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Combatant Commands Needs to Capability

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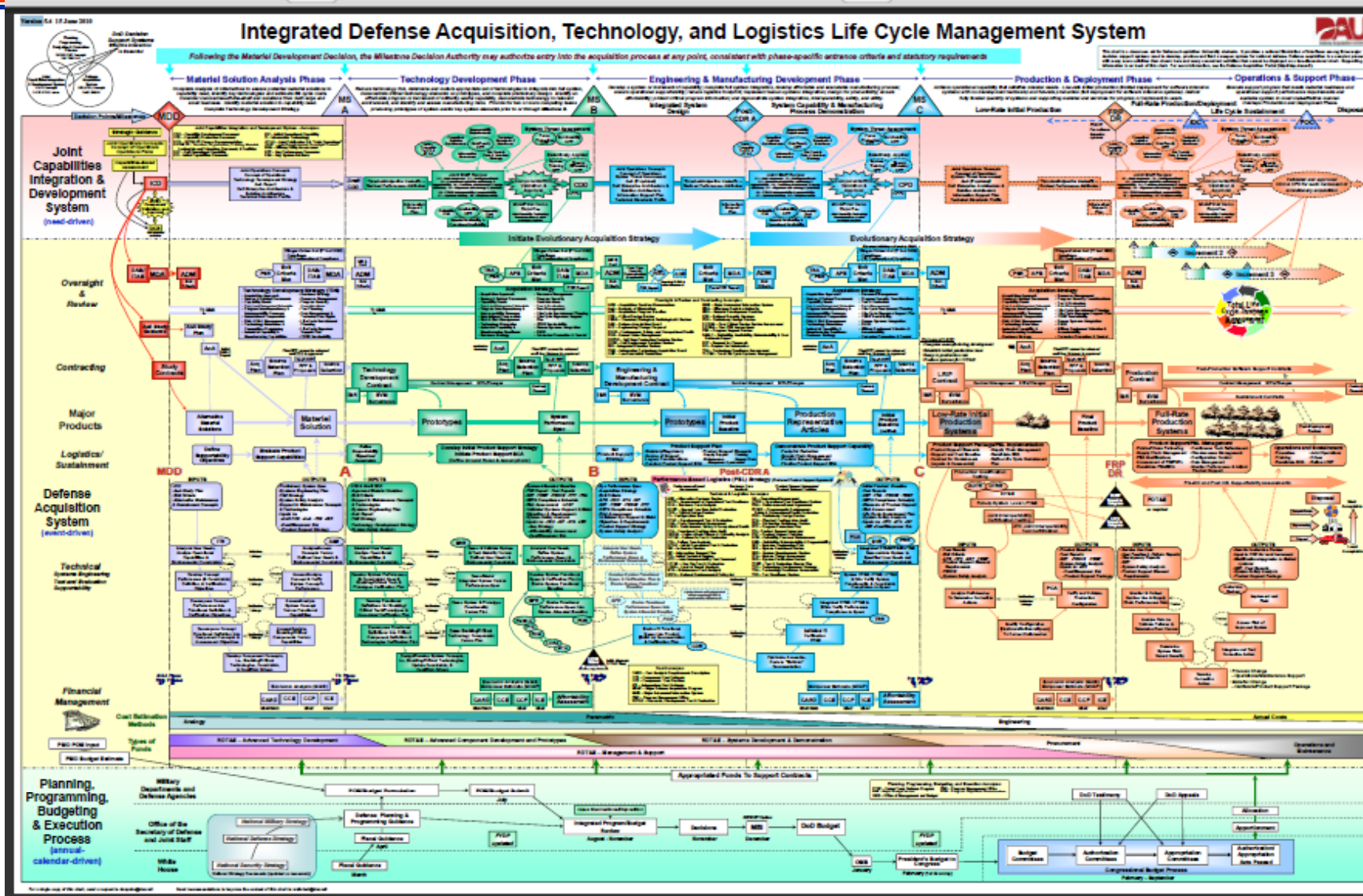
Acquisition, Technology & Logistics

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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

