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# Combatant Commands Needs to Capability

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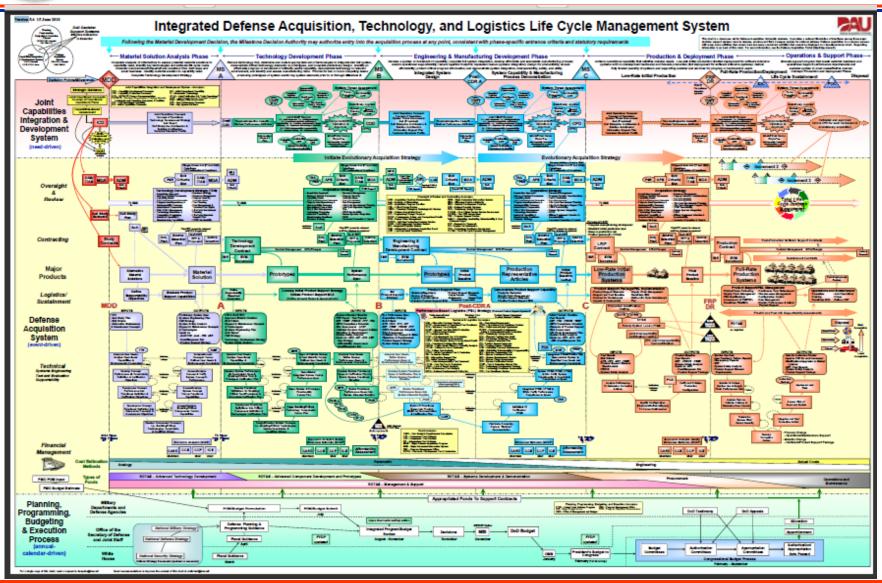
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# Integrated Defense AT&L Life Cycle Management System in 20 minutes or less





# Defense Capabilities Enterprise: Diversified Force Generation Roles, Diversified Force Employment Needs



...and increasingly, complex operational partners: NGB, inter-agency, coalition, NGO



# Combatant Commander Science & Technology Staff: Diversified Roles, Diversified Needs



#### Roles/titles Vary By Command HQ Structure

- Science &Technology (S&T) Advisor
- Research, Development, Test & Evaluation (RDT&E) Programs Liaison
- Concept Development Lead
- Capability Development Lead

#### Variety of organizational constructs

- Reporting to Deputy Commander, Chief of Staff, J8/Resources, J9/Experimentation
- Single/multiple science advisors on HQ staff

#### Variety of resource support

- Executive agency Service / parent service support
- Experimentation support
- Working capital fund support
- Rapid reaction acquisition programs support
- Operational needs processes



# Aligning the Domains: Defense Engine for Capabilities

All three domains must be aligned & engaged to deliver capabilities



The challenge for Combatant Commanders:

- They exist in the authority domain of Military Needs & Operations
  - Joint force needs are predominantly expressed through CJCS
  - Only US Special Operations Command and US Transportation Command have force development acquisition authorities
- They rely on Services for preponderance of force capabilities
- They rely on Services for HQ resources through legacy Executive Agency provisions
- They have limited manpower to participate in **needs**, **acquisition** & **funding** processes



#### Needs to Solutions: Processes & Roles

#### PPBES:Program – Budget Process

#### **Needs Process**

- 1. Develop & specify needs
- Review & comment on budget-based programming and acquisition solutions
- Allocate resources to joint/combatant commanders

#### **Needs Roles**

CJCS/VCJCS/JCS

CoComs

Joint Staff

Military Staffs

CoCom/Component Cdr Staffs



National, Security, and Military Policies Framework

#### **Acquisition Solutions Process**

- Consult with needs authorities in development of acqusition solutions
- Acquire material solutions based on validated needs and budgetbased programming
- Deliver resources (acquisition products) for allocation to joint/combatant commanders

