

12TH ICCRTS
“Adapting C2 to the 21st Century”

Title: Managing a Portfolio of C2 Programs

**Topics: C2 Concepts, Theory, and Policy; C2
Metrics and Assessment; C2 Technologies and
Systems**

Michael Nueslein (POC)
Wayne Spealman
Mukesh Rohatgi

MITRE
7515 Colshire Drive
McLean, VA 22102-7508
703-983-2674
703-983-6435 (Fax)
mnueslein@mitre.org

27 November 2006

Outline

Preamble

I Background

II Overview of Approach

III Proof-of Concept Workshop

A. Joint Capability Area (JCA) Analysis

B. Workshop Process

C. Issue Sheet Method

IV Workshop Products

A. JCA Histograms

V Aggregation of Issues to Portfolio Level

A. Mapping Issue Sheets to Portfolio Impact

B. Developing Portfolio Level Recommendations

VI Creating an Integrated C2 Plan and Portfolio Evaluation

A. Integrated C2 Plan

B. Portfolio Evaluation

VII Implementation of Portfolio Level Recommendations

VIII Individual Program Execution Guidelines

APPENDIX I: Select Elements from DoD Directives

APPENDIX II: Supporting Information

References and Cited Literature

Abstract

This paper describes a management oversight methodology for Command and Control (C2) programs, and resulting execution outcomes; that serve the ASD(NII) C2 Programs Directorate's interests in fulfilling their obligations and responsibilities of effectively providing oversight management for the Departments' C2 programs. ASD(NII) C2 Responsibilities and Authority is detailed in two primary DoD Directives DoDD 5144.1 and DoDD 5100.3. Interpretation of these core directives helped define essential elements/requirements for developing the C2 Programs Directorate's management oversight methodology.

Our approach scopes the problem of managing a large number of C2 programs, by taking a "minimum essential" portfolio management perspective. This perspective examined programs based on priority, using only approved and existing C2 constructs. Prioritization was based on alignment to the four QDR challenges (i.e., traditional, disruptive, catastrophic, irregular warfare) as prescribed in the 2006 QDR and National Security Strategy. Programs were examined from functional, technical and programmatic perspectives hence scenario-independent, thus avoided exhaustive modeling and simulation. An abbreviated portfolio of six C2 programs was pre-selected for a proof-of-concept workshop to test the end-to-end utility for our C2 oversight management process. A compendium of formatted issue sheets recorded salient information for a particular issue, including detailed resource data addressing rationale. From these identified issues, we produced an "Abbreviated Integrated C2 Plan" consisting of valid portfolio-level actionable recommendations across the six programs.