Organize, Train & Equip



Operationally Employ



...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

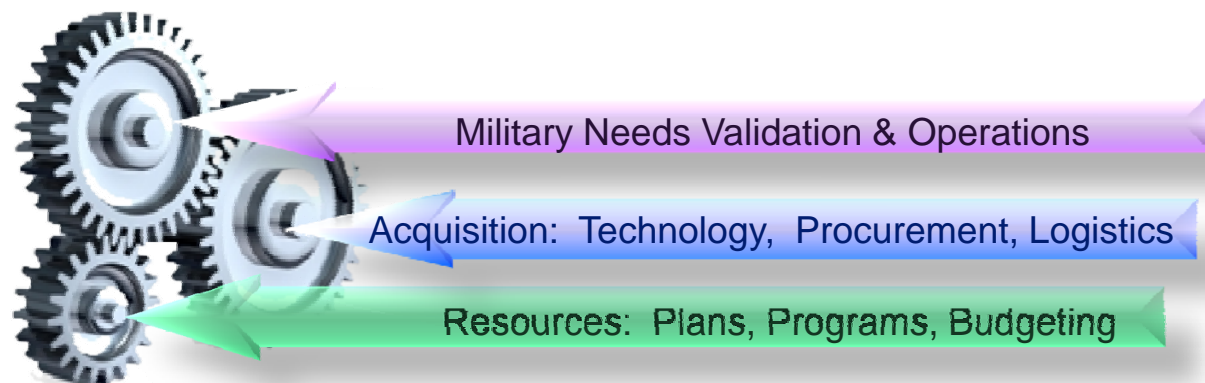
Variety of resource support

- 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



Military Needs Validation & Operations

Acquisition: Technology, Procurement, Logistics

Resources: Plans, Programs, Budgeting

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

