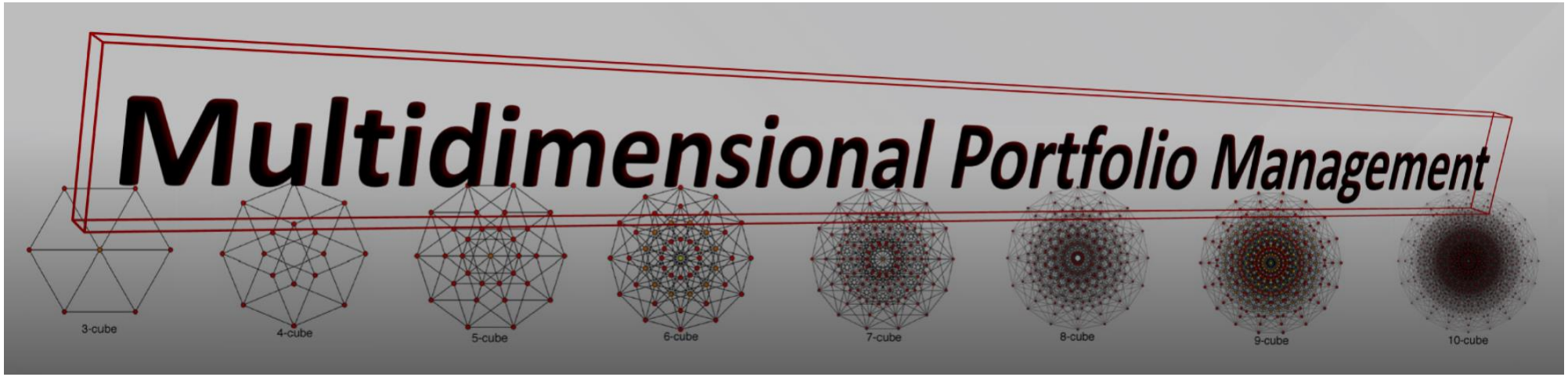
PROJECT MANAGEMENT CENTER FOR EXCELLENCE
A.J. CLARK SCHOOL OF ENGINEERING

Olde Stone Consulting



DoD structure (and other programmatic organizations) are changing

John D. Driessnack, PMP/PfMP, CSM
Portfolio & Performance Management
703-472-5357 (cell/office)
Faculty, University of Maryland, Project Management Center of Excellence — Jdriessn@umd.edu
President, College of Performance Management (CPM) — John.Driessnack@mycpm.org
Owner of Olde Stone Consulting, LLC — John.Driessnack@OldeStoneConsulting.com

Multidimensional Portfolio Management Concept © 2019 by John Driessnack is licensed under CC BY-SA 4.0

DISTRIBUTION A: APPROVED FOR PUBLIC RELEASE

Overview

Change similar to the mid 60s - significant

- Path to Multidimensional Portfolio Management (PfM) – 20 years plus
  - GAO Reports, ANSI Standard (PMI), DoDD 7045.20, Section 809 Panel …
  - OSD funded UMD Research - July 22 – Sept 23 for Integrated Acq Portfolio Review (IAPRs)
  - DoDD 7045.20 Capability Portfolio Management update, MOA signed for FY25 execution
  - FY24 NDAA Section 811 – directs change to Requirements Process
- Other portfolio-related efforts - where is it going?
  - DAF Operational Imperatives and Great Power Competition Key Decisions
  - PPBE Commission Recommendations #4 (Capability) & #10 Consolidate Budget Line Items
- Why NDIA and specifically IPMD should care!
  - Not my father's SAIMS (a historical reference to 1966 Selected Acquisitions Information and Management System)
  - Move to a **"data-driven solutions and recommendations…"** (ICO article referenced)
  - This is **AoA on steroids** – horizontal/vertical Integrated Multidimensional Portfolio Modeling

IPMDAR DID/CDRL is just the tip of the iceberg

DISTRIBUTION A: APPROVED FOR PUBLIC RELEASE

Links for more info

Search on topics … you'll get lots of info

- Section 809 Panel Report, Volume III, Section 2 Portfolio Management - 2019
- DODD 7045.20 Capability Portfolio Management – Sept 2023
- UMD Research Leads to Multidimensional View of Portfolio Management | University of Maryland Project Management – Sept 2023
- ASD(A) - Acquisition Integration and Interoperability (AI2) (osd.mil) – OSD office
- FY24 NDAA Section 811 – change to requirement system
- DAF stands up Integrated Capabilities Office to advance Operational Imperatives > Air Force > Article Display
- Reoptimization for Great Power Competition (af.mil)
- AFMC Integrated Development Office (IDO)
- PPBE Commission Report (Rand Webinar - https://www.rand.org/events/2024/02/PPBE-reform.html)

DISTRIBUTION A: APPROVED FOR PUBLIC RELEASE

Standard for Portfolio Management Evolution

Table 3-1. Portfolio Management Process Groups and Knowledge Areas Mapping

Knowledge Areas	Process Groups		
	Defining Process Group	Aligning Process Group	Authorizing and Controlling Process Group
Portfolio Strategic Management	4.1 Develop Portfolio Strategic Plan 4.2 Develop Portfolio Charter 4.3 Define Portfolio Roadmap	4.4 Manage Strategic Change	
Portfolio Governance Management	5.1 Develop Portfolio Management Plan 5.2 Define Portfolio	5.3 Optimize Portfolio	5.4 Authorize Portfolio 5.5 Provide Portfolio Oversight
Portfolio Performance Management	6.1 Develop Portfolio Performance Management Plan	6.2 Manage Supply and Demand 6.3 Manage Portfolio Value	
Portfolio Communication Management	7.1 Develop Portfolio Communication Management Plan	7.2 Manage Portfolio Information	
Portfolio Risk Management	8.1 Develop Portfolio Risk Management Plan	8.2 Manage Portfolio Risks	

