



Joint Net-Centric Operations (JNO) Capability Portfolio Management

PEO/SYSCOM Conference

November 8, 2006



Joint Management Test Cases

DAWG Guidance

Experimentation: Joint management test cases:

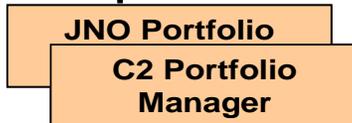
Battlespace Awareness, Joint C2, JNO, & Joint Logistics

Capability	BA	JC2	JNO	Joint Logistics
Proposed DAWG Advocate	USD(I)	CDRUSJFCOM ASD NII	ASD NII & CDRUSSTRATCOM	USD AT&L CDRUSTRANSCOM
Action Leads	J-2, USD(I) Staff	JFCOM, NII, J-6, J-3, STRATCOM	JFCOM, NII, J-6, J-3, STRATCOM	J-4, AT&L Staff, TRANSCOM

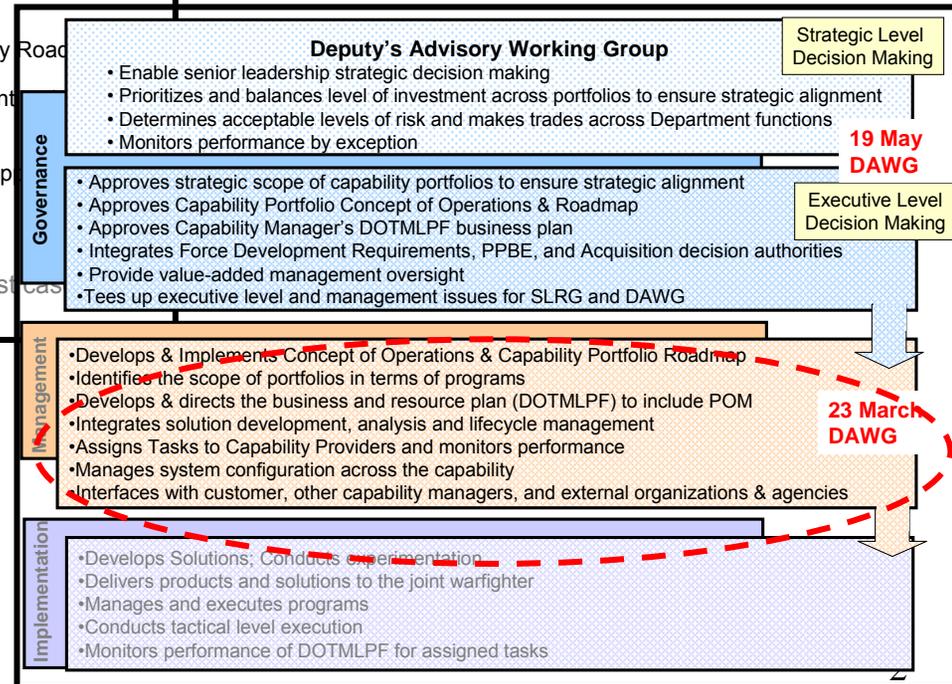
Capability Test Case Advocates & Action Leads

- Develop Capability Portfolio Strategic Vision and Business Plan (Capability Roadmap to follow)
- Define substance and scope of each portfolio: capabilities and management

To DAWG By Mid June



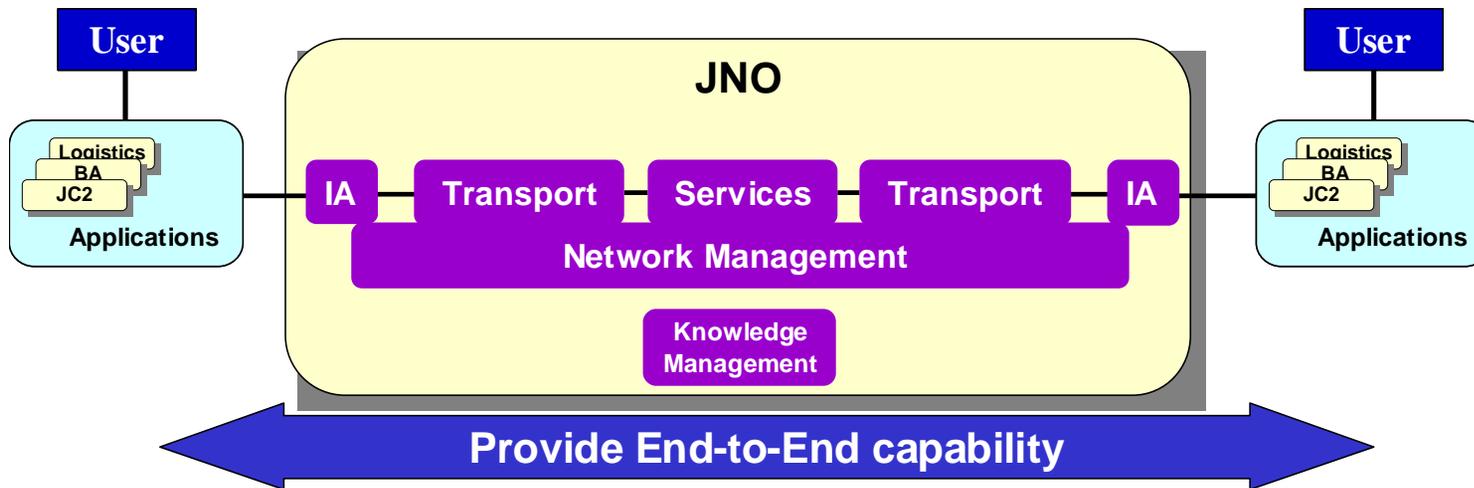
Force Development Roles Shaping Experimentation





