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4 Feb 03

MEMORANDUM FOR DISTRIBUTION

Subj: DON XML FUNCTIONAL NAMESPACE COORDINATOR SELECTION CRITERIA

Ref: (a) DON CIO memo, DON Policy on the use of Extensible Markup Language (XML),  
of 13 Dec 02

Encl: (1) Functional Namespace Coordinator Organizational Selection Criteria  
(2) Functional Namespace Coordinator Lead Selection Criteria

Reference (a) promulgated the Department of the Navy (DON) policy for the use of the Extensible Markup Language. A key aspect of DON XML implementation is the coordination and oversight of XML implementations. As identified in reference (a), the DON is establishing XML Functional Namespace Coordinators (FNCs) to advocate and support the development and use of standard XML within DON functional areas. Reference (a) defines the roles and responsibilities of the FNCs.

Reference (a) also requires DON Functional Area Managers (FAMs) to identify organization-level FNCs for their respective areas by 11 February 2003. Designated FNC organizations must then select FNC Leads to fulfill the FNC responsibilities. The organizational FNC and FNC Lead will need to meet separate, but related, criteria.

To assist the FAMs and designated FNC organizations in this effort, the DONXML Work Group has defined FNC selection criteria that identifies optimal FNC organizational and FNC Lead skill sets and capabilities. These are contained in enclosures (1) and (2) respectively.

To further assist the FNC Leads as they begin their responsibilities, I will be scheduling an FNC kickoff meeting on 28 February 2003, in the Washington D.C. area. Details will be forthcoming.

If you have any questions about the DON XML policy, the role of DON XML FNCs, or would like additional information about the DON XML efforts, please contact the DONXML Work Group chairperson, Mr. Michael Jacobs, 703-601-3594, [jacobs.michael@hq.navy.mil](mailto:jacobs.michael@hq.navy.mil).

A handwritten signature in black ink, appearing to read "D. M. Wennergren", with a long horizontal flourish extending to the right.

D. M. Wennergren

Distribution: (see page 2)

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# FUNCTIONAL NAMESPACE COORDINATOR ORGANIZATION SELECTION CRITERIA

Functional Area Managers (FAMs) will designate organizations to act as Functional Namespace Coordinators (FNCs). FNC organizations must have adequate functional area knowledge, resources, and an enterprise perspective if they are to succeed. The FAMs should incorporate the following selection criteria for each of these critical success factors when evaluating organizations to fulfill the role of FNC.

## FUNCTIONAL AREA KNOWLEDGE

Functional area knowledge is the single most important facet of an effective FNC. The FNC organization will be the functional area advocate in the business standards oversight pillar of the DON XML Governance Structure. The FNC organization must fully understand all aspects of its functional area, and have expert knowledge in its relationships with other functional areas and organizations. Specifically, the FNC organization must:

- ◆ Fully understand, support, and be able to clearly articulate the functional area mission and goals
- ◆ Be either a leader or significant player within the functional area
- ◆ Use a broad spectrum of the functional area business processes and applications as part of its core organizational mission
- ◆ Interact with a significant number of organizations that are involved in using functional area business processes and applications
- ◆ Interact with a significant number of organizations that are involved in using other functional area business processes and applications

## RESOURCING CAPABILITY

The state of XML as a robust and developing technology means that greater resources must be committed to its life cycle than would be the case with a fully developed and documented technology. XML by its very nature is a technical specification that provides a syntax for users to create and introduce multiple XML languages, schemas, namespaces, and related components. This extensibility boon dictates continual efforts at cross-organizational harmonization are necessary within the DON and between the DON and external activities. Budgetary commitment at an early stage in XML introduction is crucial to enabling DON participation in the development process that will provide for eventual geometric returns in cost savings, interoperability, infrastructure consolidation, platform independence, and the resulting maritime information superiority. The absence of adequate resources will result in a functional area's inability to exploit XML to its fullest. More importantly, the absence of adequate resources will most certainly result

in XML degrading, rather than enhancing, interoperability. Specifically, the FNC Organization must:

- ◆ Have sufficient qualified personnel and financial resources to fulfill the FNC responsibilities
- ◆ Commit to providing additional resources to assist the FNC lead in the execution of their responsibilities
- ◆ Commit to continually reviewing resource requirements and supporting those requirements through the budgetary process.

## ENTERPRISE PERSPECTIVE

At its core, XML is designed to facilitate cross-organizational communication. This can be accomplished only through cooperative development of standard XML constructs.<sup>1</sup> Proprietary development of XML data elements, schemas, and other constructs can subvert the very basis on which its use has been adopted. It is critical that DON functional namespaces and organizations work with each other to ensure that XML components and requirements satisfy the needs of all involved parties (functional and organizational). Specifically, the FNC organization must:

- ◆ Endorse, support, and promote enterprise solutions
- ◆ Be a vocal advocate of an enterprise perspective for all aspects of XML implementation and use within a specific functional area
- ◆ Work collaboratively with other organizations towards solutions that are optimized at the cross-functional and cross-organizational level regardless of parochial organizational or functional area needs
- ◆ Show an ability to actively support DON enterprise initiatives
- ◆ Be actively involved in one or more enterprise initiatives, such as TFWeb, NMCI, ERP, etc.

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<sup>1</sup> XML constructs include:

- ◆ Standard Markup—XML element and attribute names and tags,
- ◆ Schema Components—developer-defined entities and datatypes,
- ◆ Schemas—mappings of logical models of business processes and the parcels of information exchanged in these processes to physical XML schemas or Document Type Definitions (DTDs),
- ◆ Stylesheets, and
- ◆ Namespace Associations.