4th Edition 2017

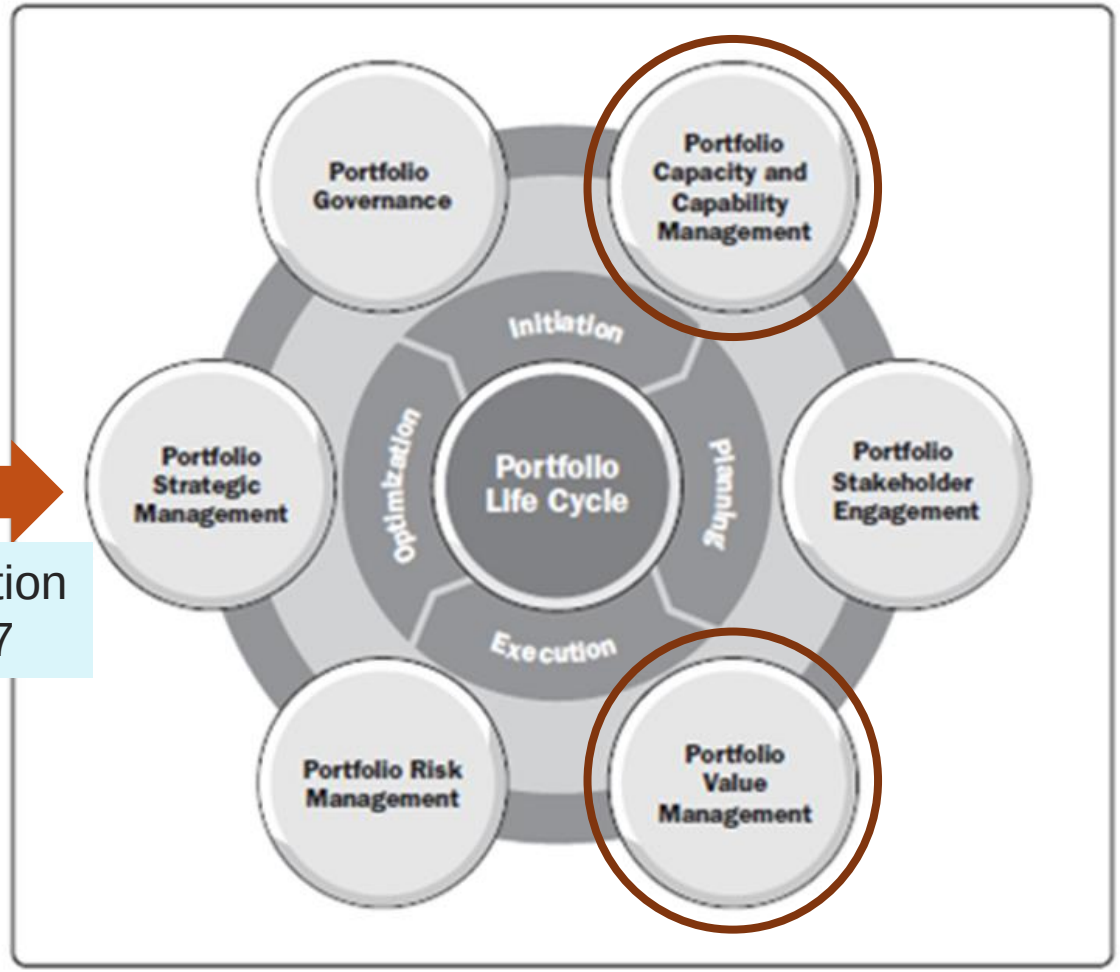


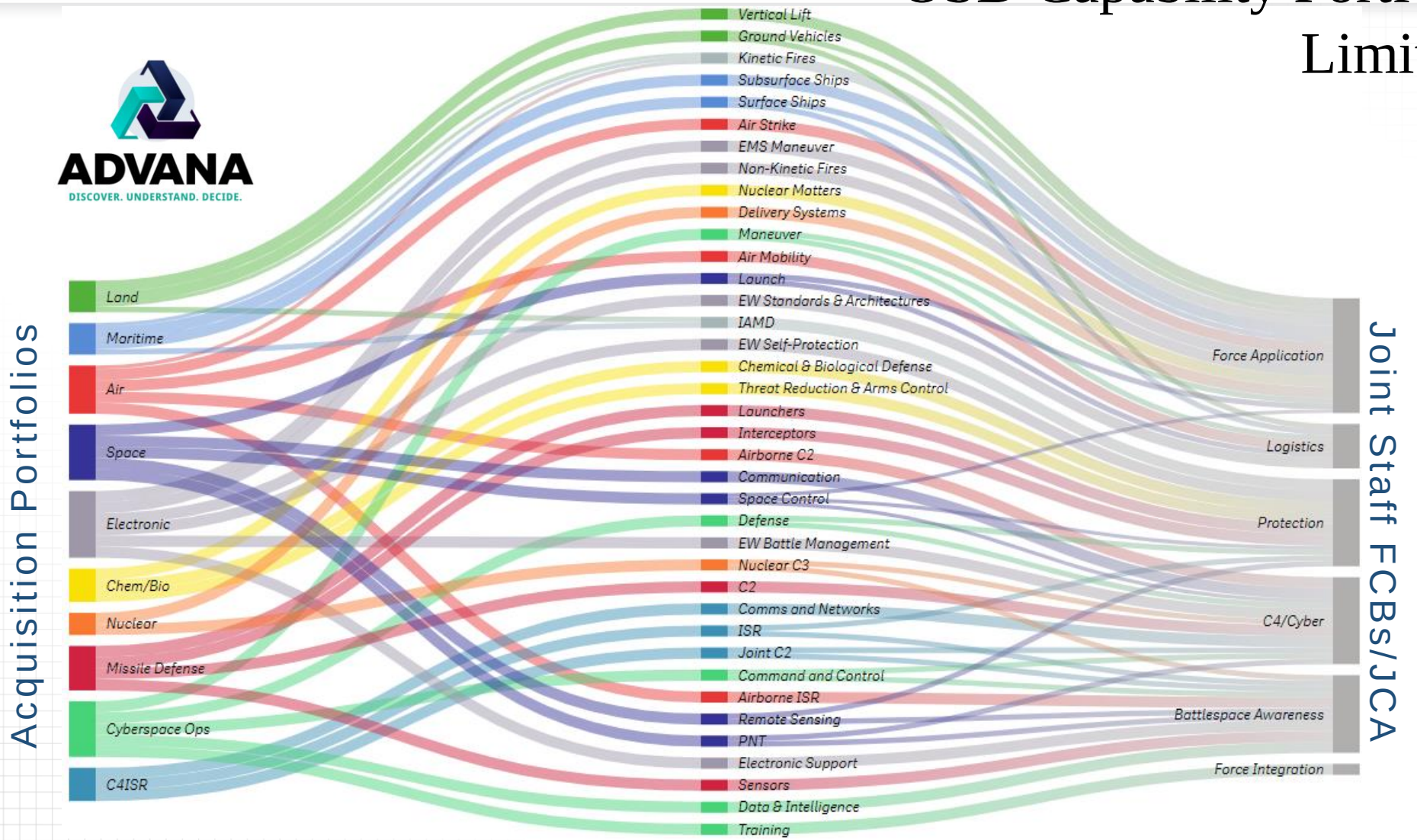
Figure 1-3. Portfolio Management Performance Domains