Mission

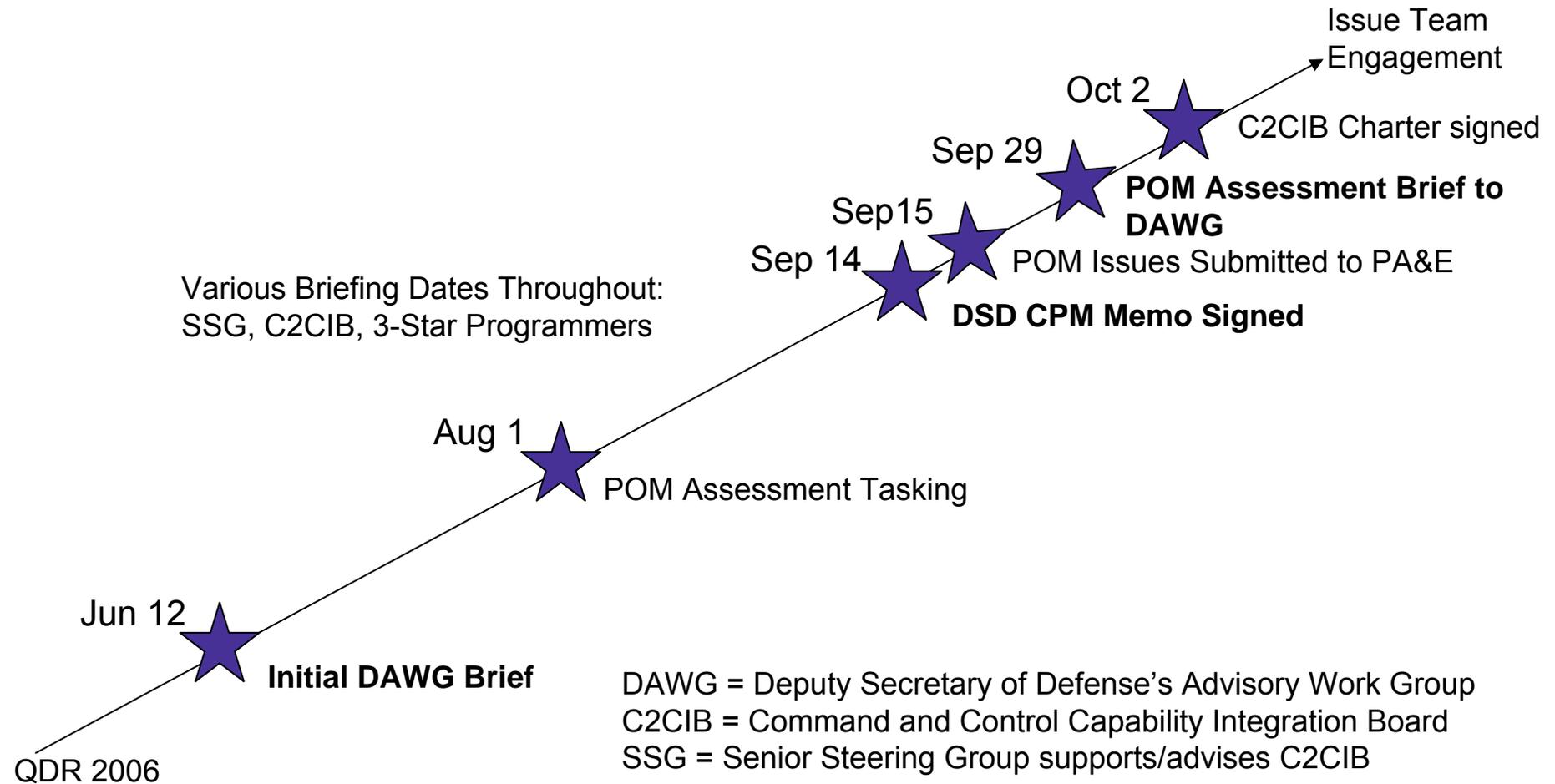
The JNO CPM conducts portfolio management of a core set of enabling programs and associated capabilities and development of material and non-material solutions to ensure timely, synchronized, and integrated delivery of JNO capabilities



