

# Defining Portfolios in the Department of Defense:



## Linking Portfolios to Strategy and Mission Analysis

**For:**

**NDIA**

**26<sup>th</sup> Annual Systems &  
Mission Engineering  
Conference**

Approved for Public Release

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# → What this Presentation IS & IS NOT

## What it IS

- ❑ Conceptual framework
- ❑ Identifies systemic issues
- ❑ Focused on how we think and communicate

## What it IS NOT

- ❑ Solution
- ❑ Guide
- ❑ How-to

**DoD Disclaimer: “The opinions and assertions expressed herein are those of the author(s) and do not reflect the official policy, position, or endorsement of The United States Marine Corps or The Department of Defense.”**

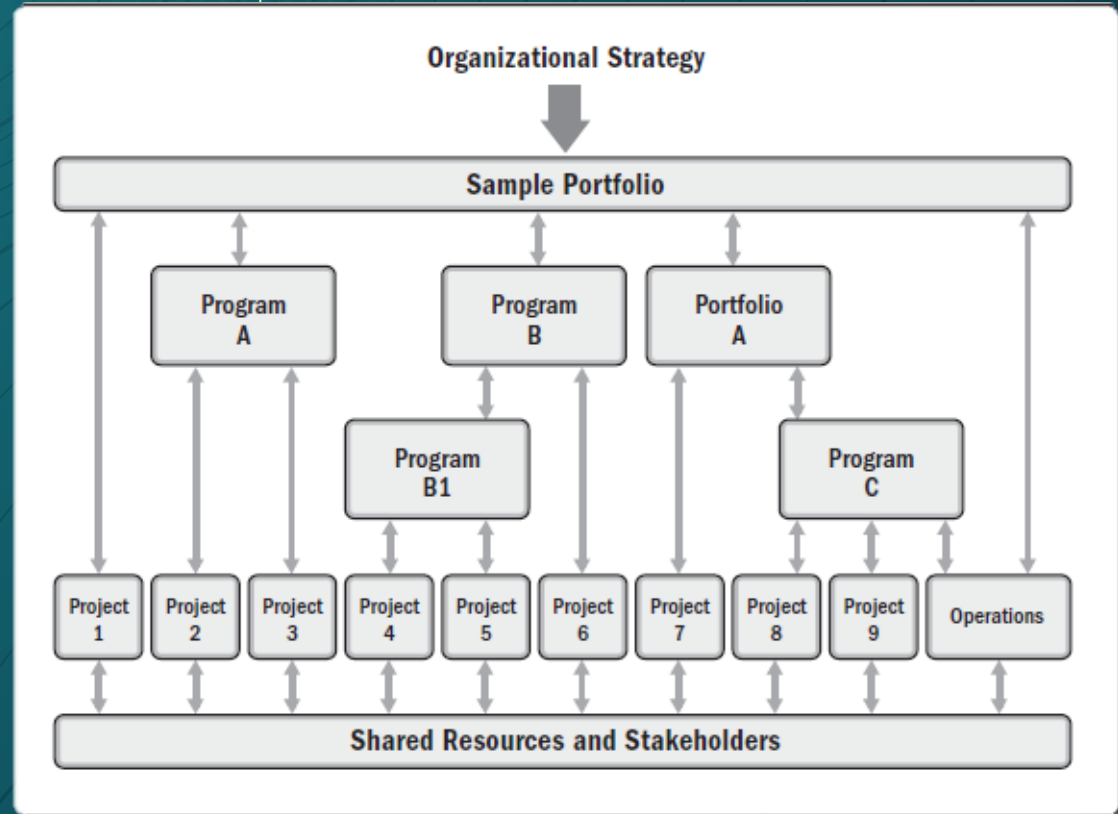


## On Portfolio Management...

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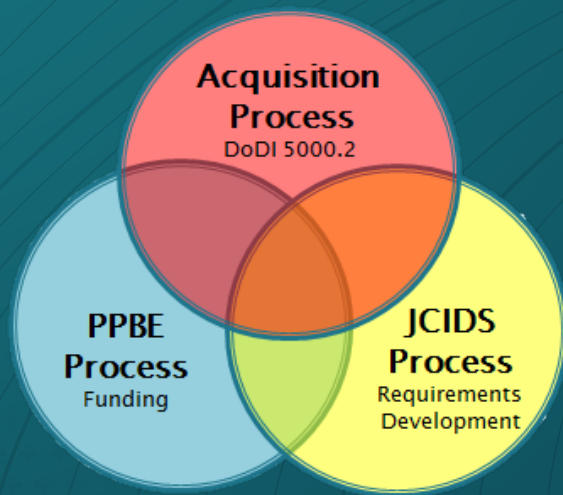
the centralized management of one or more portfolios to achieve strategic objectives.

# On Portfolio Management...

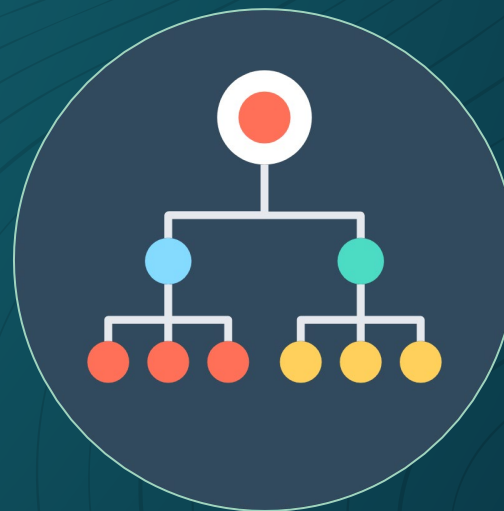


# Portfolio structures

→ in the DoD vary based on...



Defense Decision Support System



Defense Organization

# Within the Acquisition Process, Portfolio Structures\* are Organizationally Dependent

## Structure: Discriminate by PEO



- Assembled Chemical Weapons Alternatives