ANSI PMI 08-003-2017 Standard 4th Edition

08 – first edition
003 – the third standard by PMI
2017 – current edition year published

DISTRIBUTION A: APPROVED FOR PUBLIC RELEASE

OSD Capability Portfolio Challenge
Limited alignment!



Graphic produce by OSD ADVANA team ~ 2023 – unclassified version

Each OSD Org has a portfolios structure

CJCS – CPMR (JCAs)

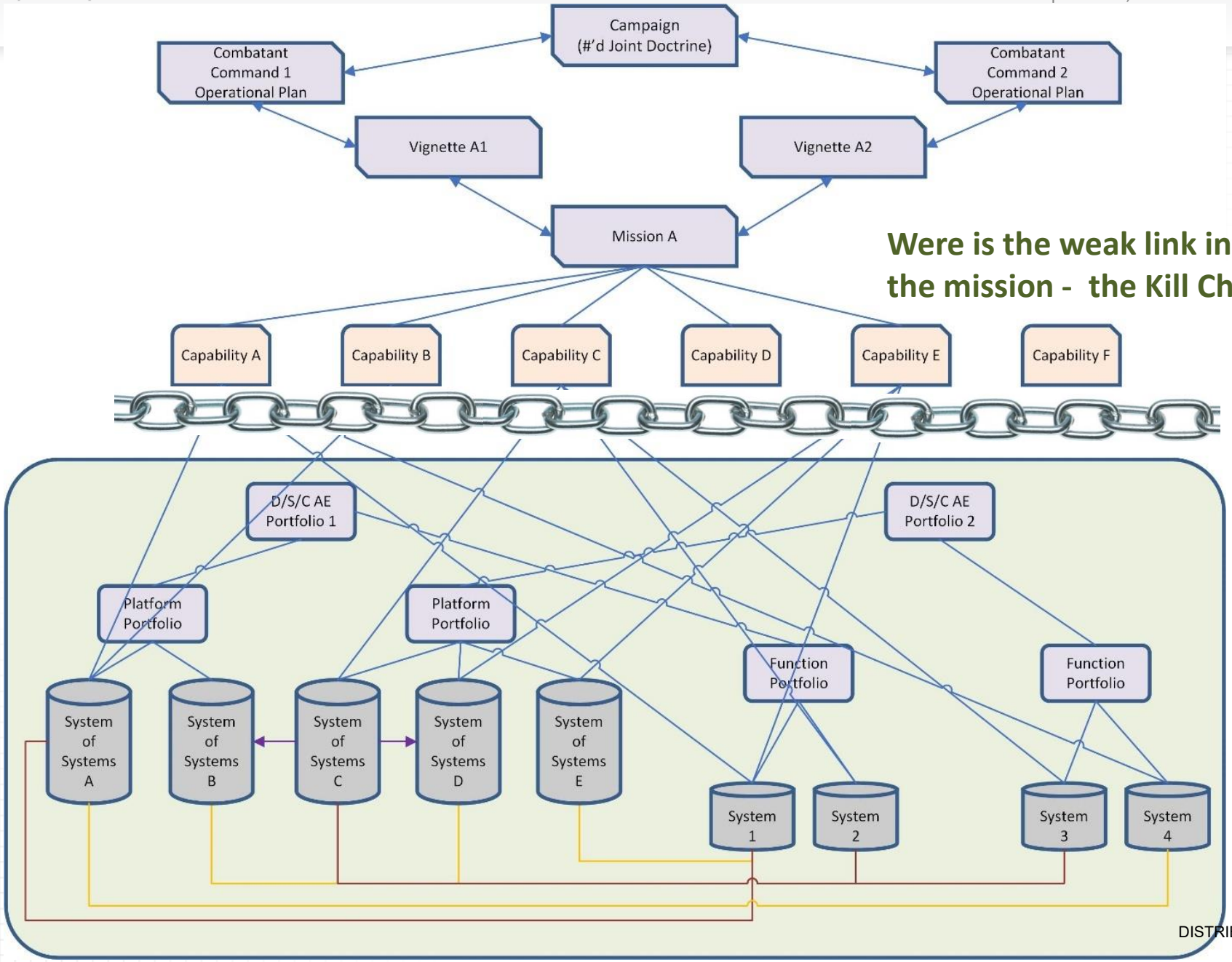
PSD(R&E) - TMTR

OSD (A&S) – IAPR

Comptroller – PBR (also CAPE)