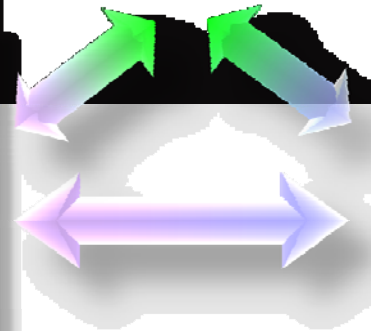
PPBES: Program – Budget Process

Needs Process

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

Needs Roles

CJCS/**VCJCS**/JCS
CoComs
Joint Staff
Military Staffs
CoCom/Component Cdr Staffs



Acquisition Solutions Process

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

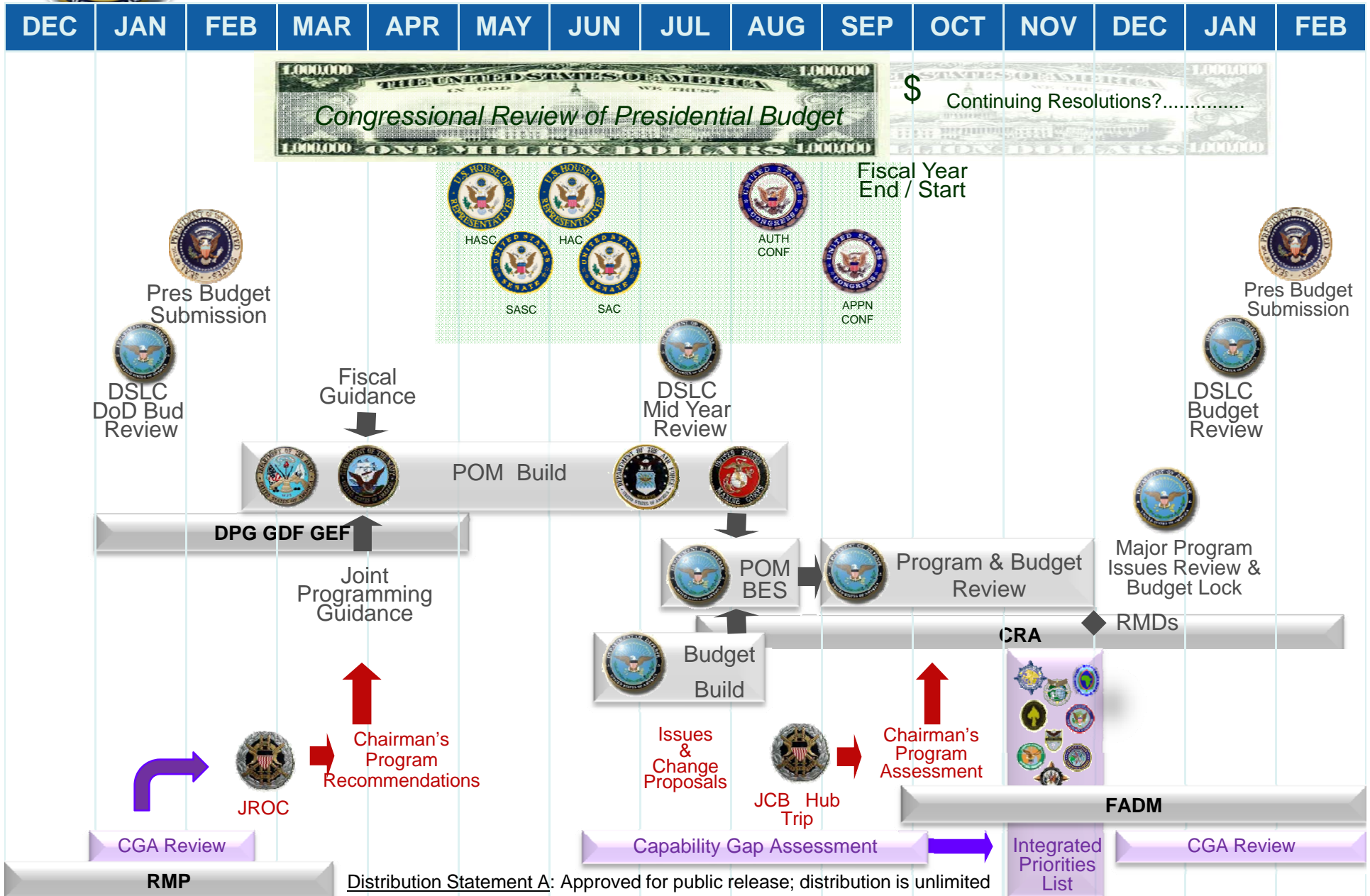
Solution Roles

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]

