

ANALYZING AND INTEGRATING WARFIGHTER NEEDS PROCESSES

BACKGROUND

The emerging strategic environment is characterized by elusive, fast-adapting, non-state adversaries capable of gaining temporary operational advantage with creative tactics and non-traditional technologies. The PPBE system now in place grew out of a cold war planning system developed to counter a single enemy with a well defined, deliberate planning process. This system, while attempting to be responsive, is not well suited to today's highly adaptive, non-state adversary. The system we need to put in place, while managing the traditional planning process, must allow our warfighters to operate inside the non-traditional adversary's observation-orientation-decision-action loop in order to enmesh the adversary in a world of uncertainty, doubt, and disorder. Unless we do this, the predictability of our traditional PPBE process will leave our warfighters at a profound disadvantage.

A refocused emphasis on innovative solutions for joint and coalition operational needs, customer requests for faster fielding of capabilities, and the ever-present challenge of funding for execution and budget-year needs inside the normal PPBE decision cycle timelines, argues persuasively for a more effective way to underwrite and execute projects to meet warfighter needs. This is especially true of joint warfighter needs.

In March 2003, the Secretary of Defense [REDACTED] chartered the Joint Defense Capabilities Study to examine the process and organizational changes necessary to implement a capabilities-based approach across the Department of Defense. The Study provides a framework for the Department to investigate and implement the changes necessary to move into capabilities-based planning. The final report, issued in January 2004, contains a robust set of recommendations focusing on the process and the organization. Since the completion of the Study, there have are various activities underway focused on implementation of the Study recommendations but none specifically focused on the relationship of the various processes operating within the Department that purport to identify warfighter needs.

As an adjunct to the original study, a smaller, focused effort identified ten processes within the Department that all have a tendril into the overall identification of warfighter needs. Those ten processes are:

- Advanced Capabilities Technology Demonstrations (ACTD),
- [REDACTED]
- Concept Development/Joint Experimentation (CD/JE),
- Doctrine, Organization, Training, Material, Leadership and Education, Personnel and Facilities (DOTMLPF),
- Integrated Priority List (IPLs),
- Joint Capabilities Integration and Development (JCIDS),
- Joint Strategic Planning System (JSPS),
- Lessons Learned,
- Studies, and
- Urgent Needs

This follow-on effort will look in further depth at the relationships and integration steps necessary for the most efficient and effective overall process for developing warfighter needs as well as determine whether there are any other needs identification processes overlooked by the first effort that should also be included.

TASK DESCRIPTION

The objectives of this effort will be:

A more in-depth look at the relationships between processes. The ten processes identified have been assessed both between themselves and their individual relationship to the four pillars identified in the original study. This effort will focus on the perspective of all the stakeholders to include the Services,

Defense Agencies, and Combatant Commands to produce a more holistic and in-depth view into those relationships.