- Combat Support and Combat Service Support
- Command, Control, Communications-Tactical
- Enterprise Information Systems
- Ground Combat Systems
- Intelligence Electronic Warfare & Sensors
- Missiles and Space
- Simulation, Training, and Instrumentation
- Soldier
- Aviation

\* Reflected in organization of Acquisition Workforce

# Within the Acquisition Process, Portfolio Structures\* are Organizationally Dependent

## Structure: Indiscriminate by PEO

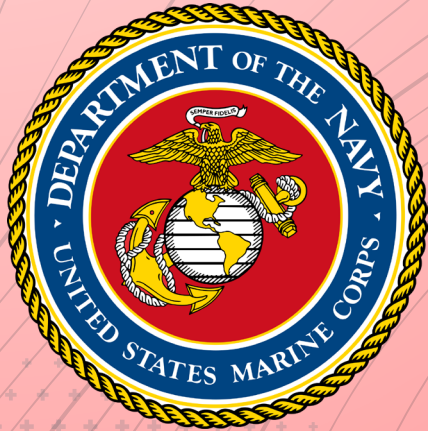


- Agile Combat Support
- Armament
- Bombers
- Business and Enterprise Systems
- Command, Control, Communications, Intelligence & Networks
- Digital
- Fighters and Advanced Aircraft
- Intelligence, Surveillance, Reconnaissance, and Special Operations Forces
- Joint Strike Fighter
- Mobility & Training Aircraft
- Presidential and Executive Airlift
- Rapid Sustainment

\* Reflected in organization of Acquisition Workforce

# Within the Acquisition Process, Portfolio Structures\* are Organizationally Dependent

## Structure: MAGTF Elements by Portfolio



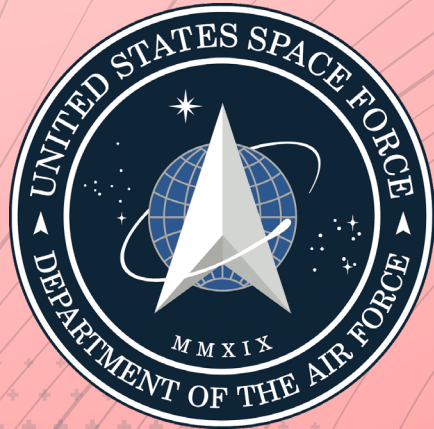
- Command Element Systems
- Ground Combat Element Systems
- Logistics Combat Element Systems
- [Aviation Combat Element] → NAVAIR