#### **Solution Roles**

USD (AT&L)/DAE

Service Secretaries/SAEs

OSD (AT&L) Staff

Service Secretariat Staffs

Systems/Materiel Commands

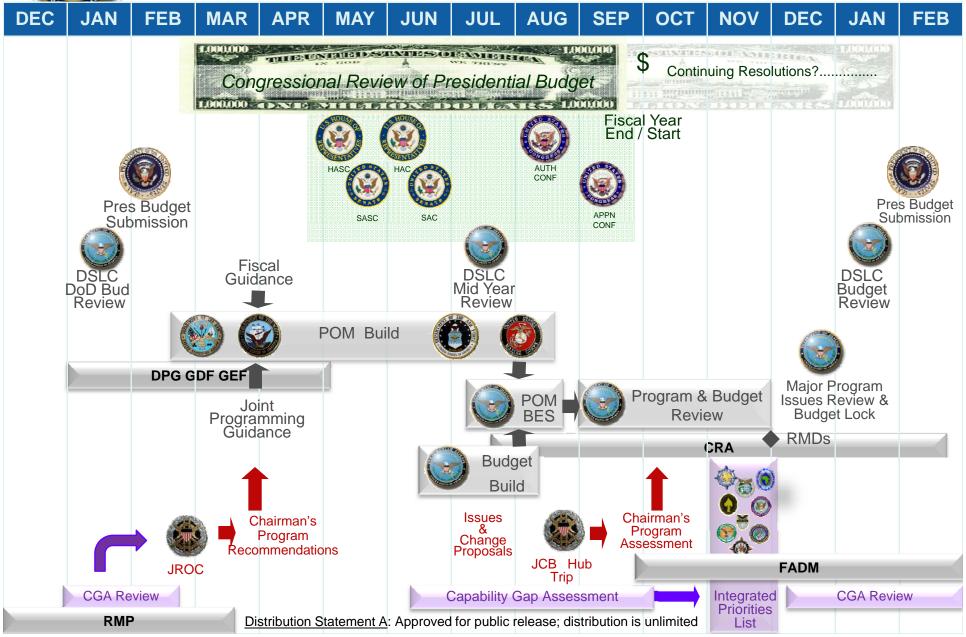
Military Agencies

**USSOCOM** [special authorities]

**USTRANSCOM** [limited authorities]



## Planning, Programming, Budget & Execution Environment





## **Development Model for Technology Solutions**



#### **Transition to Procurement & Sustainment**

Joint Training

#### Readiness & Suitability Confirmation

- Test & Evaluation
- Military assessment of utility

#### Functional Validation; Tailored Form/Fit/Function

- DOTMLPF construct development and confirmation
- Demonstration

#### **Technical Concept Design & Development**

Prototyping

#### Alternatives Development & Assessment

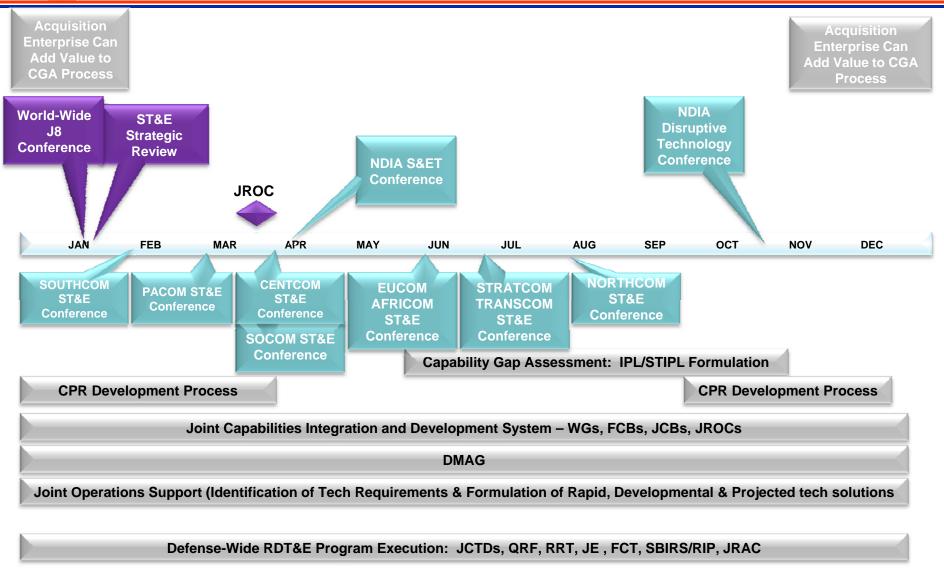
- Experimentation
- Red Teaming Analysis

#### Conceptualization

- Needs identification/lessons learned/assessment
- Tech push exploitation



### Interaction – the Real Story





# Defense Capabilities Enterprise: Diversified Force Generation Roles, Diversified Force Employment Needs



...and increasingly, complex operational partners: NGB, inter-agency, coalition, NGO



## JCIDS and Acquisition – Simplified

Military Identifies & Validates Needs

Acquisition Offers
Cost/Technology
Constrained
Material Solutions

Through
development,
prototyping,
demonstration and
testing, military and
acquisition
communities
examine viable
solutions

Military and
Acquisition
Enterprises agree,
initiate production

New capability fielded...then come the big life cycle sustainment costs!