CAPE - SPR

DISTRIBUTION A: APPROVED FOR PUBLIC RELEASE

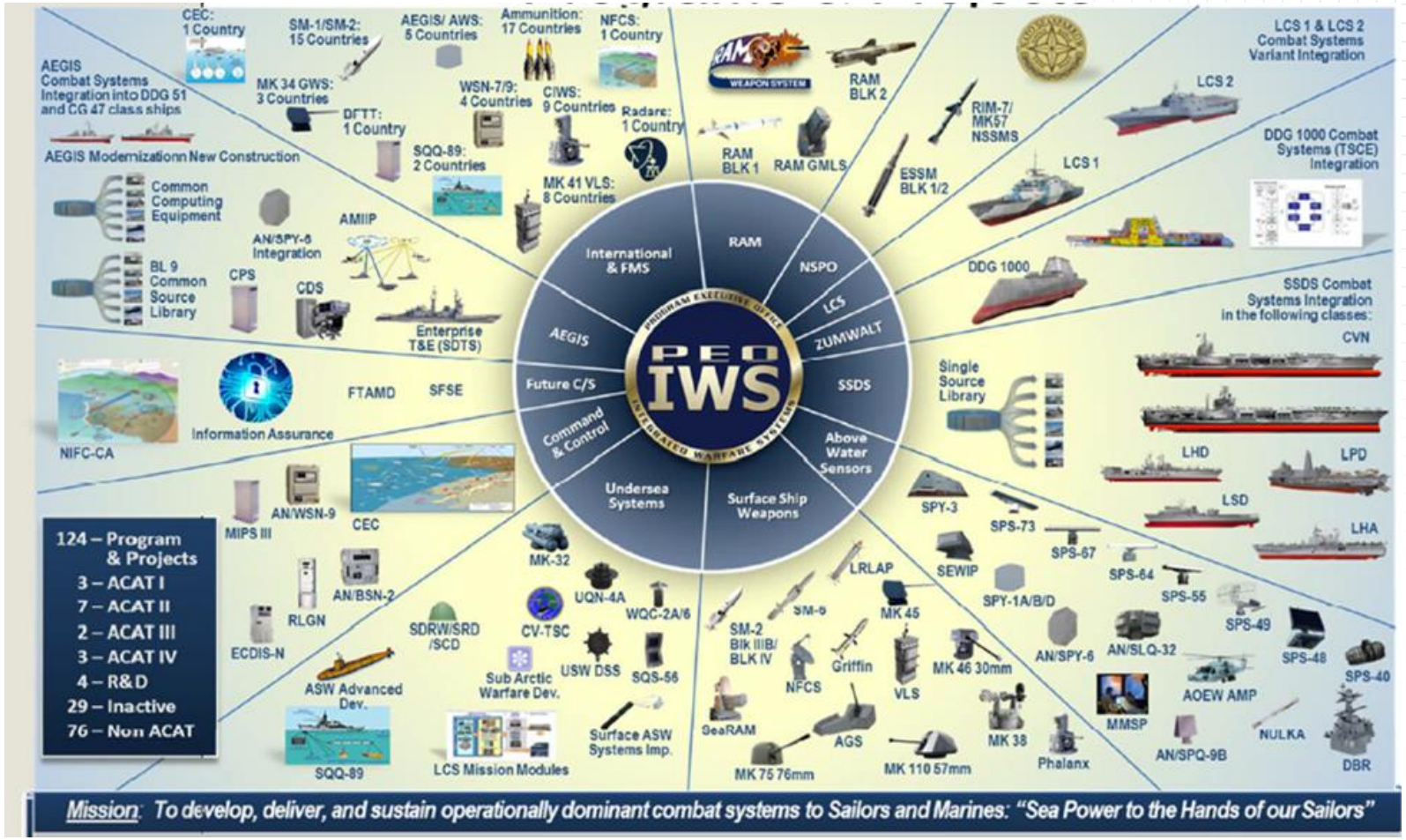


Were is the weak link in accomplishing the mission - the Kill Chain

DISTRIBUTION A: APPROVED FOR PUBLIC RELEASE

PEO IWS Portfolio Management Challenge

- You can't find PEO IWS in the Budget/POM! No sort for the portfolio, not even programs of record
- Defined by Budget Structure with limited alignment
  - Project code in budget documents is not necessarily a project in the program?
- The FORGE software factory is not a program of record!
  - A key effort not captured
- Data structure doesn't consider capability or mission data needs



This is an old graphic of PEO IWS (not current)