# FUNCTIONAL NAMESPACE COORDINATOR LEAD SELECTION CRITERIA

Once a Functional Area Manager (FAM) has selected an organization to act as the Functional Namespace Coordinator (FNC), that organization must identify individual(s) to actually fulfill the FNC responsibilities as the FNC Lead. The FNC organization should incorporate the following selection criteria when evaluating individual(s) to fulfill the role of the FNC Lead.

## FUNCTIONAL AREA KNOWLEDGE

An understanding of the functional area's mission is critical to articulating its business processes and needs. Employees within a single organization from different functional areas are likely unfamiliar with each other's practices and vernacular. To accomplish the goals of the FAM, the FNC Lead must:

- ◆ Fully understand, support, and be able to clearly articulate the functional area mission and goals
- ◆ Have knowledge of the broad spectrum of business practices, applications, and organizations that are touched by the functional area
- ◆ Fully understand the relationships between the functional area specific business practices, organizational business practices, other functional area business practices, and disparate organizational structures and business practices
- ◆ Be able to describe how functional area-specific business practices and XML constructs further the interests of the enterprise
- ◆ Be able to lead an ongoing effort to communicate the functional area position to its constituency
- ◆ Be able to facilitate technical information exchanges between his or her functional area's process owners, developers, technical groups and those of other FNCs
- ◆ Be able to assert functional area requirements in standards development efforts

## XML KNOWLEDGE

Familiarity with XML concepts directly influences the FNC Lead's ability to assist developers with solutions and provide input to technical committees. A comprehensive knowledge of XML's capabilities allows the FNC Lead to take the following actions:

- ◆ Function as the XML lynchpin between the DON XML Governance Structure and implementing organizations
- ◆ Specify preferred approaches for XML implementation within his or her functional area
- ◆ Identify projects for collaboration and technical reuse
- ◆ Harmonize between competing solutions within a functional area and between functional areas for enterprise solutions
- ◆ Advocate DON solutions in international XML technical and business standards Voluntary Consensus Standards (VCS) committees

Although an FNC organization may not currently have individuals with XML expertise, at a minimum the FNC Lead must quickly be capable of learning XML. Specifically, the FNC Lead must:

- ◆ Have an understanding of how XML can be used in technical and functional solutions to promote enterprise interoperability
- ◆ Know or learn the core World Wide Web Consortium (W3C) Extensible Markup Language Technical Specification
- ◆ Know or learn W3C Schema Technical Specification Parts 1 and 2
- ◆ Become familiar with the other technical specifications identified in the list of approved DON XML technical specifications and standards
- ◆ Know or learn appropriate standards identified in the list of approved DON XML business standards

## ENTERPRISE PERSPECTIVE

The DON's goal in establishing the FNC position is to provide a knowledgeable focal point for pursuing authoritative and reusable XML. To accomplish this, an FNC Lead must envision the use of XML beyond a discreet functional area, and understand how it will be used in conjunction with other pieces in an overall DON XML strategy. The ability to comprehend this enterprise view of XML use will prove crucial to guiding XML policy and development toward interoperable solutions. The FNC Lead must:

- ◆ Have an understanding of DON enterprise initiatives and how they impact his or her functional area
- ◆ Endorse, support, and promote enterprise solutions

- ◆ Liaison with appropriate organizations and other FNCs to ensure submitted XML components have been vetted prior to introduction into the Business Standards Pillar of the XML governance structure
- ◆ Understand and support harmonization of functional area XML components into enterprise standards
- ◆ Be a vocal advocate of an enterprise perspective for all aspects of XML implementation and use within their functional area
- ◆ Work collaboratively with other FNCs towards solutions that are optimized at the cross-functional and cross-organizational level regardless of parochial organizational or functional area needs
- ◆ Be actively involved in one or more enterprise initiatives

## DMI KNOWLEDGE

As can be seen by the list of requirements of the FNC in the preceding sections, the role of XML in the developing DON Information Management/Information Technology solution is much broader than the use of XML for data definition. However, data is an important component of XML. One of the key responsibilities of the FNC Lead is harmonization and approval of XML components. In that respect, DON XML will follow the DON's DMI principles; therefore, FNC Leads must understand DMI goals to communicate the necessary DON perspective for providing authoritative, interoperable data. The goal of authoritative, interoperable data necessitates close cooperation between the FNC, FAM, and Functional Data Manager (FDM). The FNC must

- ◆ Understand the role of the designated FDM in monitoring information systems metadata and transfer formats, particularly if the FNC is from an organization other than that of the FDM
- ◆ Become familiar with SECNAVINST 5000.36

## TIME COMMITMENT

FNC Lead responsibilities include a significant time commitment to engage developers and participate in XML governance, standards, and technical activities. An FNC Lead's ability to communicate between developers and governance entities depends on regular participation in technical meetings. FNC Leads also must have sufficient personnel and funds available to ensure successful execution of their roles and responsibilities.

Specifically, the FNC lead must have sufficient time or resources available to fulfill the duties identified in the Functional Area, XML Knowledge, Enterprise Perspective and DMI Knowledge sections, of this document. In addition, the FNC Lead must also have sufficient time or resources available to:

- ◆ Prepare for and attend monthly DON XML Business Standards Council meetings
- ◆ Review all XML constructs submitted for harmonization and approval
- ◆ Liaise with other FNC leads on items of mutual interest
- ◆ Monitor, participate, or coordinate participation in VCS technical and functional efforts related to their functional area.