\* Reflected in organization of Acquisition Workforce



# Within the Acquisition Process, Portfolio Structures\* are Organizationally Dependent

## Structure: Organizational Objective by PEO



- Space Sensing
- Assured Access to Space
- Battle Management, Command, Control, & Communications
- MilComm & PNT
- Space Domain Awareness & Combat Power

\* Reflected in organization of Acquisition Workforce

# Within the Acquisition Process, Portfolio Structures\* are Organizationally Dependent

## Structure: Military Domain by Acquisition Command



- Naval Air Systems Command (NAVAIR)
- Naval Facilities Engineering Command
- Naval Sea Systems Command
- Naval Supply Systems Command
- Naval Information Warfare Systems Command
- Marine Corps Systems Command

\* Reflected in organization of Acquisition Workforce

# Within the Acquisition Process, Portfolio Structures\* are Organizationally Dependent

## Structure: Special Interest & Military Domain by PMO



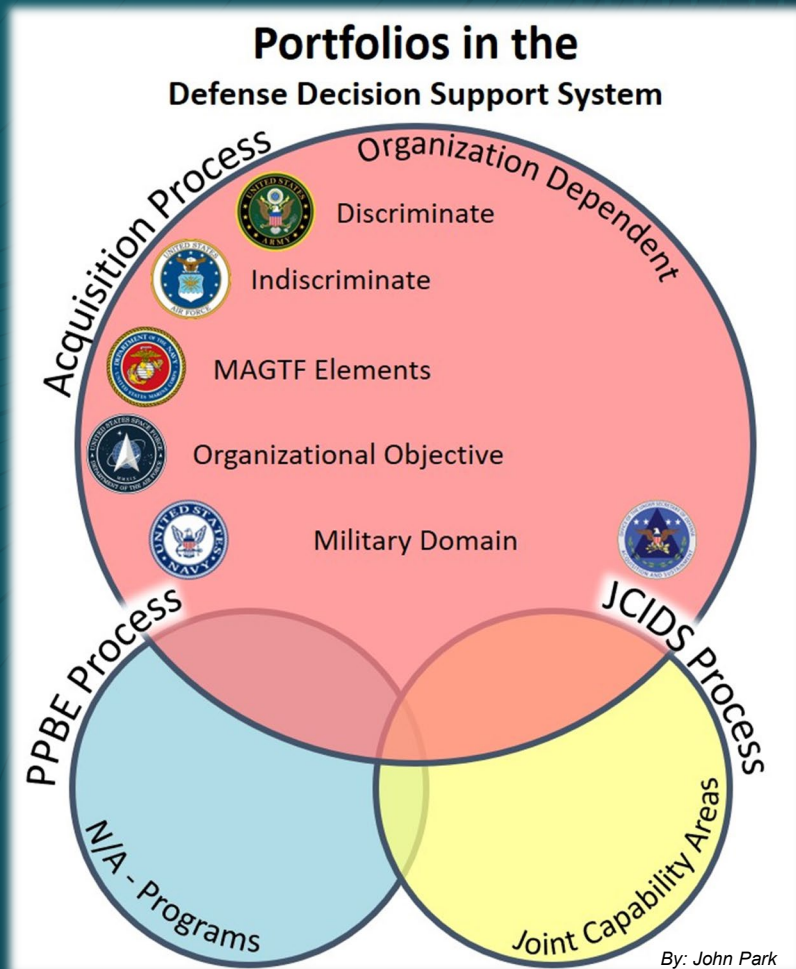
- Strategic, Space, and Intelligence
  - Space and Missile Defense
  - Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance
  - Strategic Deterrence and Capability
  - Nuclear Command, Control, and Communications
- Platform and Weapon
  - Air Platforms and Weapons
  - Electronic Warfare
  - Surface Warfare
  - Cyber Warfare

\* Reflected in organization of Acquisition Workforce



# The current state of portfolio structures in the DoD...

works against efficient resource mobilization and decision support.