DISTRIBUTION A: APPROVED FOR PUBLIC RELEASE

Multidimensional Portfolio Alignment
Notional relationship decision example

Combatant
by Regions, Functional, or Supporting

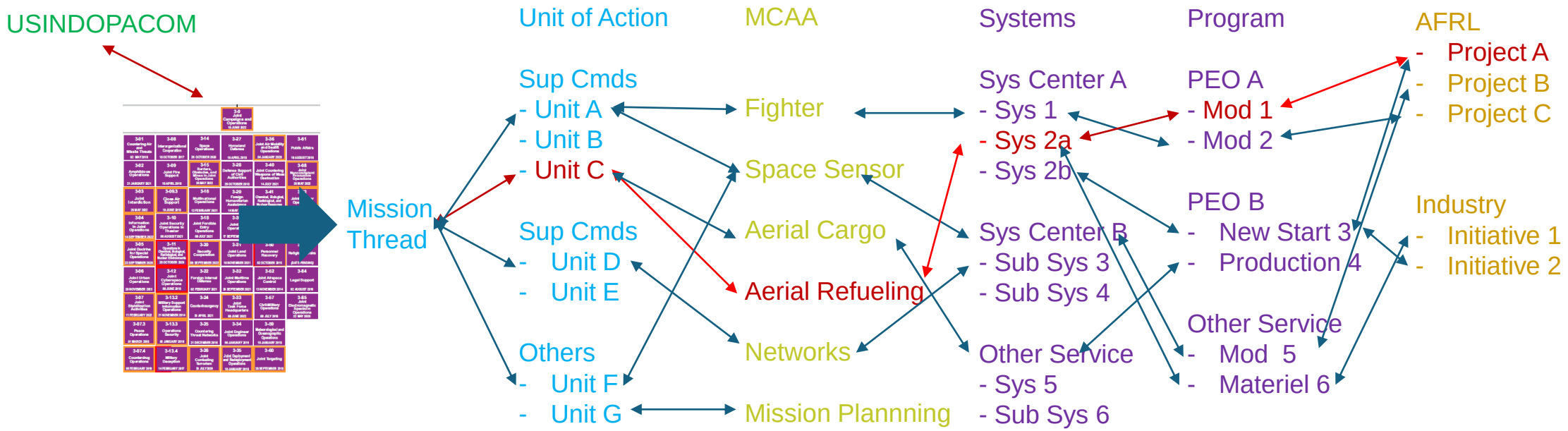
Mission
By Doctrine/ Campaign to Misson Thread

Force Structure
By Service/Component to unit of action

Major Capability
by MCAA

Materiel Systems
by System Center/PEO to Systems and Programs

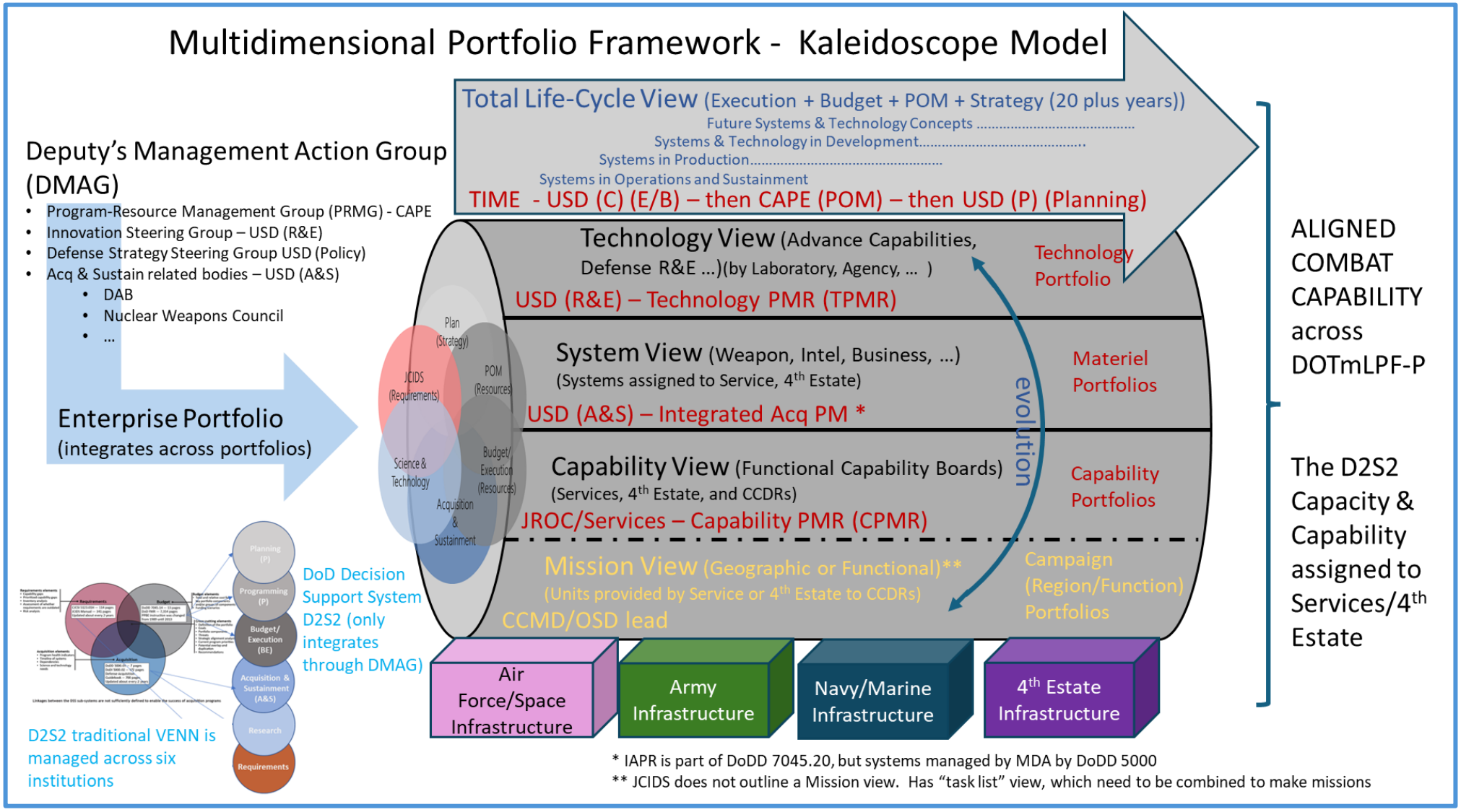
Technology
by TEO/Lab to Project or Initiative



Example – INDOPACOM Ops Plan indicated Mission Thread A will fail with Unit C, which has a particular tanker (system 2), which has a key modification program (mod 1) that relies on AFRL technology Project A.
Other options are available. CCDR could use Unit G (another services tanker system), but that system is needed for critical missions, which only that systems can do. System 2b is the next generation Tanker, but it is a new start which also relies on Project A, but also Industry Initiative 2, which is very risky and is delaying System 2b MSB, which is delaying its availability to CCDR.

