant to the service consumer.

SOA Service

An enterprise service that is based on the principles of service oriented architecture.

Solution Architect

BPM CoE Chair, an EAC staff resource.

SOW (Systems of Work)

A business process view of the work we perform at FTB in managing taxpayer accounts. There are seven key systems of work at the department level: Return Filing, Return Validation, Filing Enforcement Processing, Audit, Overpayment, Underpayment (Collections), and Payment Processing.

SRM (Service Component Reference Model)

A business driven functional framework that classifies Service Components with respect to how they support business and/or performance objectives. The SRM is structured across horizontal service areas that, independent of the business functions, can provide a leveragable foundation for reuse of applications, application capabilities, components, and business services.

Sub Process

A process that is enacted or called from another (initiating) process (or sub process), which forms part of the overall (initiating) process. Multiple levels of sub process may be supported.

Subject Matter Expert, see SME

Swim Lanes

A visual mechanism used in a process flow diagram that depict what or who is working on a particular subset of a process and for organizing and categorizing activities, based on cross functional flowcharting, and in BPMN consist of two types:

- **Pool**
Represents major participants in a process, typically separating different organizations. A pool contains one or more lanes (like a real swimming pool). A pool can be open (i.e., showing internal detail) when it is depicted as a large rectangle showing one or more lanes, or collapsed (i.e., hiding internal detail) when it is depicted as an empty rectangle stretching the width or height of the diagram.
- **Lane**
Used to organize and categorize activities within a pool according to function or role, and depicted as a rectangle stretching the width or height of the pool. A lane contains the Flow Objects, Connecting Objects and Artifacts.

Systems of Work, see SOW

T

Target Architecture Model

A visual diagram depicting how the future FTB Architecture should be.

Task

Unit of work in an activity within a process.

Technical Reference Model, see TRM

Total Quality Management, see TQM

TQM (Total Quality Management)

Total Quality Management (TQM) is a business management strategy aimed at embedding awareness of quality in all organizational processes.

TRM (Technical Reference Model)

Provides a foundation to categorize the standards, specifications, and technologies to support the construction, delivery, and exchange of business and application components (Service Components) that may be used and leveraged in a Component-Based or Service-Oriented Architecture (SOA).

U

No terms at this time

V

VOC (Voice of the Customer)

The "voice of the customer" is the term used to describe the stated and unstated needs or requirements of the customer. The voice of the customer can be captured in a variety of ways: Direct discussion or interviews, surveys, focus groups, customer specifications, observation, warranty data, field reports, complaint logs, etc.

Voice of the Customer, see VOC

W

Web Service

A service with encapsulated logic used for transforming and/or transferring structured data to disparate systems regardless of platform or programming language. Typically implemented in an internet platform using XML and SOAP messaging.

Web Service Definition Language, see WSDL

Workflow

An orchestrated and repeatable pattern of business activity enabled by the systematic organization of resources into processes that transform materials, provide services, or process information. *(Software AG)*

Workflow Automation

The automation of a business process, in whole or part, during which documents, information or tasks are passed from one participant to another for action, according to a set of procedural rules.

WSDL (Web Service Definition Language)

The WSDL defines services as collections of network endpoints, or ports. The WSDL specification provides an XML format for documents for this purpose. *(SOA Glossary)*

WYMIWYR (What you Model Is What You Run) pronounced "wimmy-wear"

An acronym that captures how a fully integrated BPMS connects modeling to the runtime environment. *(Software AG)*

X

XML Process Definition Language, see XPDL

XPDL (XML Process Definition Language)

The XML Process Definition Language (XPDL) is a format standardized by the Workflow Management Coalition (WfMC) to interchange Business Process definitions between different workflow products like business process modeling tools and business process management suites. XPDL defines an XML schema for specifying the declarative part of workflow / business process. XPDL is designed to exchange the process definition, both the graphics and the semantics of a workflow business process. XPDL is currently the best file format for exchange of BPMN diagrams; it has been designed specifically to store all aspects of a BPMN diagram.

Y

No terms at this time

Z

No terms at this time