JNO portfolio is an enabling infrastructure for other capability portfolios

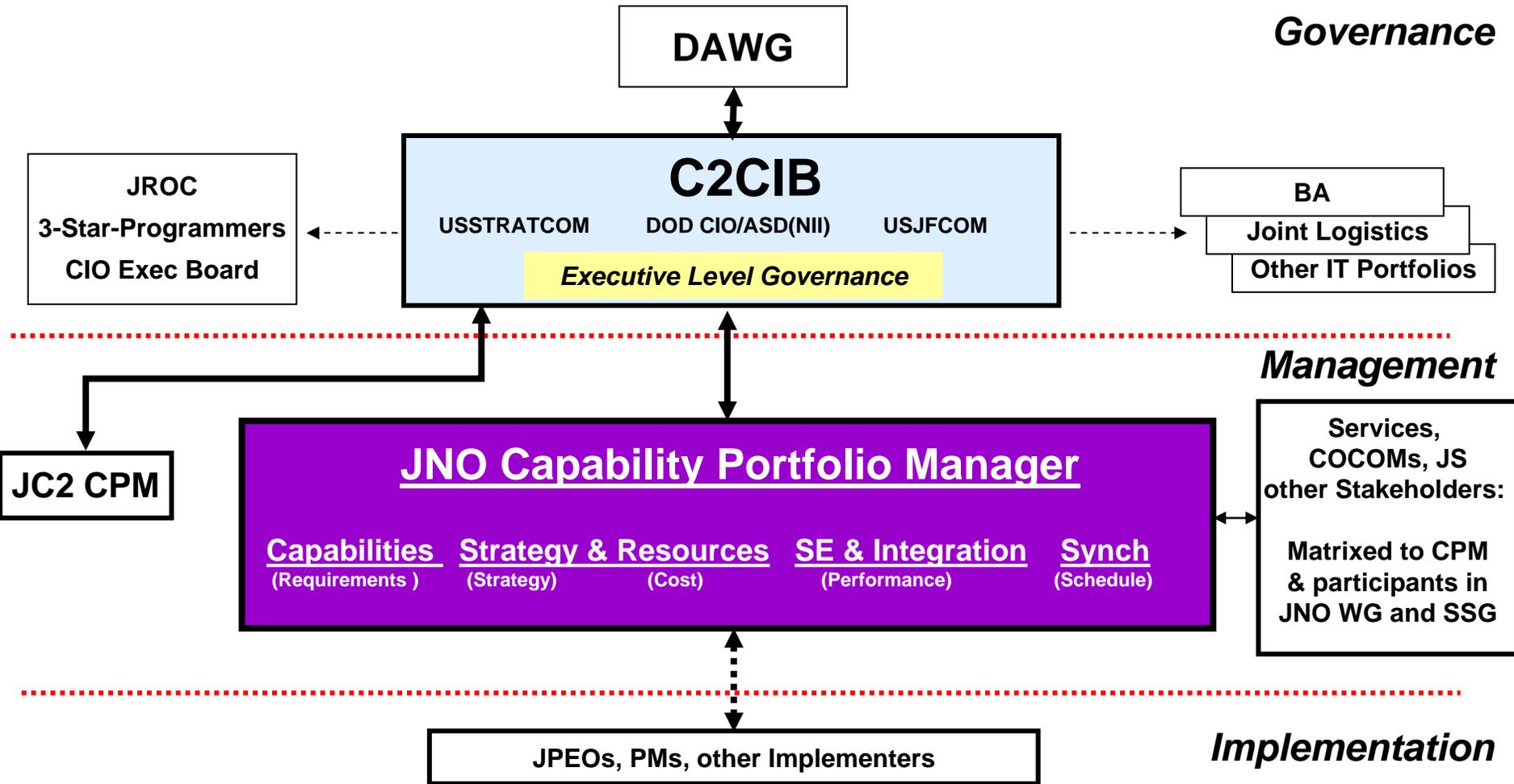


JNO CPM Initial Milestones





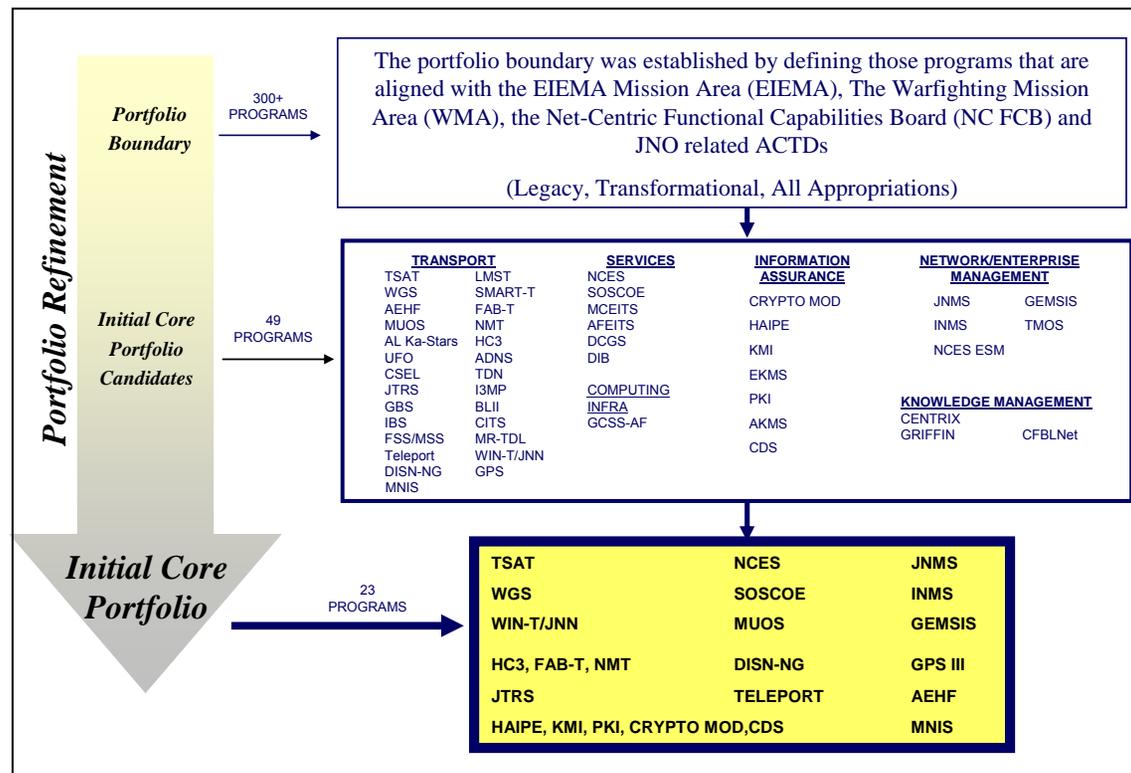
JNO CPM Relationships





Initial Portfolio

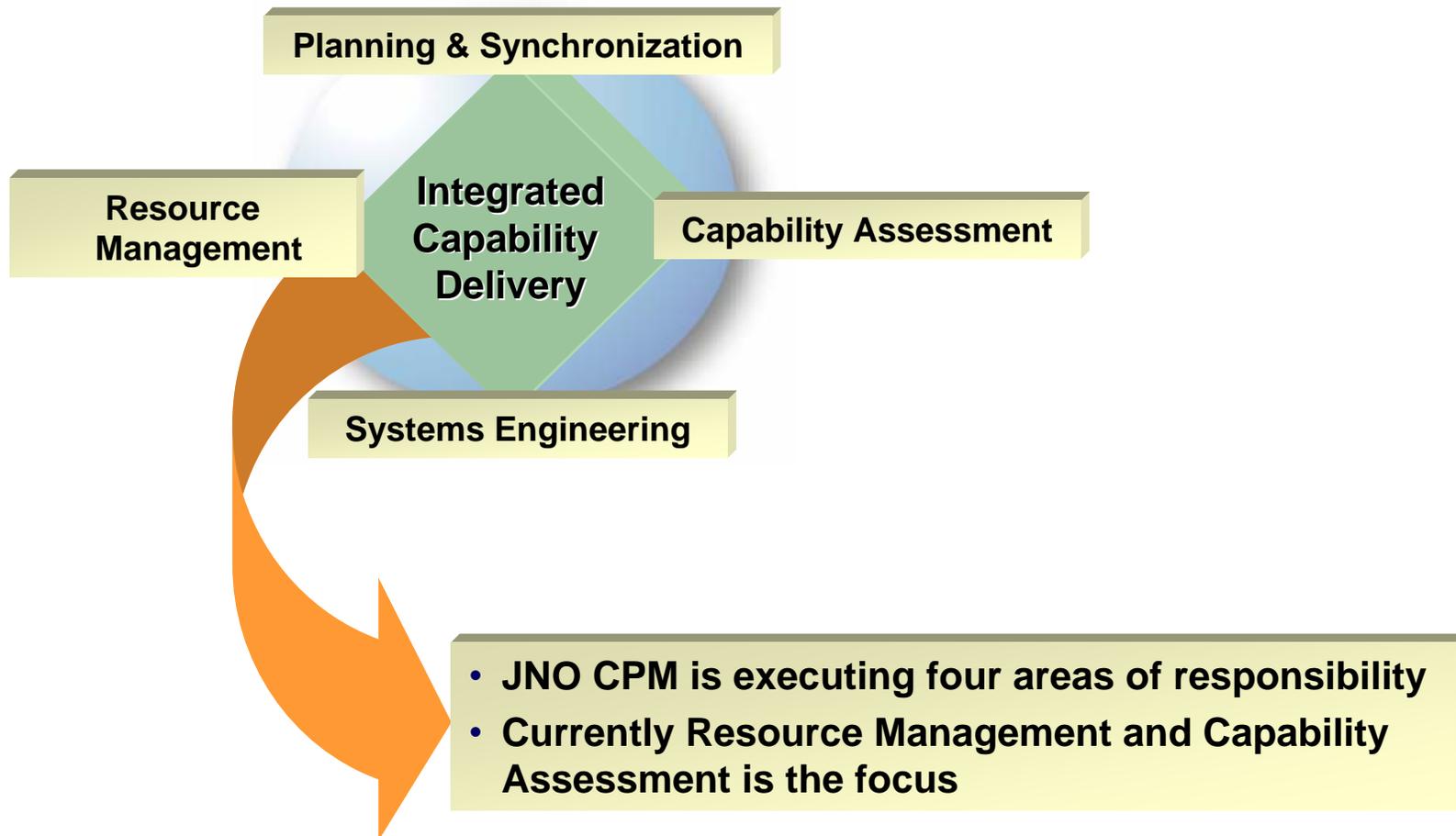
- **Primary criteria:**
 - Map to JNO Joint Capability Area
 - Drive and contribute to End-to-End enterprise wide capability
 - Support CONPLAN 7500 & IPL-identified gaps
- **Other considerations:**
 - Does program support Net-Centric goals
 - Does program support other DoD strategies
 - Risk and size to create portfolio trade-space