**National,
Security,
and Military
Policies
Framework**



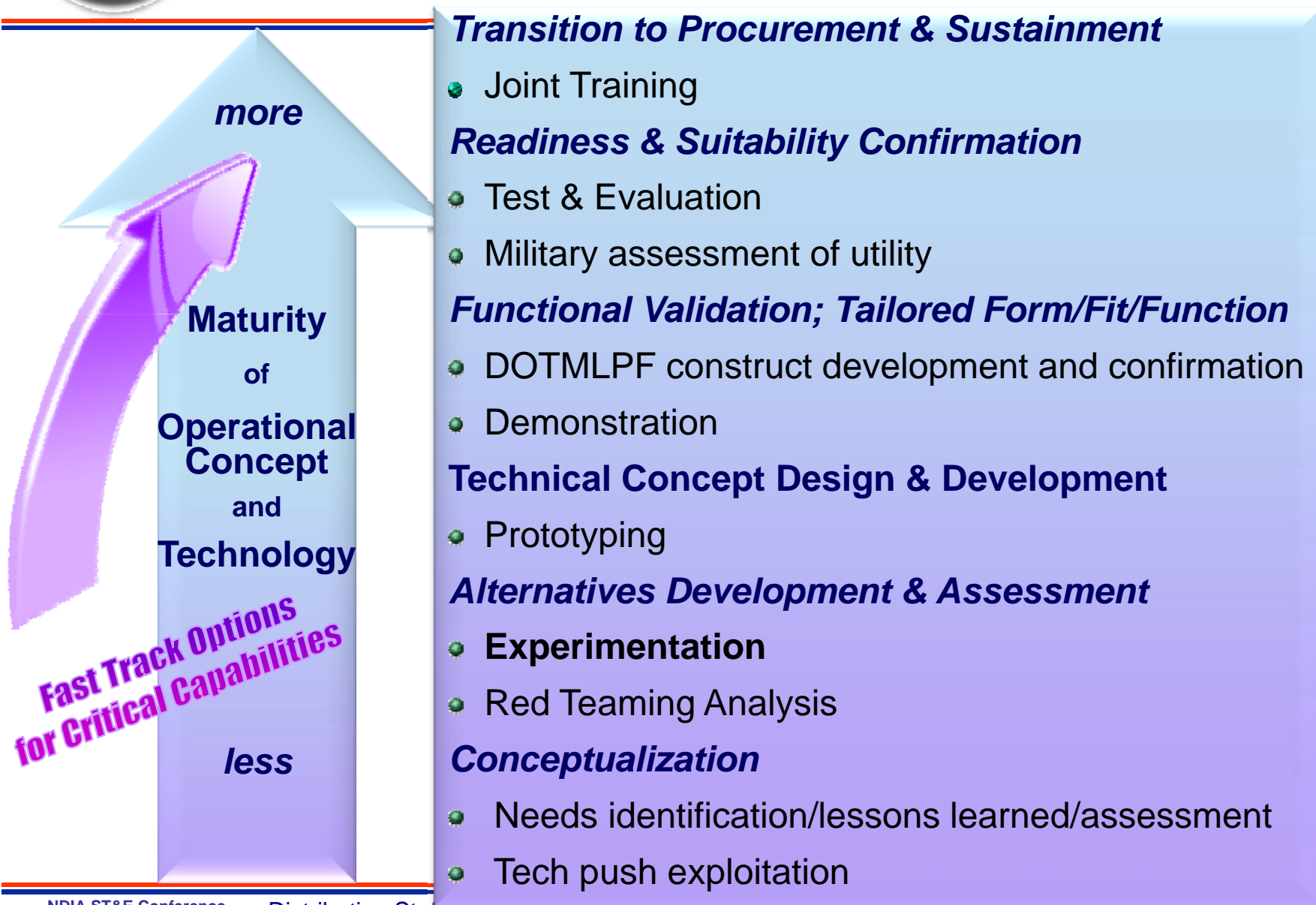
Planning, Programming, Budget & Execution Environment