DISTRIBUTION A: APPROVED FOR PUBLIC RELEASE

Section 809 Panel work product conceptual "kaleidoscope" model

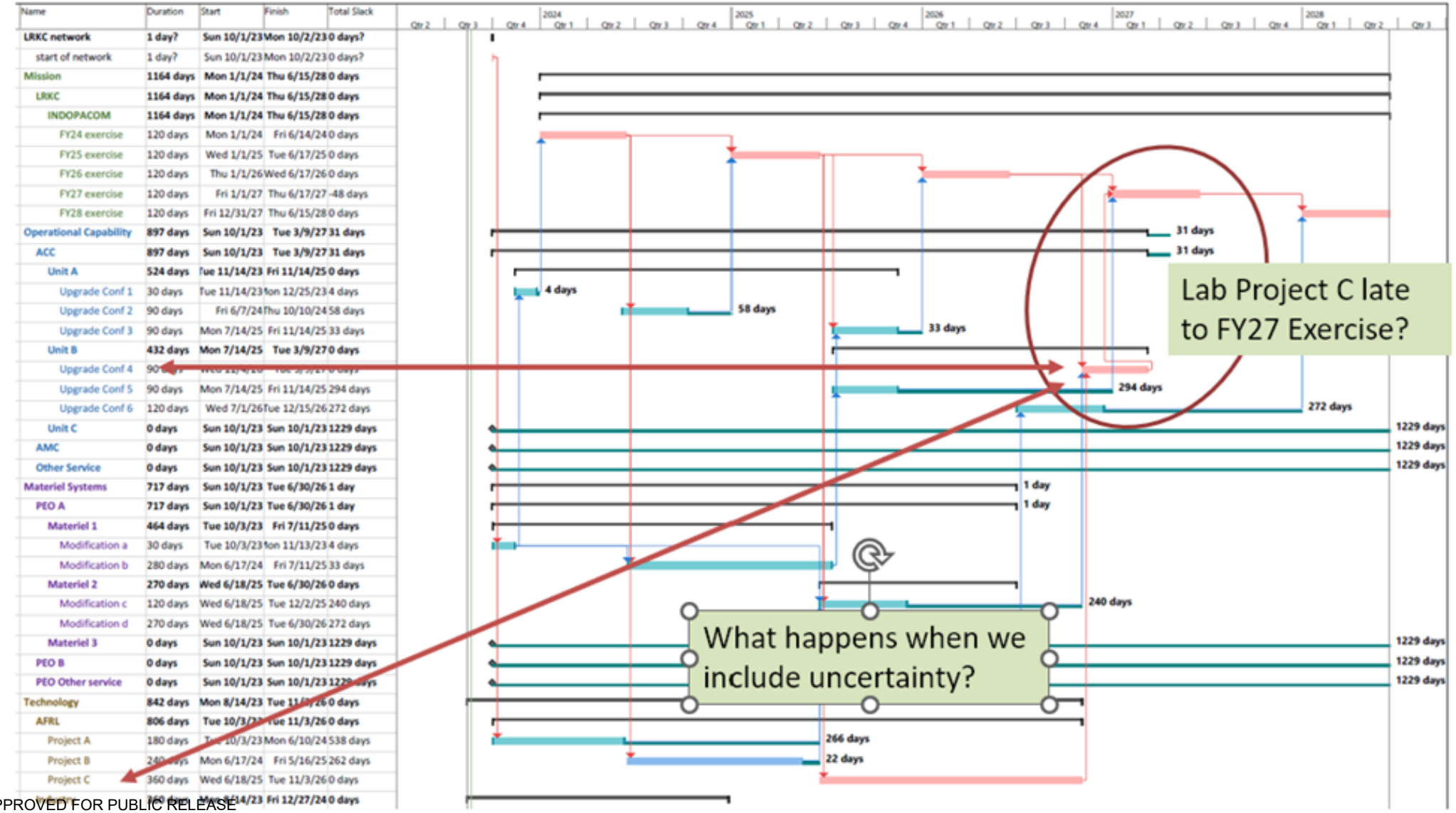


DISTRIBUTION A: APPROVED FOR PUBLIC RELEASE

Multidimensional Portfolio Management Concept © 2019 by John Driessnack is licensed under CC BY-SA 4.0

