Program Element (PE) Analysis

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Agenda

- Joint Systems Integration Center (JSIC) Background
- Capability Portfolio Manager Background
- Program Element (PE) Analysis Background
- PE Analysis Methodology
- Applications and Results
- Limitations
- Conclusions
- Way Ahead
Joint Systems Integration Center

Background

• **Mission Statement:**

  “Improve the joint warfighter’s ability to plan and execute operations by driving resolution of C2 interoperability problems and providing unbiased evaluations of existing and emerging C2 capabilities.”

• **Vision Statement:**

  “JSIC will be DoD’s preeminent center for innovation and interoperability.”

• **JSIC Provides:**

  - Interoperability Demonstrations and Assessments
  - Capability Assessments
  - Capability Integration
  - Support to the C2 Capability Portfolio Manager
Capability Portfolio Managers

- **DoD Directive 7045.20:**
  “Establishes policy and assigns responsibilities for the use of capability portfolio management in order to advise senior leadership on capability investment pursuant to the authority vested in the Secretary of Defense by section 113 of title 10, United States Code….”

Note: CPM areas align to the Nine Tier 1 Joint Capability Areas (JCAs)

<table>
<thead>
<tr>
<th>CAPABILITY PORTFOLIO AND TIER 1 JCA</th>
<th>CPM CIVILIAN LEAD</th>
<th>CPM MILITARY LEAD</th>
<th>SWarF LEAD</th>
<th>CPM JS OPR</th>
<th>FUNCTIONAL CAPABILITY BOARDS</th>
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</thead>
<tbody>
<tr>
<td>COMMAND AND CONTROL</td>
<td>ASD(NII)</td>
<td>USJFCOM</td>
<td>USJFCOM</td>
<td>J-3</td>
<td>USJFCOM</td>
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<tr>
<td>BATTLESPACE AWARENESS</td>
<td>USD(I)</td>
<td>USSTRATCOM</td>
<td>USSTRATCOM</td>
<td>J-2</td>
<td>J-2</td>
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<tr>
<td>NET CENTRIC</td>
<td>ASD(NII)</td>
<td>USSTRATCOM</td>
<td>USSTRATCOM</td>
<td>J-6</td>
<td>J-6</td>
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<tr>
<td>LOGISTICS</td>
<td>USD(AT&amp;L)</td>
<td>USTRANSCOM</td>
<td>USTRANSCOM</td>
<td>J-4</td>
<td>J-4</td>
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</tbody>
</table>
PE Analysis Background

• **Program Elements are the basic building blocks of the Future Years Defense Plan (FYDP)**
  - Each line in the budget is associated with a PE
  - Three broad categories: RDT&E, Procurement, and O&M
  - Over 6000 complex and somewhat unique documents

• **JSIC assessments, which integrate programmatic data, focus on the analysis of Program Elements and provide:**
  - Support to Capability Portfolio Manager Functional Integration Teams (FITs)
  - System specific programmatic data to FITs which support PR/POM recommendations designed to mitigate functional overlap and capability gaps
  - Support to other DoD organizations seeking perspective on PE alignment to systems, Capability Portfolio Management (CPM) areas, and Joint Capability Areas (JCAs)
  - Cost Assessment and Program Evaluation (CAPE) assigns PEs to Capability Portfolio Management (CPM) areas

**Bottom Line……PE Analysis is another perspective on the alignment of PEs to CPM areas**
PE Analysis Background

• **Mapping Program Elements to C2 CPM Focus Areas**
  - “Refined” PE decomposition and mapping
  - Identification of relevant PEs as defined by Focus Areas
  - Measure or “weight” of PE relevance utilizing PE budget lines

• **C2 On-the-Move (C2OTM) Focus Area Test Case**
  - Focus Area well defined by C2OTM related systems
  - Existing JSIC participation with C2OTM FIT on draft CONOPS and ICD
  - Test case to validate and refine PE Analysis methodology
Methodology

**PE Analysis addresses three needs:**

- Identification of PEs that are relevant to a particular CPM focus area
- Identification of specific CPM focus area related funding within PEs
- Alignment of CPM focus area related PEs across CPM areas and JCAs

**C2 On-the-Move (C2OTM) Focus Area Test Case:**

- Focus Area well defined by C2OTM related systems
- Existing JSIC participation with C2OTM FIT on draft CONOPS and ICD
- Test case to validate and refine PE Analysis methodology
Methodology