## On Strategy...

“

the definition of an organization's intended achievements in terms of business results interpreted from various perspectives... that are measurable.

# Strategy in the DoD



**Defense Planning Guidance**



**DoD Strategic Management Plan**



**DoD Topical Strategies**

**National Security Strategy**

**National Defense Strategy**

**National Military Strategy**

**Service Strategy**

**Co. Command Strategy**

**Topical Strategy**

**Unit Strategy**

Two classes for sub-strategies:

- Nesting
- Expanding

## → Frequent Topics in DoD Strategies:

- Operating Environment
- Threat
- Risk
- Key Technology/Investment Opportunity
- Organizational Objective/Direction
- Priority
- Assumptions
- Limitations
- Military Mission

# DoD Strategies use different structures to describe the same topic...

## Strategy A

Operating Environment

Land

Maritime

Air

Space

Cyber

## Strategy B

Operating Environment

EUCOM

AFRICOM

CENTCOM

INDOPACOM

SOUTHCOM

NORTHCOM

Structure Used: Military Domain

Structure Used: Geographical Combatant Command





So what's the point?



# Communicating across DoD communities is a challenge.

## Methods

- Acronyms
- Abbreviations
- Frameworks
- Structures
- Ontologies

## Means

- Doctrine
- Concepts
- *Strategy*
- Plans

## Evidence

- Lessons Learned
- Technology Investments
- Organizational Assessments
- Experience

**Strategies are an organizational communication tool. In the DoD, they are the most frequent reference source for decision-makers as well as other document-based communication methods.**

# 1. DoD Strategies are not structured consistently.

## Strategy A1

Operating Environment

Land

Threat A

Threat B...

Maritime

Threat A

Threat B...

Structure Used: Military Domain *as context for threats.*

## Strategy A2

Operating Environment

Land

Mission A

Mission B...

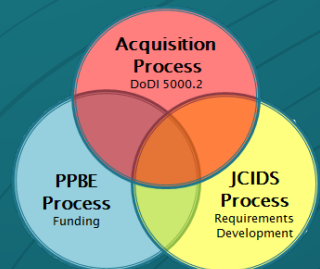
Maritime

Mission A

Mission B...

Structure Used: Military Domain *as context for missions.*

## 2. DoD Portfolios are not structured consistently.



Defense Decision Support System



Defense Organization

### Structure Models

- Joint Capability Areas
- Warfighting Functions
- Military Domains
- Employment Elements
- Program Name
- Special Interests
- Platform
- Function
- ...

### 3. Different structures in strategy yield

→ differences in mission characterization and analysis.

- Operating Environment
- Threat
- Risk
- Key Technology/Investment Opportunity
- Organizational Objective/Direction
- Priority
- Assumptions
- Limitations
- Military Mission



# → Parting thoughts...

## Strategy



How can strategies be intentionally structured to support:

1. decision-making?
2. resource management?
3. nesting and expanding strategies?

## Portfolios



How can leaders in the DDSS organizations structure portfolios to:

1. efficiently mobilize organizational resources?
2. support cross-talk?
3. achieve strategic objectives?

## Mission Analysis



1. How are missions characterized in strategy?
2. What structures are being used to contextualize them?
3. Is there a way to express missions with a common semantic structure?

# → The Research Team



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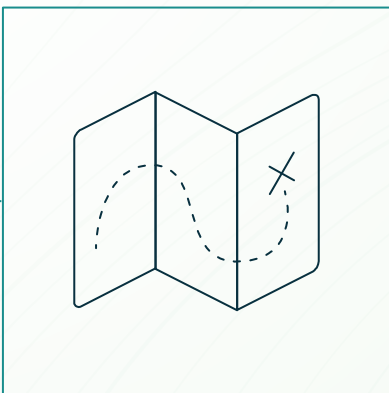


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# Thanks!

**Any questions?**

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