CPM manages core portfolio; has visibility across full portfolio



Portfolio Mgmt - CPM Roles & Responsibilities



Use portfolio management to improve synchronization, interoperability & integration -- balance cost, schedule, & performance across the portfolio



POM 08 Assessment Tasking

- Support strategic choice by DAWG
- Provide a descriptive analytic/quantitative approach being used by the JNO
- Present POM issues
- Described the way forward planned by the JNO CPM

Capability Portfolio POM Assessments --IR&G Guidance--

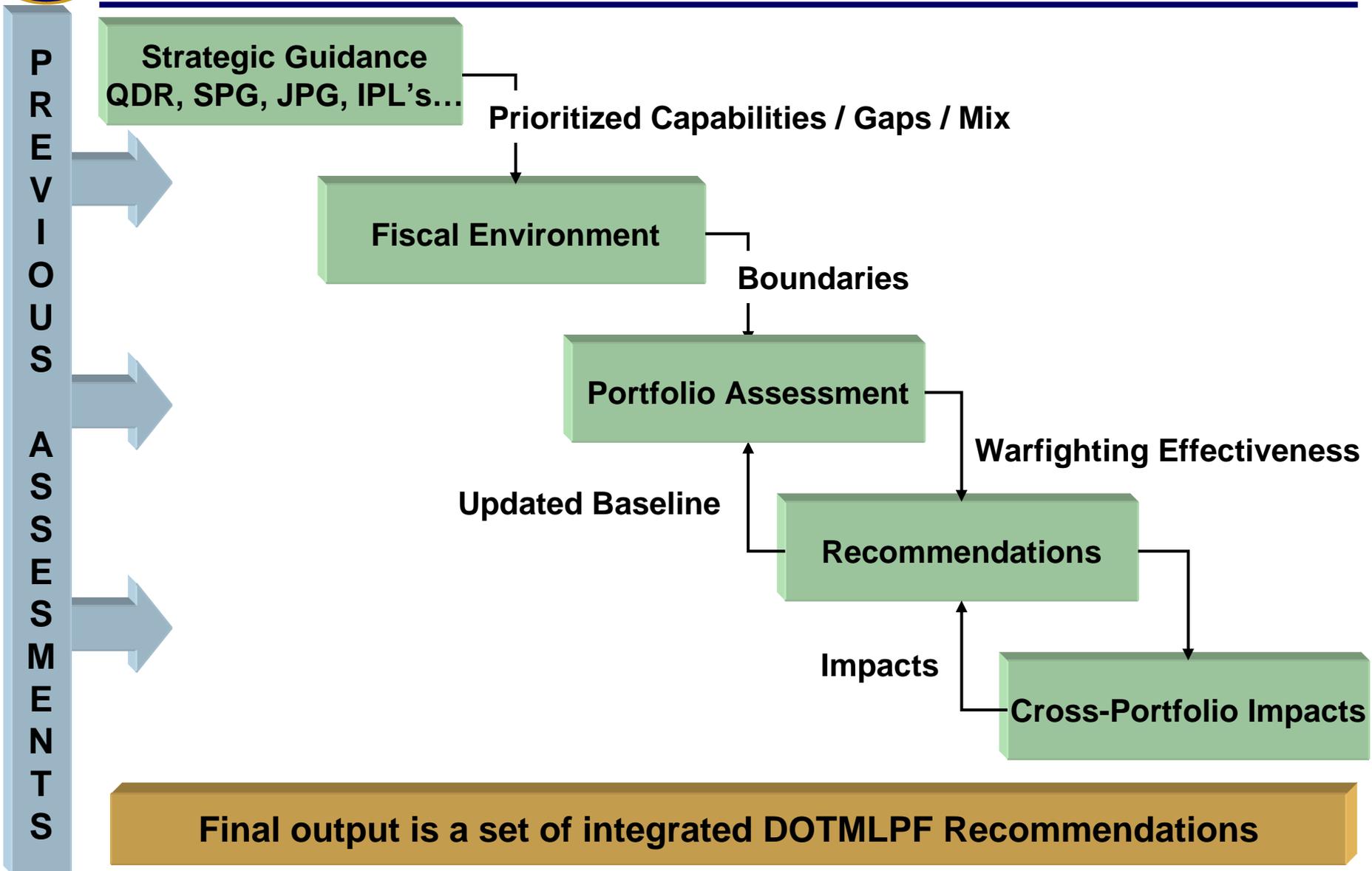


- **Capability Portfolio POM Assessments for PA&E, should include:**
 - **Strategic Perspective and Context: With regard to your portfolio:**
 - Is the current portfolio in alignment with leadership's strategic interests and joint warfighter needs?
 - Insights on where we should be heading?
 - **Capability Mix**
 - In terms of capabilities, not programs, what are the priorities and where should we place emphasis and where should we take risk?
 - What is the optimum mix of capability?
 - What are the dependencies on other portfolios?
 - **Cross Component Program Assessment: to the greatest extent possible**
 - Based on desired capability mix, how does the current Department resourcing profile reflect portfolio priorities?
 - What trades do you recommend within your portfolio to achieve the optimal mix?
 - Are there cross-portfolio program issues that need to be addressed?
- **Capability Portfolio Assessments Brief to DAWG**
 - Includes a summary of the substance from the September 15 submittal, plus an assessment of submitted program review issues related to their respective capability portfolios