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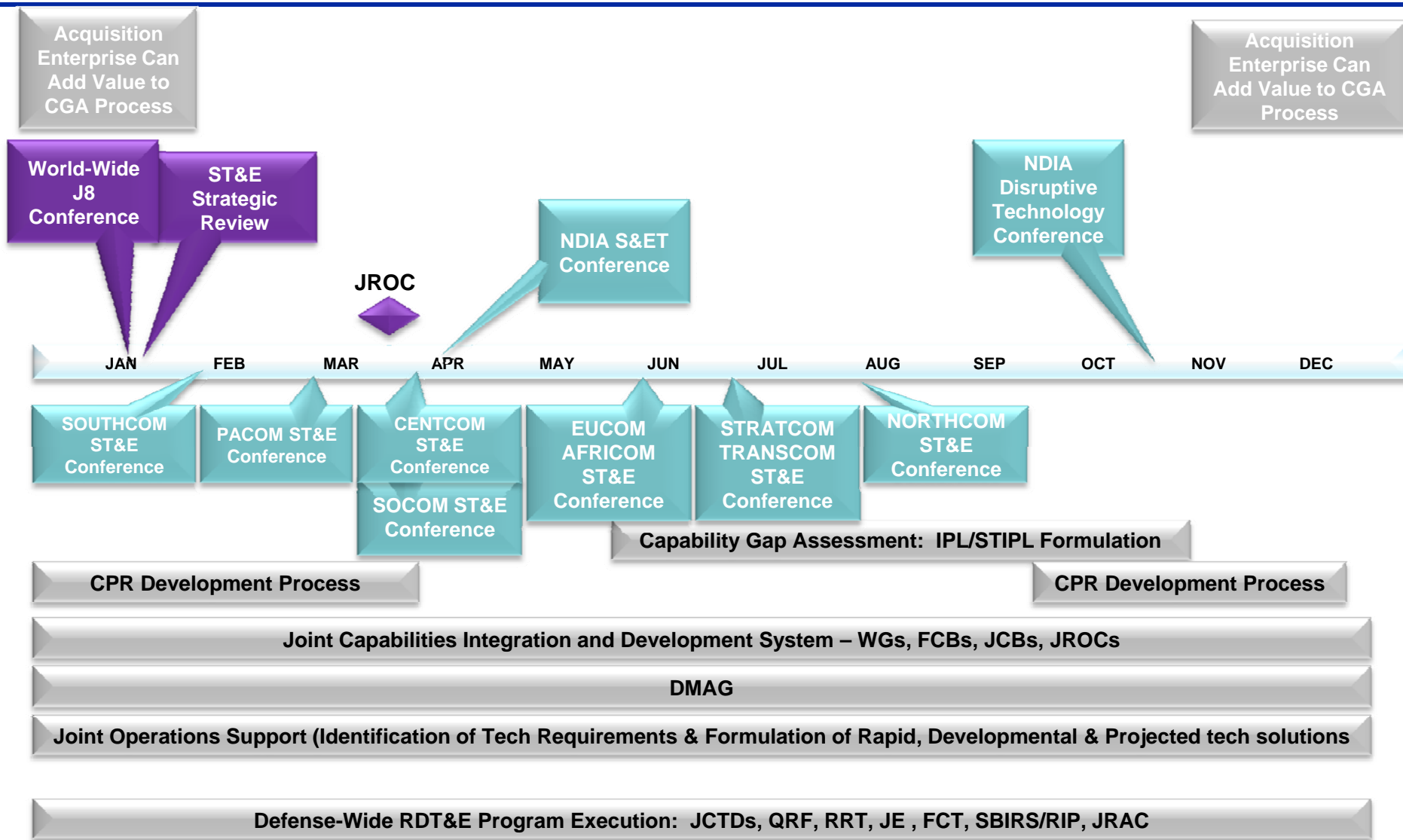