Three Step Process:

**STEP 1:** Search across large PE database for systems, terminology and comparative text that relate to a CPM focus area
- Utilizing search engines such as Comparative Document Navigator (CDN)
- Results (“Hits”) are verified by human-in-the-loop
- Produces an initial manageable list of PEs relevant to the given CPM focus area

**STEP 2:** Quantify findings from step one in terms of actual funding
- Total value of funding within PE projects is documented and compared to the total funding value of the PE
- Due to funding complexity, a relevance score is assigned by the analyst
- Details and quantifies CPM focus area related funding within each PE

**STEP 3:** Align CPM focus area PEs to CPM areas and JCAs
- Search for JCA related systems and JCA related terminology
- In some cases, existing JSIC system mapping can be utilized
- Alignment to CPM areas and JCAs supports cross-portfolio implications
Applications and Results

• **C2OTM FIT Support:**

- Collaboration with FIT to establish C2OTM system list
- Draft CONOPS and ICD utilized for additional contextual data
- Focus on approximately 800 RDT&E type PEs contained in the Research and Development Description Summaries (RDDS) database
  - Results identified 12 PEs closely related to the C2OTM focus area
  - High confidence based on direct correlation to C2OTM systems
- Subset of C2OTM related PEs examined further for alignment to CPM areas and JCAs
  - Alignment determined by utilizing JSIC’s JCA-UJTL-JCSFL-System mappings
  - Heavy alignment to Net Centric portfolio
Notional Spreadsheet Results

<table>
<thead>
<tr>
<th>PE XXXX782A - System X</th>
<th></th>
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<tbody>
<tr>
<td>Total Program Element (PE) Funding</td>
<td>$1,750,000,000</td>
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<tr>
<td>Total All Focus Area (FA) Funding</td>
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<tr>
<td>Total % of FA Funding in this PE</td>
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<table>
<thead>
<tr>
<th>C2 CPM Focus Areas</th>
<th>System / Terminology Hit Description (Associated Project Title)</th>
<th>Identified Funding</th>
<th>Rel Factor</th>
<th>Rel Value</th>
<th>Funding Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>C2 OTM</td>
<td>System X Increment 2 - Initial Networking-on-the move (367)</td>
<td>$110,000,000</td>
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<td>1</td>
<td>$110,000,000</td>
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<td>C2 OTM</td>
<td>System X Increment 3 - Full Networking-on-the-move (372)</td>
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<td>1</td>
<td>1</td>
<td>$1,237,500,000</td>
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<td>TOTAL FY DOLLARS</td>
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<td>$0.00</td>
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<td>$314,750,000.00</td>
<td>$250,500,000.00</td>
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</table>

- PE XXXX782A is closely related to the C2OTM focus area based on large amounts of direct funding for system X.
- Funding for system X comprises over 77% of the total funding contained within PE XXXX782A.

**NOTE:** Funding amounts are notional and merely representative of typical magnitudes of actual analysis results.
## Spreadsheet Results

### PE XXXX782A – System X

<table>
<thead>
<tr>
<th>C2 CPM Portfolios</th>
<th>C2 System / JCA Terminology Hit Description (Associated Project Title)</th>
<th>Identified Funding</th>
<th>Relative Factor</th>
<th>Funding Value</th>
<th>Total Funding per CPM</th>
<th>% Total CPM Funding per CPM</th>
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<tbody>
<tr>
<td><strong>Force Support</strong></td>
<td>System X - Dem/Val</td>
<td>$402,500,000</td>
<td>0.04</td>
<td>$16,100,000</td>
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<td></td>
<td>System X Increment 2 - Initial Networking - on-the-move</td>
<td>$110,000,000</td>
<td>0.04</td>
<td>$4,400,000</td>
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<tr>
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<td>System X Increment 3 - Full Networking - On-the-move</td>
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<td>$49,500,000</td>
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<tr>
<td><strong>Battlespace Awareness</strong></td>
<td>System X - Dem/Val</td>
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<td>System X Increment 2 - Initial Networking - on-the-move</td>
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<td>$8,800,000</td>
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<tr>
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<td>System X Increment 3 - Full Networking - On-the-move</td>
<td>$1,237,500,000</td>
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<td>$99,000,000</td>
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<td><strong>Force Application</strong></td>
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<tr>
<td><strong>Logistics</strong></td>
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<td>4.00%</td>
</tr>
<tr>
<td></td>
<td>System X Increment 2 - Initial Networking - on-the-move</td>
<td>$110,000,000</td>
<td>0.04</td>
<td>$4,400,000</td>
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<tr>
<td></td>
<td>System X Increment 3 - Full Networking - On-the-move</td>
<td>$1,237,500,000</td>
<td>0.04</td>
<td>$49,500,000</td>
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<tr>
<td><strong>Command &amp; Control</strong></td>
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<td>$17,600,000</td>
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<td>$72,600,000</td>
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<td></td>
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</tbody>
</table>

