Combatant Commands
Needs to Capability

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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

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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

**Needs Process**
1. Develop & specify needs
2. Review & comment on budget-based programming and acquisition solutions
3. Allocate resources to joint/combattant 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/combattant 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

Congressional Review of Presidential Budget

Continuing Resolutions?

Fiscal Year End / Start

Pres Budget Submission

DSLC DoD Bud Review

Joint Programming Guidance

Chairman’s Program Recommendations

CGA Review

RMP

Capability Gap Assessment

Integrated Priorities List

FADM

JROC

Program & Budget Review

Chairman’s Program Assessment

JCB Hub Trip

Issues & Change Proposals

Program & Budget Review Joint

Chairman’s Program

Chairman’s

CGA Review

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**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

Acquisition Enterprise Can Add Value to CGA Process

World-Wide J8 Conference
ST&E Strategic Review
JROC
NDIA S&ET Conference
NDIA Disruptive Technology Conference

January
February
March
April
May
June
July
August
September
October
November
December

SOUTHCOM ST&E Conference
PACOM ST&E Conference
CENTCOM ST&E Conference
EUROCOM ST&E Conference
STRATCOM TRANSCOM ST&E Conference
NORTHCOM ST&E Conference

Capability Gap Assessment: IPL/STIPL Formulation

CPR Development Process

Joint Capabilities Integration and Development System – WGs, FCBs, JCBs, JROCs

DMAG

Joint Operations Support (Identification of Tech Requirements & Formulation of Rapid, Developmental & Projected tech solutions)

Defense-Wide RDT&E Program Execution: JCTDs, QRF, RRT, JE, FCT, SBIRS/RIP, JRAC

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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!
**JCIDS and Acquisition**

**Identification of Capability Requirements**
- Operational Planning
- CBAs & Other Studies
- Exercises/Lessons Learned

**Outputs**
- Mission & Problem
- Capability Gaps
- Tasks
- Performance
- Conditions

- Analysis of Alternatives (AoA)
- Technology Development Strategy (TDS)
- Test & Evaluation (T&E) Strategy (TES)
- System Engineering Plan (SEP)

**Select Joint Concept**
- Develop CONOPS
- Capabilities-Based Assessment / Other

**Sponsor**
- Materiel Solution Analysis
- Technology Development
- Engineering & Manufacturing Development
- Production & Deployment

**Analysis of Alternatives (AoA)**
- Competitive Prototyping
- Evolutionary Acquisition

**JROC action for JROC Interest programs (ACAT I & IA)**
- Validates ICD
- Reviews AoA Results
- Validates CDD
- Validates CPD

**Policy**
- Identify Capability Requirements

**SECDEF**
- Joint Staff / Joint Requirements Oversight Council / OSD

**OSD (AT&L, CAPE), Services and OSD (DOT&E) -- Joint Staff (JROC)**

**Low Rate Initial Production (LRIP)**
- Initial Operational T&E (IOT&E)
- Acquisition Strategy
- APB
- TEMP
- SEP

**Evolutionary Acquisition**

**President, SECDIF & Chairman:**
- Strategic Guidance

**OSD/Joint Staff**
- Support to Strategic Analysis (SSA) Products
- Joint Operations Concepts (JOpsC) family activity

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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

Developing Specific Strategies
- Use diversity of tools
- Employ gapfillers
- Remain flexible

- 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

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