Development Model for Technology Solutions





Interaction – the Real Story





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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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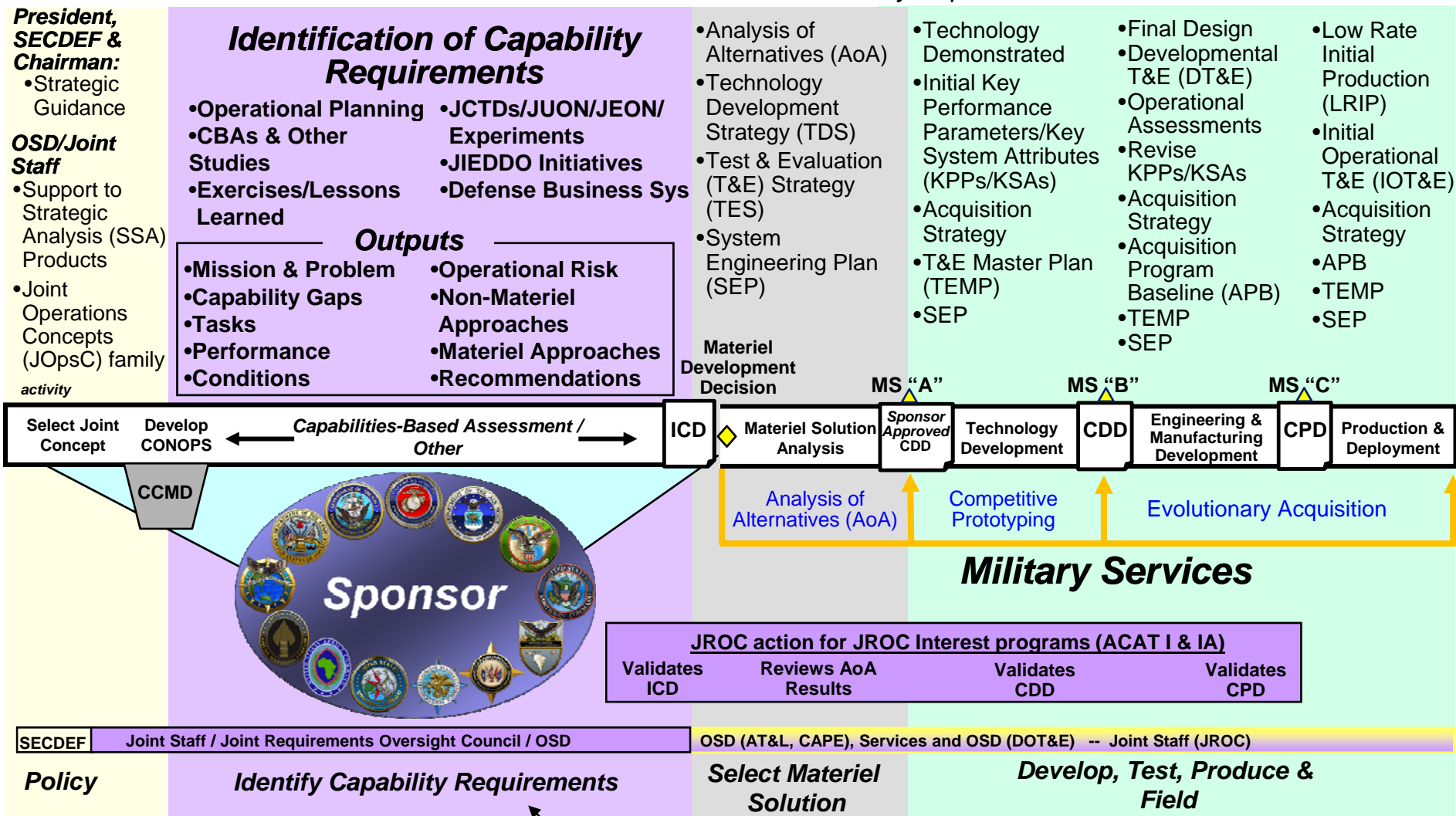
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JCIDS and Acquisition

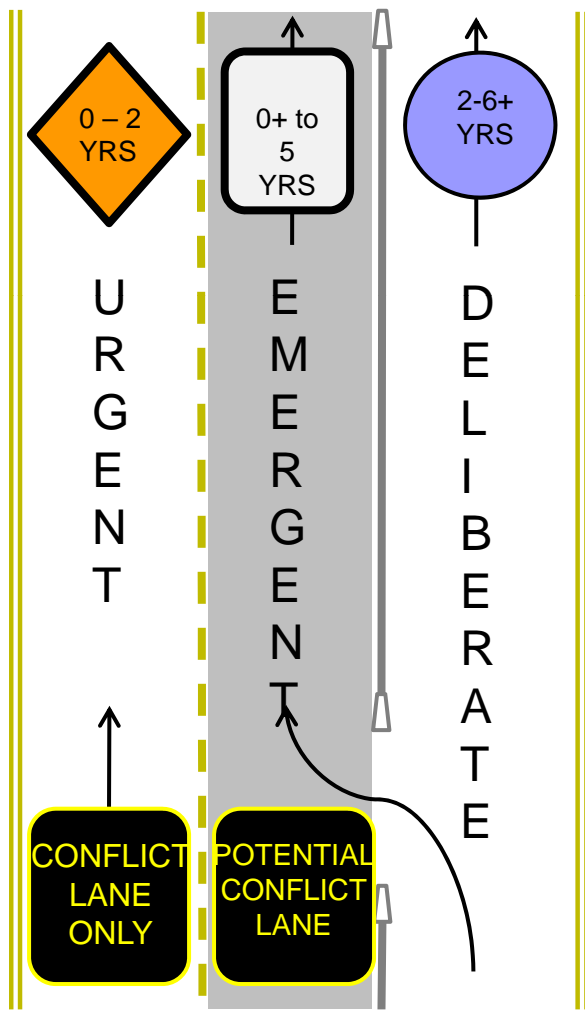
- key acquisition activities/documents -





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