**NOTE:** Funding amounts are notional and merely representative of typical magnitudes of actual analysis results.
Applications and Results

Follow-on C2OTM work:

- PE analysis applied to broader, publicly accessible, PE database
- Focus on 27 core C2OTM systems
- Results tailored to C2OTM FIT request to support potential PR/POM recommendations
  - System Descriptions
  - Percentage alignment to JCAs and CPM areas
  - Associated PE funding documents
  - Funding type (RDT&E, Procurement, O&M)
  - Clarifying comments
  - Specific funding amounts
- Results provided “starting points” and initial data which proved useful in the overall development of PR/POM recommendations
## Joint Tactical Radio Systems (JTRS)

JTRS is a Defense Department-wide initiative to develop a family of software-programmable tactical radios that will provide the warfighter with voice, data and video communications, as well as interoperability across the joint battlespace. JTRS is an all service radio and a new wideband networked waveform with the ability to provide mobile networked-connectivity across the battlespace while providing compatibility with the current waveforms in use by the DoD today.

**Funding Document**

**Funding Type**

<table>
<thead>
<tr>
<th>PE - XXXX280N</th>
<th>RDT&amp;E</th>
<th>2010</th>
</tr>
</thead>
</table>

**Comments**

PE XXXX280N represents the total JTRS RDT&E Budget (includes Multifunctional Information Distribution System (MIDS) JTRS, Airborne and Maritime/Fixed Station (AMF) JTRS, Ground Mobile Radio (GMR) JTRS, Handheld/Manpack/Small Form Fit (HMS) JTRS, and JTRS Network Enterprise Domain (JNED)).

**Direct Funding Amount**

FY09 - $XX M
FY10 - $XX M

## Deployable Command & Control Vehicle (DCCV)

DCCV provides mobile communication anytime a catastrophe hits. The DCCV contains an integrated communications system designed to interface with the DoD, Federal agencies, and first responders. Mission areas include command and control and communications.

**Funding Document**

**Funding Type**

<table>
<thead>
<tr>
<th>PE - XXXX237N</th>
<th>RDT&amp;E</th>
<th>2010</th>
</tr>
</thead>
</table>

**Comments**

PE 0603237N funds a Deployable Joint Command & Control; a priority DoD transformation initiative. Project 9999 within PE XXXX237N funds the Deployable Command & Control Vehicle.

**Direct Funding Amount**

$XXM

## Mounted Battle Command on the Move (MBCOTM)

MBCOTM provides an integrated suite of C3I capabilities to ground Commanders, enabling Network Centric Warfare, while OTM in a Light Tactical Vehicles (LTVs) including the High Mobility Multipurpose Wheeled Vehicle (HMMWV), Stryker, and Bradley vehicles. MBCOTM integrates available Battle Command Software Applications including FBCB2, ASAS, AFATDS, MCS, C2PC, Tactical Voice Radios, Wideband Data Communications Systems and computing devices while OTM.

**Funding Document**

**Funding Type**

<table>
<thead>
<tr>
<th>PE - XXXX818A</th>
<th>RDT&amp;E</th>
<th>2009</th>
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</thead>
</table>

**Comments**

PE XXXX818A is the overall RDT&E funding document for ATCCS. Project C15, within PE XXXX818A, details funding for MBCOTM. Funding includes System Development/Tech Upgrades, Prototype Build, Program Spt and Test/Evaluation. Note: MBCOTM Project C15 does not appear in 2010 version of PE - XXXX818A.