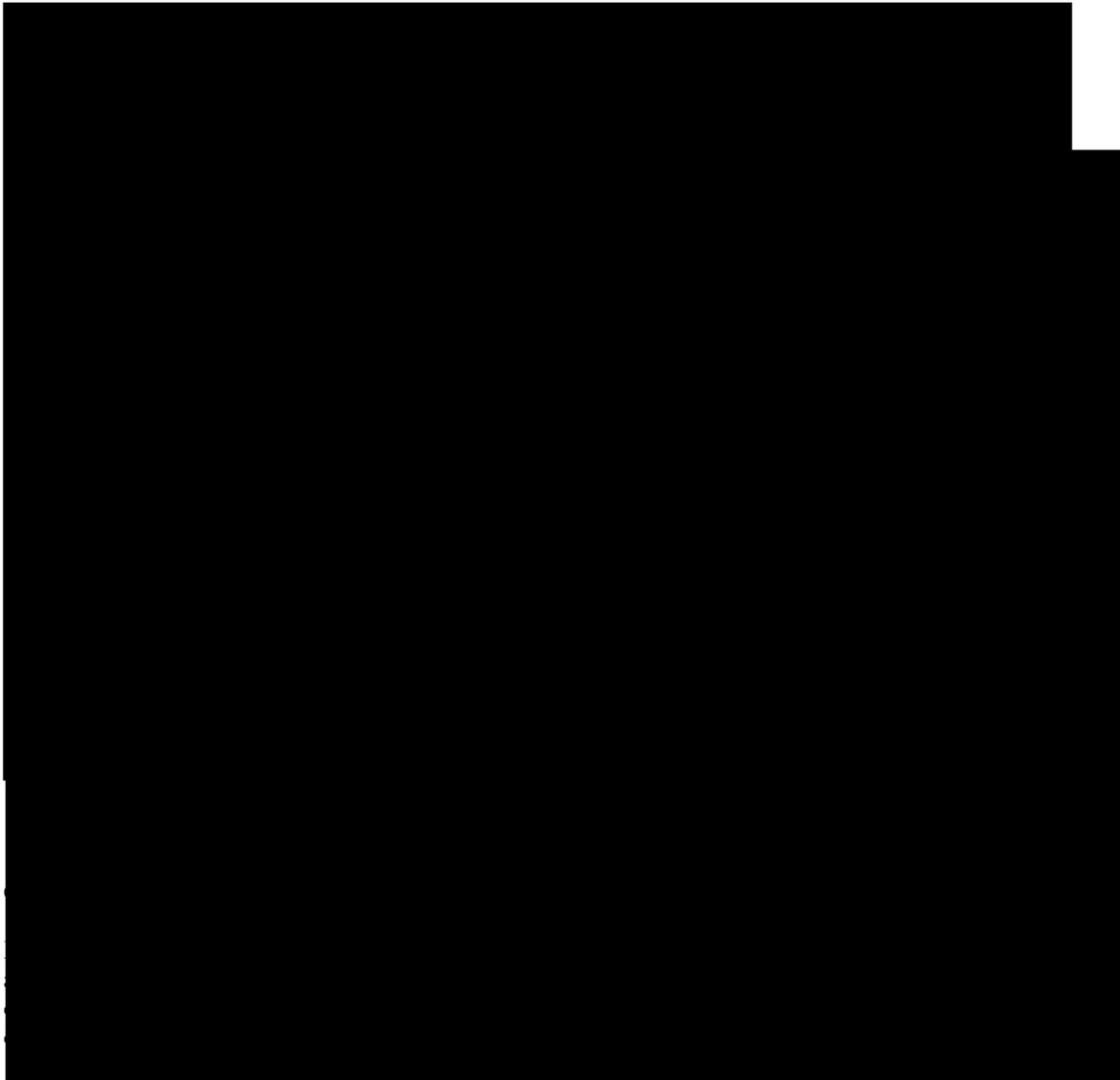
Identification and characterization of other needs identification processes not touched on by the initial effort and their relationship to other processes in the Department and to the four pillars identified in the original study.

Developing implementation recommendations for process improvement in the near, mid and far term that can provide a senior DoD decision-maker a framework and key steps for implementing more effective capabilities-based planning and resourcing efforts.

Meeting and facilitation support for the various working groups that have embarked on implementation activities. The deliverables include white papers, briefings, and draft guidance in the form of a directive and/or memo that could be staffed, coordinated and implemented on very short time lines.

Overall view of the implementation process and how the various pieces impact one another and a prioritization of efforts.

APPROACH





DELIVERABLES

CDRL A004

Integrated set of processes identified via the in-depth analysis based on the perspective of all the stakeholders to include the Services, Defense Agencies, and Combatant Commands to produce a more holistic and in-depth view into those relationships.

Identification and characterization of other needs identification processes not touched on by the initial effort and their relationship to other processes in the Department and to the four pillars identified in the original study.

Recommendations for process efficiencies and effectiveness to be presented to appropriate process owners.

Overall view of the implementation process and how the various pieces impact one another and a prioritization of efforts.

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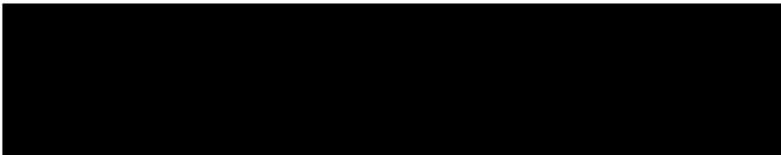
Appropriate level briefings, white papers, and draft guidance documents that can be staffed and disseminated on short time lines.

Facilitation support for meetings and planning sessions necessary to accomplish the outlined tasks.

CDRL A003 Status Report

The contractor Program Manager will meet at least every other week with the technical point of contact to establish ongoing milestones and address issues before they become problems.

TECHNICAL POINT OF CONTACT



EXPECTED LEVEL OF FUNDING

\$380,000

PERIOD OF PERFORMANCE

1 October 2004 to 30 September 2005

SECURITY REQUIREMENTS

All work will be performed at the Unclassified level.