From Strategy to Capabilities: Transformation, Innovation and Interoperability

Assoc. Prof. Dr. Velizar Shalamanov,
IICT - Bulgarian Academy of Science / Defense Staff College

Key questions (BLUF):
1. Do we have proper Governance and Management arrangements;
2. Do we understand the scope and process of CapDev;
3. Do we involve all the stakeholders on time?
4. Is NATO and EU context understood well?
5. How well do we use multinational and regional approaches in NATO / EU context?
6. How well do we use OA?
7. Do we have innovation and transformation support infrastructure?
Pillars of Success: *linked by the Operational Analysis*

- Governance Mechanism (RACI matrix)
- Life cycle support (Transition)
- Integrated Security Sector
- Integrated Life Cycle Support
- Integrated Customer Funding
The Joint Capabilities Integration Development System, or JCIDS Process provides a solution space that considers solutions involving any combination of doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF). Because combatant commanders define requirements in consultation with the Office of the Secretary of Defense (OSD), they are able to consider gaps in the context of strategic direction for the total US military force and influence the direction of requirements earlier in the acquisition process. Recent JCIDS issuances expand this to DOTMLPF-P or DOTmLPF-P, where the second P refers to "Policy". Joint Staff's J6 Joint Deployable Analysis Team (JDAT) validates DOTMLPF recommendations. NATO uses a similar acronym, DOTMLPF-I, the "I" standing for Interoperability.

Here is an example of how DOTMLPF would be interpreted in the military context:

1. Doctrine: the way they fight, e.g., emphasizing maneuver warfare combined air-ground campaigns.
2. Organization: how they organize to fight; divisions, air wings, Marine-Air Ground Task Forces (MAGTFs), etc.
3. Training: how they prepare to fight tactically; basic training to advanced individual training, various types of unit training, joint exercises, etc.
4. Materiel: all the “stuff” necessary to equip the forces, that is, weapons, spares, etc. so they can operate effectively.
5. Leadership and education: how they prepare their leaders to lead the fight from squad leader to 4-star general/admiral; professional development.
6. Personnel: availability of qualified people for peacetime, wartime, and various contingency operations
7. Facilities: real property; installations and industrial facilities (e.g. government owned ammunition production facilities) that support the forces.
8. Policy: DoD, interagency, or international policy that impacts the other seven non-materiel elements.
9. Interoperability: the ability to be interoperable with forces throughout the NATO alliance.

The idea is to fix the capability gap, and Joint Capabilities Integration and Development System, 1 March 2009, is the one governing instruction that encompasses both materiel (requiring new defense acquisition programs) and non-materiel (not requiring new defense acquisition program) solutions.
Delivering a capability requires 3 major distinct authorities (Capability Requirement Authority, Capability Implementer Authority and Capability User Authority) with identified responsibilities, from initiation to the end of the delivery stage. Key Recommendations are in the areas of:

1. **Governance**
2. **Management**
3. **Risk Management**
4. **Authorities**
5. **Structural opportunities for change**
Appropriate Institutional Roles: RACI matrix

- Procurement
  - Policy
    - Government
  - Governance
      - Requirements
        - Military / Operators
  - Transformation
    - Research
      - Academia
  - Management
    - Development
      - Industry
    - Production
      - Public/Private (for profit / not-for-profit)

- Planning

- Implementation
Life Cycle of the capabilities – transition from an obsolete to the new capability

- Potential O&M for the current capability
- O&M for the new capability
- Transition period
- Introduce the new capability
- Retire the obsolete capability
- Investment cost for the new capability
- O&M for the current capability

Cost vs. Time graph showing the transition period.
Key elements of the Transformation Organization (BGR study case in DSC)

- Transformation and Interoperability Organization based on ADRI/IC in DSC
- ETEE aspects
  - S&D Executive Development Program
  - NCIA
  - SA e-Government
  - C&I and CD Organization based on J6/SCIS
  - NSPA
  - S&D Acquisition Organization Based on DI/PMD
- BGR in NATO and EU
  - BGR S&D R&D Program
  - NRIp-SEE
  - Infrastructure
  - MN formations
  - National formations
- EDA EUMS
- EC
- NATO IS
- NATO SPS Program
- Support to CNAD, NIAG, STO
- CoE CM&DR
- JFC/NFIU
- DCM-BGR NCISG
- ACO
- MN formations
Transformation support environment
(based on F-35 experience and BAS JTSAC)

- Project & Service Management
- Customer / Partners Relations Management
- Requirements & Operations
- BEST – “LH” Change Management
- Policy
- Analysis & Presentations
- Technology and Innovation
- Simulation
- Research & Education
- Real Systems Interfaces
- Scenario Development
- BEST – “Light House”
Balkans (10 countries) + Black Sea-Caucasus (4 more to the East)

1. UKR
2. GEO
3. ARM
4. AZR
Development of a model „Bulgaria in NATO and EU with increased role in SEE“
„Vertical“ Roles in Defense Transformation and Regional Cooperation

Regional Formats (SEDM, A5, B9)

Nations

NATO and EU

UN, OSCE, ...
Conclusions:

1. Unique opportunity for synergy:
   - National defense investment plan
   - „Matis“ Plan in NATO context
   - PESCO, EU defense fund
   - Focussed and projectised cooperation in SEE (SEEDEFCO)

2. Critical role of governance and management

3. Industry forrum to bring Government / Operators together with Industry and Academia on Portfolio/Program/Project and service delivery base

4. Core role of multinational formations and projects

5. **Bottom line:** National Rearmament program to include S&T/R&D/E&T program, funded for the whole cycle of rearmament with Parliament commitment.