Not a PASEG Schedule Model

Creating ontology for alignment across Portfolios



Name	Duration	Start	Finish	Total Slack
LRKC network	1 day?	Sun 10/1/23	Mon 10/2/23	0 days?
start of network	1 day?	Sun 10/1/23	Mon 10/2/23	0 days?
Mission	1164 days	Mon 1/1/24	Thu 6/15/28	0 days
LRKC	1164 days	Mon 1/1/24	Thu 6/15/28	0 days
INDOPACOM	1164 days	Mon 1/1/24	Thu 6/15/28	0 days
FY24 exercise	120 days	Mon 1/1/24	Fri 6/14/24	0 days
FY25 exercise	120 days	Wed 1/1/25	Tue 6/17/25	0 days
FY26 exercise	120 days	Thu 1/1/26	Wed 6/17/26	0 days
FY27 exercise	120 days	Fri 1/1/27	Thu 6/17/27	-48 days
FY28 exercise	120 days	Fri 12/31/27	Thu 6/15/28	0 days
Operational Capability	897 days	Sun 10/1/23	Tue 3/9/27	31 days
ACC	897 days	Sun 10/1/23	Tue 3/9/27	31 days
Unit A	524 days	Tue 11/14/23	Fri 11/14/25	0 days
Upgrade Conf 1	30 days	Tue 11/14/23	Mon 12/25/23	4 days
Upgrade Conf 2	90 days	Fri 6/7/24	Thu 10/10/24	58 days
Upgrade Conf 3	90 days	Mon 7/14/25	Fri 11/14/25	33 days
Unit B	432 days	Mon 7/14/25	Tue 3/9/27	0 days
Upgrade Conf 4	90 days			
Upgrade Conf 5	90 days	Mon 7/14/25	Fri 11/14/25	294 days
Upgrade Conf 6	120 days	Wed 7/1/26	Tue 12/15/26	272 days
Unit C	0 days	Sun 10/1/23	Sun 10/1/23	1229 days
AMC	0 days	Sun 10/1/23	Sun 10/1/23	1229 days
Other Service	0 days	Sun 10/1/23	Sun 10/1/23	1229 days
Materiel Systems	717 days	Sun 10/1/23	Tue 6/30/26	1 day
PEO A	717 days	Sun 10/1/23	Tue 6/30/26	1 day
Materiel 1	464 days	Tue 10/3/23	Fri 7/11/25	0 days
Modification a	30 days	Tue 10/3/23	Mon 11/13/23	4 days
Modification b	280 days	Mon 6/17/24	Fri 7/11/25	33 days
Materiel 2	270 days	Wed 6/18/25	Tue 6/30/26	0 days
Modification c	120 days	Wed 6/18/25	Tue 12/2/25	240 days
Modification d	270 days	Wed 6/18/25	Tue 6/30/26	272 days
Materiel 3	0 days	Sun 10/1/23	Sun 10/1/23	1229 days
PEO B	0 days	Sun 10/1/23	Sun 10/1/23	1229 days
PEO Other service	0 days	Sun 10/1/23	Sun 10/1/23	1229 days
Technology	842 days	Mon 8/14/23	Tue 11/3/26	0 days
AFRL	806 days	Tue 10/3/23	Tue 11/3/26	0 days
Project A	180 days	Tue 10/3/23	Mon 6/10/24	538 days
Project B	240 days	Mon 6/17/24	Fri 5/16/25	262 days
Project C	360 days	Wed 6/18/25	Tue 11/3/26	0 days
		Mon 8/14/23	Fri 12/27/24	0 days

DISTRIBUTION A: APPROVED FOR PUBLIC RELEASE

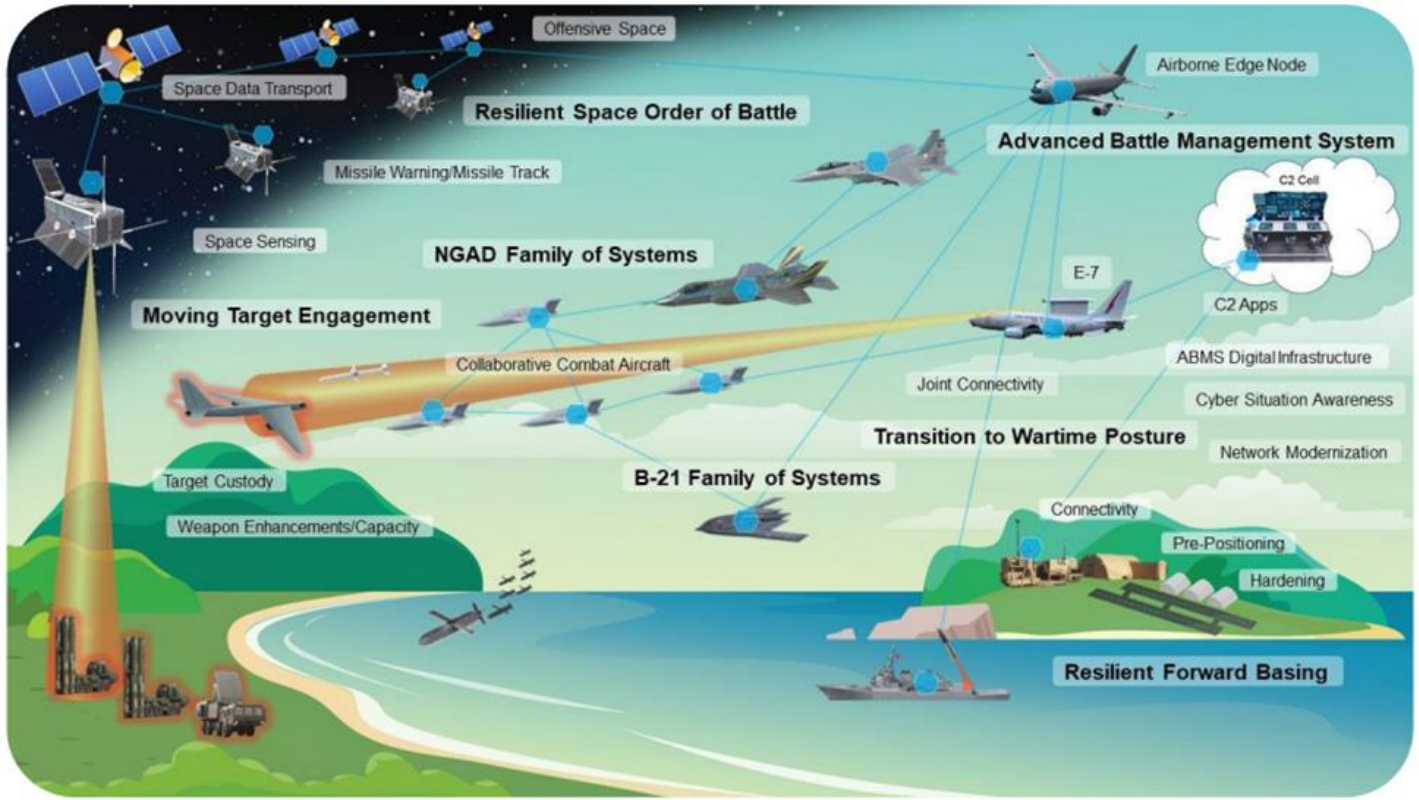
Capability/Mission Challenge
DAF FY24 Budget/POM Operational Imperatives