**Direct Funding Amount**

FY09 - $XX M
FY10 - $XX K
Applications and Results

USJFCOM C2 Portfolio Baseline:

- Methodology applied to USJFCOM Joint Architectures and Capability Engineering Division (J89) C2 baseline spreadsheets
- Populate “Relevant PE” fields in spreadsheets
  - C2 systems
  - C2 support systems
  - C2 systems of interest
Limitations

Database access
- Publicly accessible databases may not offer entire range of programmatic data
- Comprehensive DoD sites require additional training, authorization, and non-disclosure agreements.
- Public sources are sufficient for most purposes

Complexity and diversity of programmatic documents
- Lack of consistency among service documents
- Analysts can overcome complexity by isolating funding lines and relating searches to the overall context of the PE

Subjective interpretation
- Some amount of subjective interpretation is unavoidable
- Recognize and limit effects through designed analyst consensus

Labor intensive nature of search validation
- Involves reading and understanding PEs to verify accuracy and context
- Analysts can be provided with programmatic training to assist validation efforts

Search engine capability
- “Comparative Text” query accuracy
- Ontology-based approaches may allow for more sophisticated semantic searches in the future
Conclusions

JSIC’s PE Analysis is a repeatable and effective process for identifying PEs relevant to a specific area of interest

Provides a measure of alignment across CPM areas and JCAs to identify potential cross-portfolio issues

Provides an alternate and complimentary view of funding data

Proven beneficial and integral to the overall programmatic efforts of the C2OTM FIT by providing analytical data required to develop POM issue papers

FITs and other CPM groups can utilize PE analysis to quickly narrow their programmatic focus
Way Ahead

Expand and refine PE Analysis
- Exercise the methodology

Reach out to other CPM areas
- Future Battlespace Awareness (BA) CPM efforts

Expand collaborate efforts to additional CPM FITs
- Develop accurate and meaningful system lists, terminology, and descriptive text to define the boundaries of specific focus areas

Search Engines
- Utilize all available resources to optimize the methodology

Tabases
- Expand to Cost Assessment and Program Evaluation (CAPE) DoD Resources data Warehouse (DRDW)

Programmatic training
- Take advantage of any available programmatic training
Questions?
BACKUP SLIDES
Comparative Document Navigator (CDN)

Searches document library for selected keywords.

Displays syntactical relationship of documents to each other... “edge” filters can adjust the relationship level to minimize displayed results and filter by associated system(s).

Search results ranked based on confidence level, syntactical relationship & count of selected key words.
Capability Mapping Framework
Structure
Purpose of the Capability Mapping Framework

Supports analysis and assessment
- Provides a means to **assess systems** within the context of capabilities
- Helps identify potential **gaps** and **redundancies** within the portfolio

Bounds the Command And Control (C2) portfolio

Shows **cross-portfolio** implications of systems
- Systems support capabilities found in multiple portfolios
CMF Based Analysis Products

System Analysis
- Individual System Functionality Profile
- % Contribution to JCAs or UJTLS
- Area-Specific Systems Analysis Report

Redundancies
- Functional Overlap of Systems
- Functional Overlap within JCA
- Functions supporting Multiple JCAs
- Most Common Functions in Portfolio

Gap Analysis
- Under-supported JCAs
- Under-funded JCAs (need programmatic data)
- How “New” Systems Fill Gaps in Functionality
- % JCAs satisfied over time

Cross Portfolio
- Critical Functions (shared between portfolios)
- System “Best” Fit to Portfolio

Trade-Off
- Implications of System Divestiture
- Implications of Added Systems
- Robustness of Priority Functions
CMF Based Analysis and Observations

Deployable C2 Quick Look
Program Element Analysis for POM 12
Portfolio Baseline
On the Move ICD Support
Cross-Portfolio System Analysis
Optimum Capability Mix Study
Registry
Hypertree
C2 Pedia
C2 Metrics (Tree Map)

C2Pedia – knowledge base
https://c2.jsic.jfcom.mil
JSIC OCM Study Framework
drawn as a supply and demand model

Mission Demand
- OCM Study Mission Threads
- UJTLs

Capability Demand
- JCAs
- CDIs

System Supply
- Current C2 Systems
- Future C2 Systems

JCSFL v.1.0
Service Provided
C2 OCM Study Functional Analysis

Analytical methods utilized to balance the supply-and-demand relationship using optimization techniques to select the best mix of systems which cover the highest priority system functions for all Mission Threads and CDIs.