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# Office of the Secretary of Defense Acquisition, Technology & Logistics



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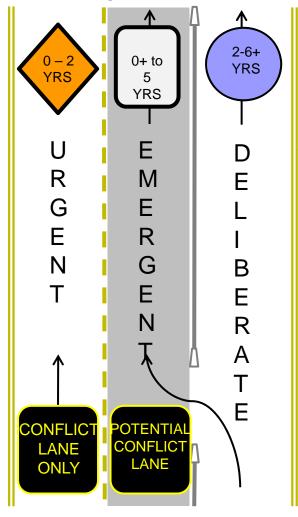
# JCIDS and Acquisition

	- key acquisition activities/documents -				
President, SECDEF & Chairman: • Strategic Guidance  OSD/Joint Staff • Support to Strategic Analysis (SSA) Products • Joint Operations Concepts (JOpsC) family	Identification of Capability Requirements  Operational Planning CBAs & Other Studies Experiments Studies IJEDDO Initiatives Defense Business Sy Learned  Outputs  Mission & Problem Capability Gaps Tasks Performance Performance Conditions  OCTODE  OUTPUTS  Mission & Problem Capability Gaps Materiel Approaches Recommendations	(TES) •System Engineering Plan (SEP)  Materiel Development	•Technology Demonstrated •Initial Key Performance Parameters/Key System Attributes (KPPs/KSAs) •Acquisition Strategy •T&E Master Plan (TEMP) •SEP	Developmental T&E (DT&E)     Operational (Assessments)     Revise KPPs/KSAs     Acquisition Strategy     Acquisition Program Baseline (APB)     TEMP     SEP	ow Rate nitial Production LRIP) nitial Operational &E (IOT&E) Acquisition Strategy APB EMP SEP
	Capabilities-Based Assessment / Other	ICD Materiel Solution A	nonsor	Engineering 8	Production & Deployment
Analysis of Alternatives (AoA)  Competitive Prototyping  Evolutionary Acquisi					isition
Sponsor Military Services					
	Valida		C Interest programs (A Validates CDD	ACAT I & IA)  Validates  CPD	
SECDEF Joint	Staff / Joint Requirements Oversight Council / OSD	OSD (AT&L, CAPE), Servi	ices and OSD (DOT&E)	Joint Staff (JROC)	
Policy	Identify Capability Requirements	Select Materiel Solution	Develop	o, Test, Produce & Field	



### Three Requirements "Lanes"

#### "Keep right, except to pass" •



### Deliberate Requirements

- Driven by Service or Defense Agency
- Traditional route for capabilities that require significant tech development and/or are not urgent or compelling in nature

### Emergent Requirements

- Driven by senior joint combatant commanders
- Supports accelerated acquisition of capabilities needed for an anticipated or pending contingency operation
- Vice Chairman, Joint Chiefs of Staff (VCJCS)
   verifies, Joint Capability Board or JROC validates

## Urgent Requirements

- Driven by senior joint combatant commanders
- Urgent and compelling to prevent loss of life and/or mission failure during current operations
- Require little tech development and can be resolved in less than two years
- J-8 Deputy Director for Requirements (DDR) validates



# Joint Capability Development Strategy: Framing Remedies

#### Identifying Military Requirements

Analyze capability gaps

- Lessons Learned / Warfighting Analyses
   Characterize improvements: What is really required?
- Experiment...what DOTMLPF elements are needed?
   Define in actionable terms
- Specify DOTMLPF elements or options

**Understand DoD roles** 

Respect & leverage authorities

Needs⇒Requirements⇒Solutions



#### Framing the Solution Set

Headquarters enhancement

- Engage Executive Agency (military Service)?
   Specific Component Force Development
- Specify Service partnership / component roles
   Joint Force Capability Gap
- Pursue Functional CoCom partnerships

Use diversity of tools
Employ gapfillers
Remain flexible



#### **Developing Specific Strategies**

Address key gap-closing capability segments Forge partnerships with strategy development

- Key element of resourcing & transition
   Stipulate timeline and phasing of deliverables
- Cite operational imperative for timelines