Final output is a set of integrated DOTMLPF Recommendations



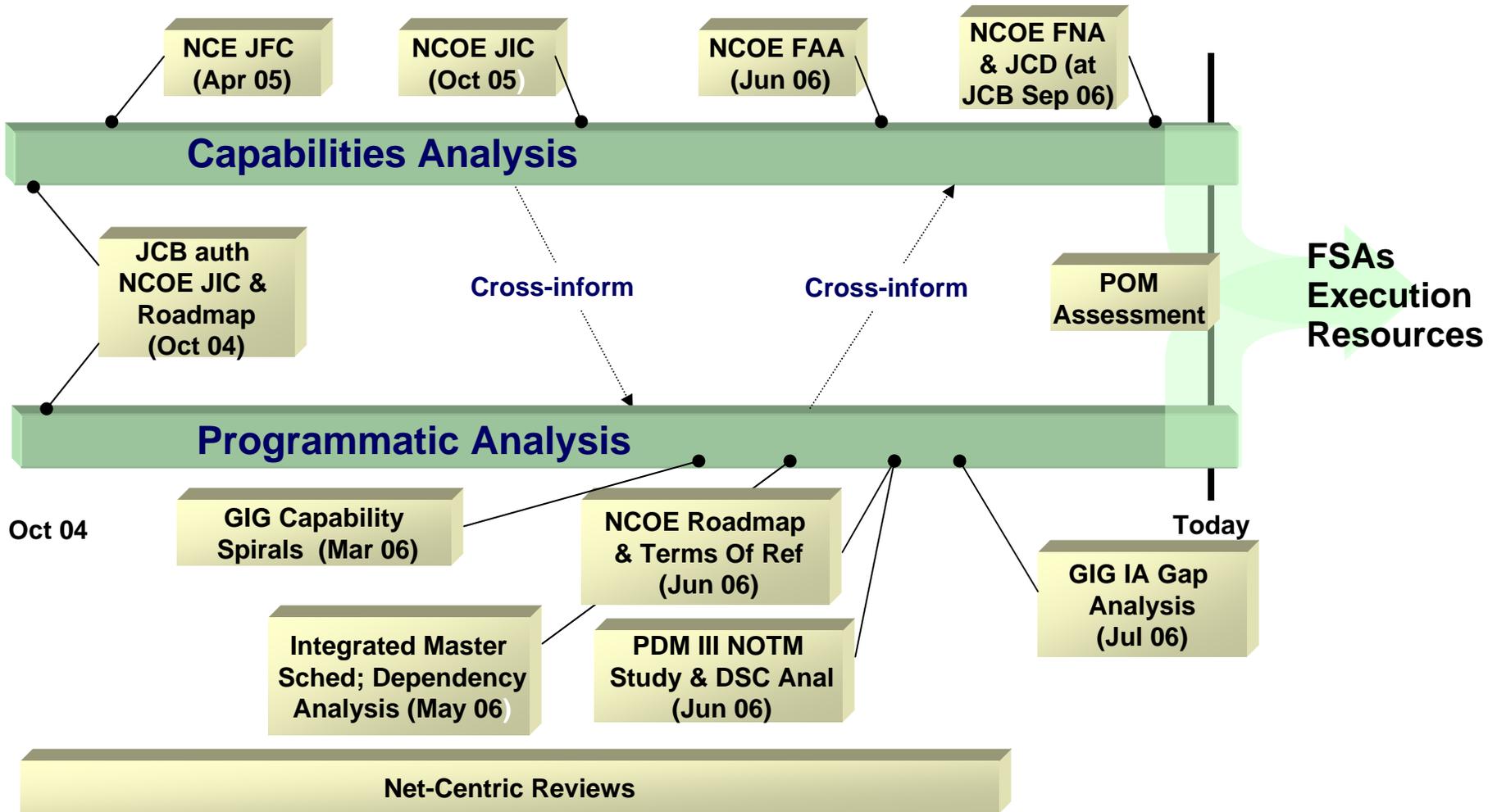
POM 08 Assessment Process





Previous Analysis

--Analytical Underpinning for POM 08 Assessment--



2 Years of Capabilities Definition and Technical Analysis Informs Assessment

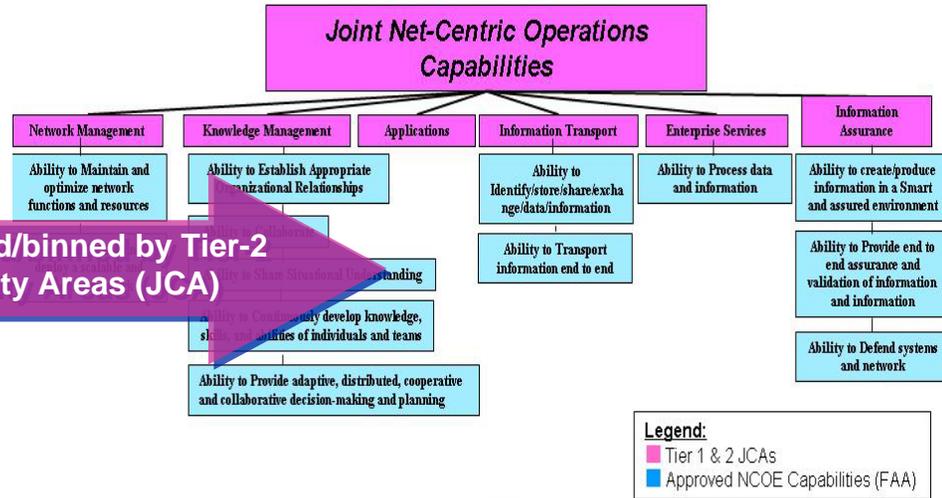


Capability Prioritization Methodology

Input

- REQUIREMENT SOURCES**
- NCOE CBA (FAA & FNA)
 - IPL's
 - SPG
 - QDR
 - SWarF
 - CONPLAN 7500
 - JQRR

Guidance organized/binned by Tier-2 Joint Capability Areas (JCA)



Process

Integrated Capabilities Over Time
 Near Term (MPMI) + Mid Term (NCOE FNA M&S) + Long Term (NCOE FAA Report)

Output