Anchor Systems Analysis:

– To Identify systems which provide unique or pervasive role
– Analyzed along 2 dimensions
  • Functionally – How well did the system meet the prioritized functional requirements of the threads and CDIs
  • Operationally – How well did the system meet the defined attributes for C2 (Accuracy, Agility, Relevance, Simplicity, Timeliness, etc.)

Functional Modeling

– Generated scoring metrics and used optimization techniques to improve the functional coverage beyond that of the anchor systems
– Established metrics for baseline capability and mission accomplishment levels
United States Joint Forces Command
Joint Systems Integration Center
USJFCOM, J8
Joint Capability Development Directorate

**Joint Capability Developer**
- Joint Capability Requirements
- Joint Architectures
- Data Strategy
- Joint Integrated Fires
  - Rapid Capability Transition

**C2 Capability Portfolio Management**
- Improve interoperability and maximize effectiveness
- Minimize capability redundancies & gaps
- Harmonize DoD’s Decision Support Processes for Requirements,
- Acquisition and Programming of C2 capability solutions
Joint Systems Integration Center

**Mission**

Improve the joint warfighter’s ability to plan and execute operations by driving resolution of C2 interoperability problems and providing unbiased evaluations of existing and emerging C2 capabilities.

**IC Priorities**

- Conducting Quality Interoperability and Warfighter Utility Assessments of Joint C2/C4 Systems
- Maintaining a Persistent C2 Test and Evaluation Environment
- Continuing Technology Integration
JSIC Organization

Command Group

Operations

C2 Demonstrations and Assessments

C2 Transformation and Integration

C2 Analysis

Technical Director

Engineering

Personnel

185 JSIC FTE total

Skilled workforce features:
• Recent operational experience
• Extensive technical expertise in
  ➢ Intelligence
  ➢ Computer Science
  ➢ Ops Research
  ➢ Engineering
  ➢ Signal/Telecommunications

Onsite Partners:

Agencies

DoD/Other

Academia
**unique environment** that brings together Operational experience, technical expertise and acquisition program managers

**Technology and state-of-the-art facilities**

Defendable & repeatable scientific methodology

Enhance joint C2 capabilities and solve joint interoperability problems
What JSIC Does

Focused at the *JTF HQ* level – Joint, Coalition & Combined

Assess *operational interoperability* of selected C2 programs and systems

Conduct warfighter utility assessments

Capability integration using government and joint-off-the-shelf tool sets
Facing the toughest Joint, Coalition & Combined C2 operation and systems interoperability challenges

Venue for DoD to assess capability and interoperability of current and future warfighting systems

Provides unbiased evaluations

Unique, emulated Joint Command and Control environment

Features joint, coalition, and combined “System of Systems” assessment and engineering services

Joint Mission Thread / Operational Context focused

Emerging capability analysis

Accelerated integration of new technology
Three primary laboratories, ten separate enclaves
JSIC’s Environment

• Commercial Internet, NIPRNET, SIPRNET, JWICS
• Leading Edge Services (DISN-LES)
• Secure Research & Engineering Network (DREN)
• Secure Video Services-Global (DVSG)

• Global Broadcast System (GBS)
• Access to the DISN Core
• Combined Enterprise Regional Information Exchange System
• Combined Federated Battle Laboratories Network (CFBLNet)

... and scalable through distributed reach.
A rigorous, repeatable, and tailorable process

Three-Tiered Process

Desktop Analysis
- Identifies Command and Control system interoperability issues
- Works with Program Managers to validate gaps and identify solutions

Technical Assessment (Laboratory)
- Confirms/discover interoperability gaps and prove solutions in a controlled lab environment

Operational Assessment (Exercise)
- Confirms capabilities in a dynamic and realistic environment

Findings and Recommendations

Metrics

Technical Maturity
- Appropriate programmatic support
- Performance of required capabilities
- Compliance and documentation

Joint Interoperability
- Interoperability in a controlled, System-of-System environment
- System capacity to complete tasks

Warfighter Utility
- System effectiveness in completing warfighter tasks
- User-friendliness and timeliness

System Sponsor/Manager Action

Enhanced System Capability

Unclassified