



# Achieving Net Centric Operations

Presented to the

*NDIA Conference on Net Centric  
Operations, Interoperability & Systems  
Integration*

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# Framing the Conference

- **Why it is important**
- **Who we will hear from**
- **What we will hear**
- **Challenges we should consider**
  - **Operations**
  - **Technology and design**
  - **Acquisitions**
  - **Business**



# Current Situation

## What We Need to Do Better

### Requirements

- Adapting to changing conditions
- Matching operational needs with solutions
- Overcoming biases of Services and others
- Moving to transform military

### PPBES

- Laying analytical foundation for budget
- Aligning budgets with acquisition decisions

### Personnel and Readiness

- Treating people as a resource

### Acquisition

- Acquiring systems-of-systems
- Making system decisions in a joint, mission context
- Transitioning technology
- Assessing complexity of new work and ability to perform it
- Controlling schedule and cost
- Passing operational tests
- Ensuring a robust industrial base

### Sustainment

- Controlling O&S costs
- Reducing logistics tails





# Net-Centric Operations – Operational Objectives and Challenges

- How can net-centric operations help meet the Department's transformational warfighting objectives?
- If we build the perfect net-centric environment, will the operators use it?
- Will users make their information visible and available?
- Will users trust the information?
- Will they be willing to make engagement decisions on the information made available?
- Who will “own” and operate the network?



# Net-Centric Operations – Technology and Design Challenges

- **Where is the “edge”?**
- **How to balance the benefits of a “centralized” service-oriented architecture with the need to retain organic capability down at the tactical unit or individual warfighter?**
- **What are the challenges of designed interdependency?**
- **Will the enabling technologies be available and affordable when we need them?**
- **How to make the net-centric environment secure?**
- **Will the appetite for bandwidth be in line with the bandwidth available?**





# Net-Centric Operations – Acquisition Challenges

- **How do we translate early and still formative net-centric concepts into something we can put on “real world” contracts?**
- **How do we align user expectations with what the acquisition system can realistically deliver?**
- **How best to synchronize programs to deliver the greatest potential capability in a timely, coherent, and affordable way?**
- **How do we perform systems engineering in a system-of-systems environment?**
- **How do we test the system-of-systems given real-world operations and constraints?**
- **How do we properly allocate resources?**



# Net-Centric Operations – Business Challenges

- **How do we make the business case for net-centric operations?**
- **How much will it cost?**
- **What metrics show the value of net-centric operations?**
- **What is the return on investment?**
- **Who will pay?**



# Executive Plenary Panel – Achieving Net Centric Operations

- **Panelists:**
  - **Mr. John Garstka, OUSD(Office of Force Transformation), Assistant Director for Concepts & Operations**
  - **Ms. Priscilla Guthrie, OASD(NII), DoD Deputy CIO**
  - **LTG Robert Wagner, USA, JFCOM, Deputy Commander**
  - **COL(P) Susan Lawrence, Joint Staff, J6**
  - **LTG Joe Yakovac, USA, ASA(AL&T), Mil Dep**





# Questions?