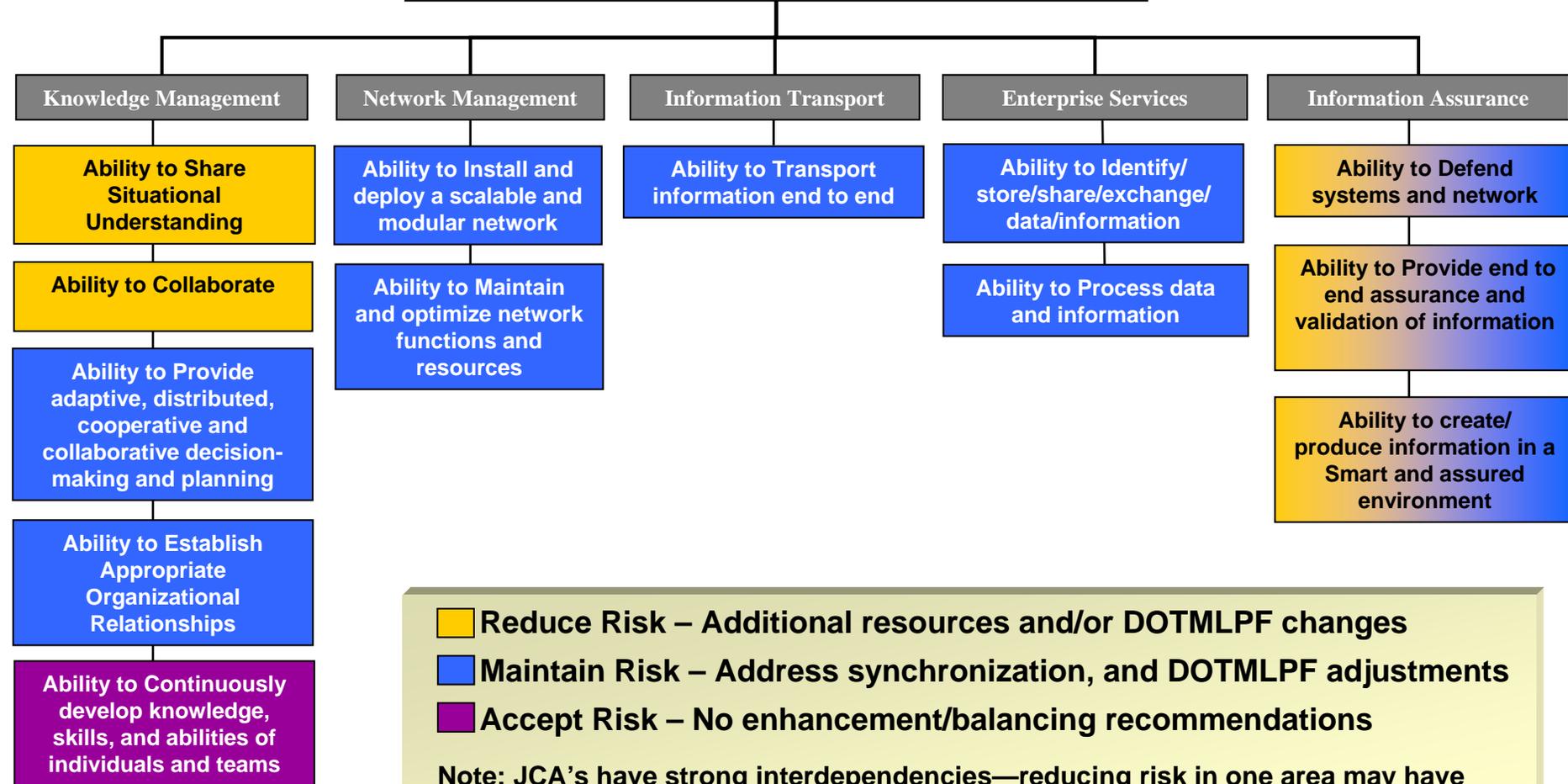
- Prioritized Capability Mix
- List of Prioritized Capabilities
- Risk Assessment



Prioritized Capability Mix

-- Strategic & Operational Factors - Organized by JCA Tier 2 Areas --

Joint Net-Centric Operations Capabilities



- Reduce Risk – Additional resources and/or DOTMLPF changes
- Maintain Risk – Address synchronization, and DOTMLPF adjustments
- Accept Risk – No enhancement/balancing recommendations

Note: JCA's have strong interdependencies—reducing risk in one area may have implications on others areas and portfolios



POM 08 Assessment Process

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Strategic Guidance
QDR, SPG, JPG, IPL's...