- SECAF drove "capability" view through OIs – cuts across PEO structure
- Aggregate of OIs focused on pressing mission needs through cross functional teams

- OI #2 DAF Battle Network
  - BA 4 and 5 - R docs
  - Cover half dozen efforts
  - PEO C3BM has identified dozens

  Program across DAF

- What is the portfolio structure?



DAF FY24 Budget Brief (AF Comptroller website)

DISTRIBUTION A: APPROVED FOR PUBLIC RELEASE

Reoptimization for Great Power Competition (af.mil)

Reoptimizing for GPC

- Develop People
- Generate Readiness
- Project Power
- Develop Capabilities

DEVELOP CAPABILITIES

- Create a Department of the Air Force Integrated Capabilities Office to lead capability development and resource prioritization to drive DAF modernization investments.
- Combine disparate efforts to create the Office of Competitive Activities to oversee and coordinate sensitive activities.
- Create a Program Assessment and Evaluation Office to establish structure and incorporate a more analytically based approach to resourcing decisions.
- Establish Integrated Capabilities Command to develop competitive operational concepts, integrated requirements, and prioritized modernization plans to align with force design.
- Create a new Information Dominance Systems Center within AFMC to strengthen and elevate the Air Force's focus on Command, Control, Communications, and Battle Management; Cyber; Electronic Warfare; Information Systems; and Enterprise Digital Infrastructure.
- Strengthen the support to nuclear forces by expanding the Nuclear Weapons Center to become the Air Force Nuclear Systems Center within AFMC. This will provide comprehensive materiel support to the nuclear enterprise; establish a 2-star General Officer as the Program Executive Officer for Inter-Continental Ballistic Missiles.
- Refocus the Life Cycle Management Center within AFMC as the Air Dominance Systems Center to synchronize aircraft and weapons competitive development and product support.
- Establish an Integrated Development Office within AFMC to provide technology assessments and roadmaps. It will drive alignment and integration of mission systems across centers and provide technical expertise to assess operational concept feasibility.
- Create Space Futures Command as a Field Command to develop and validate concepts, conduct experimentation and wargames, and perform mission area design.

DISTRIBUTION A: APPROVED FOR PUBLIC RELEASE

PPBE Commission

Recommends not to use JCA or MFP as structure

Create Major Capablity Activity Area (MCAA)

Notes congressional direction to SPACE to propose a Capablity Oriented structure as the primary budget structure

Notes Navy PEO IWS efforts to consolidate BLIs into porfolios (current OSD pilot effort)

DoD already making BLI (#10) recommendations

Common Analytics Platform?
- This is the data driven decisions part!
- OSD created ADVANA

[DoD Chief Digital and AI Office Announces Open DAGIR Acquisition Update for Advana]

DISTRIBUTION A: APPROVED FOR PUBLIC RELEASE

Current Program Data Structure from 1966

- Selected Acquisitions Information and Management System (SAIMS)
  - Created in mid 1960s – EVM, CFSR, Cost Data reporting, Systems Engineering ….
    - 10-11 Aug 1966 C/SPCS Symposium Summation (copy in Gloria & Hans Driessnack Digital Library)
      - Sign up for G&H Driessnack Digital Library on the LinkedIN page .. just follow
    - Program/contract-driven approach .. which DoD still does today

- Migrating to Multidimensional portfolios – Capabilities at the center
  - This is not Joint Capability Assessment (JCAs) … new structure being built
  - DAF Operation Imperatives set the stage along with IAPRs (OSD A&S)

- “data-driven solutions and recommendations…” (see ICO article)
  - Horizontal/Vertical Integration across Multidimensional Portfolio Modeling
  - New role of DAF Integration PEOs, ICO, and Integrated Development Office (IDO)
  - Mission to POM modeling already happening … think AoA at enterprise level on steroids

DISTRIBUTION A: APPROVED FOR PUBLIC RELEASE

Horizontal Integration
Track across Mission "Chain" to find weak link

- Separate Platforms (systems) from Capabilities need from Missions
  - Aerial refueling & air mobility (cargo) plus aerial network or tactical ops center?
  - Cargo platform drop palletized munitions, bomber launch air-to-air missiles?
  - Platforms are becoming more and more multi-capability across traditional silos
- Capability Development Doc (CDD) migrates away from a specific platform?
  - FY24 NDAA calls for revamp of JCIDS …
- Multidimenional ontology being developed – driving data needs
  - Move to a **"data-driven solutions and recommendations…"** (ICO article referenced)
  - Multilayered approach pushing decisions within capabilities into PEOs and portfolios
  - Data will need to be standardized, transparent across silos, at every layer of security

Gov/Industry collaboration needed on data standards
Across Functions – beyond just IPMD

DISTRIBUTION A: APPROVED FOR PUBLIC RELEASE