Prioritized Capabilities / Gaps / Mix

Fiscal Environment

Boundaries

Assessment

Warfighting Effectiveness

Recommendations

Impacts

Cross-Portfolio Impacts

- Submitted 10 issues to PA&E spanning
 - IA
 - Network Management
 - Spectrum
 - MILSATCOM and Terminals
- All issues still in deliberative process

E
N
T
S

Final output is a set of integrated DOTMLPF Recommendations



Lessons Learned

- **Approach well suited to fill advocacy role for joint capability development**
- **Direct access to senior decision makers is key**
- **Visibility of resources, schedules, dependencies is paramount**
- **Partnership with COCOM operational proponent essential**
- **Process integration and streamlining essential to having impact**
- **Thin-layer CPM management concept requires engaging and leveraging the implementation layer**



Way Forward

- **Complete Business Plan and strategy**
- **Conduct JNO Functional Solutions Analyses**
- **Develop Capability Delivery Plan & Integrated Master Schedule**
- **Develop joint network architecture**
- **Develop portfolio guidance/recommendations as required**
- **Work with Program Mangers to identify/address cross-program issues**

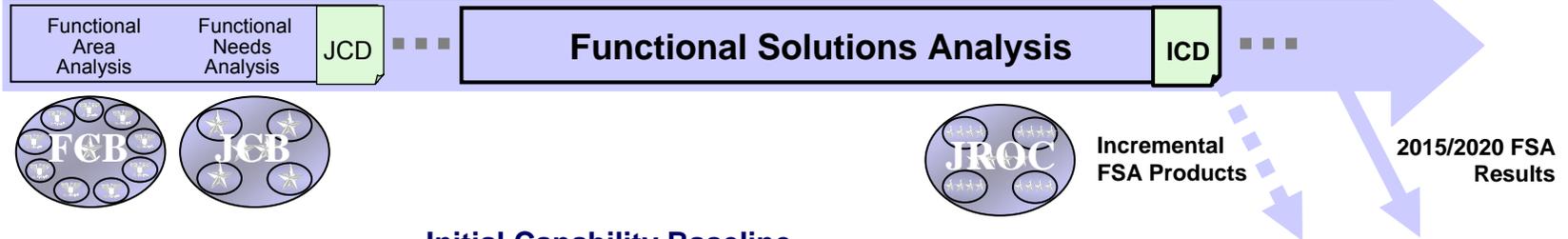


BACK-UP SLIDES



Development of the Capability Delivery Plan (CDP)

Capability Based Assessment



JNO CDP

- Provides the basis to align end-to-end portfolio capability deliveries in an integrated manner
- Describes specific capability deliver points (i.e., Integrated JNO Capability Delivery)
- Describes JNO portfolio warfighting capability improvements over time

CPM will

- Develop recommendations to address synchronization issues
 - Rebalancing actions within the portfolio
 - Cross-portfolio considerations
 - Non-material solutions (DOT_LPF)

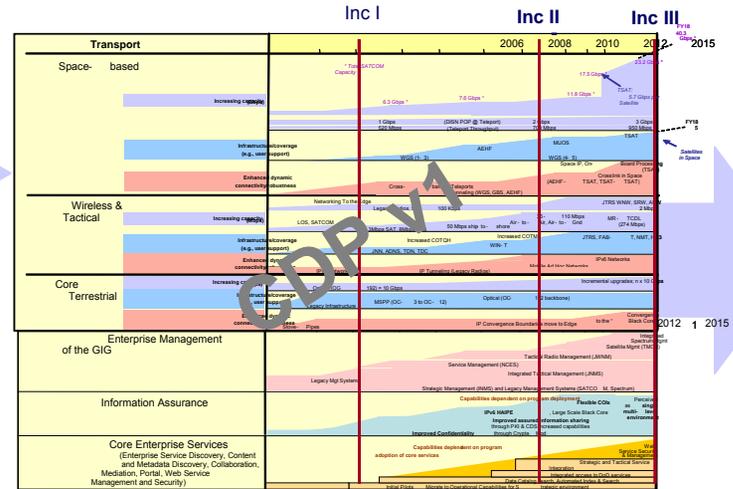
Initial Capability Baseline

- JNO Integrated Capability Description based upon "As Is" program baseline

Initial Capability Baseline

Transport	2008	2012	2015
Capability	• Enhanced Operational Capability	• Enhanced CDRM	• Enhanced CDRM
JNO Initiatives	• JNO	• JNO	• JNO
Enterprise Services	• JNO	• JNO	• JNO
IA	• JNO	• JNO	• JNO
Enterprise Mgr.	• JNO	• JNO	• JNO

JNO System Engineering and Architecture Analysis



- Initial Capability Gap Analysis
- Impact Assessment of ongoing FSA Analysis
- Architectural & System Eng Analysis
- Dependencies (i.e., technical, programmatic, capability-based, budgetary)