



# JCAs and Capability Portfolio Management

*presented to*

## HRM Enterprise Architecture Collaboration Forum

*Personnel and Readiness*

# *Purpose*

- **Present an overview of the Joint Capability Area (JCA) construct in order to:**
  - **Familiarize HRM professionals with their use within DoD**
  - **Provide an appreciation for how the JCA structure may apply to HRM architecture mapping efforts.**
  - **Discuss Capability Portfolio Management and how this ties in**
    - **Ultimately, we want to answer two questions for you:  
Why should I care about JCA's?  
What do they mean to me?**

# ***Briefing Scope***

## **Provide JCA overview:**

- **JCA**
  - Lineage
  - Background
  - Strategic Planning Context
- **JCA-CPM Linkage**

# JCA Lineage

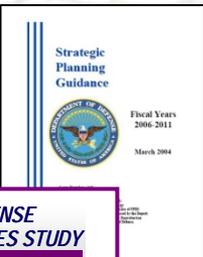


**JOINT DEFENSE CAPABILITIES STUDY**  
Aldridge Study

Mar 04

Jan 04

Aldridge Study recommended them...



6 May 05

Jan 05

OSD asked for them...



SECDEF directed them...

6 Feb 06

Jan 06



22 Mar 06

QDR and SPG re-affirmed them...

15 Mar 07

Jan 07

DSD directed Baseline Reassessment...



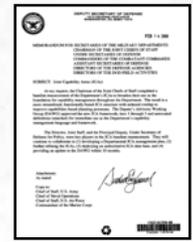
15 Jan 08

Jan 08

DAWG approved Tiers 1 - 3

DSD Memo

14 Feb 08

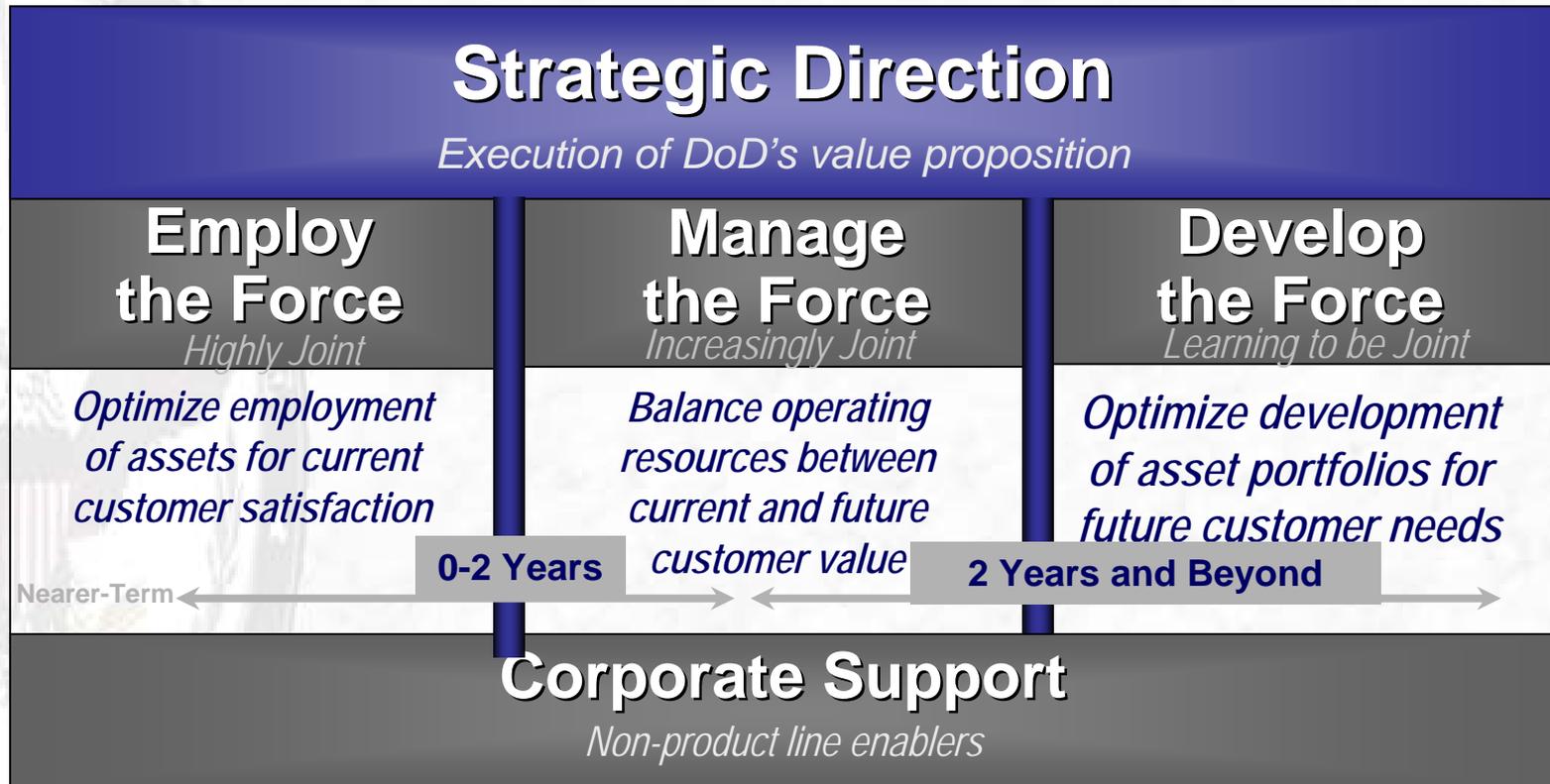


JCA Refinement Tiers 1 - 7 approved  
12 Jan 09

Jan 09

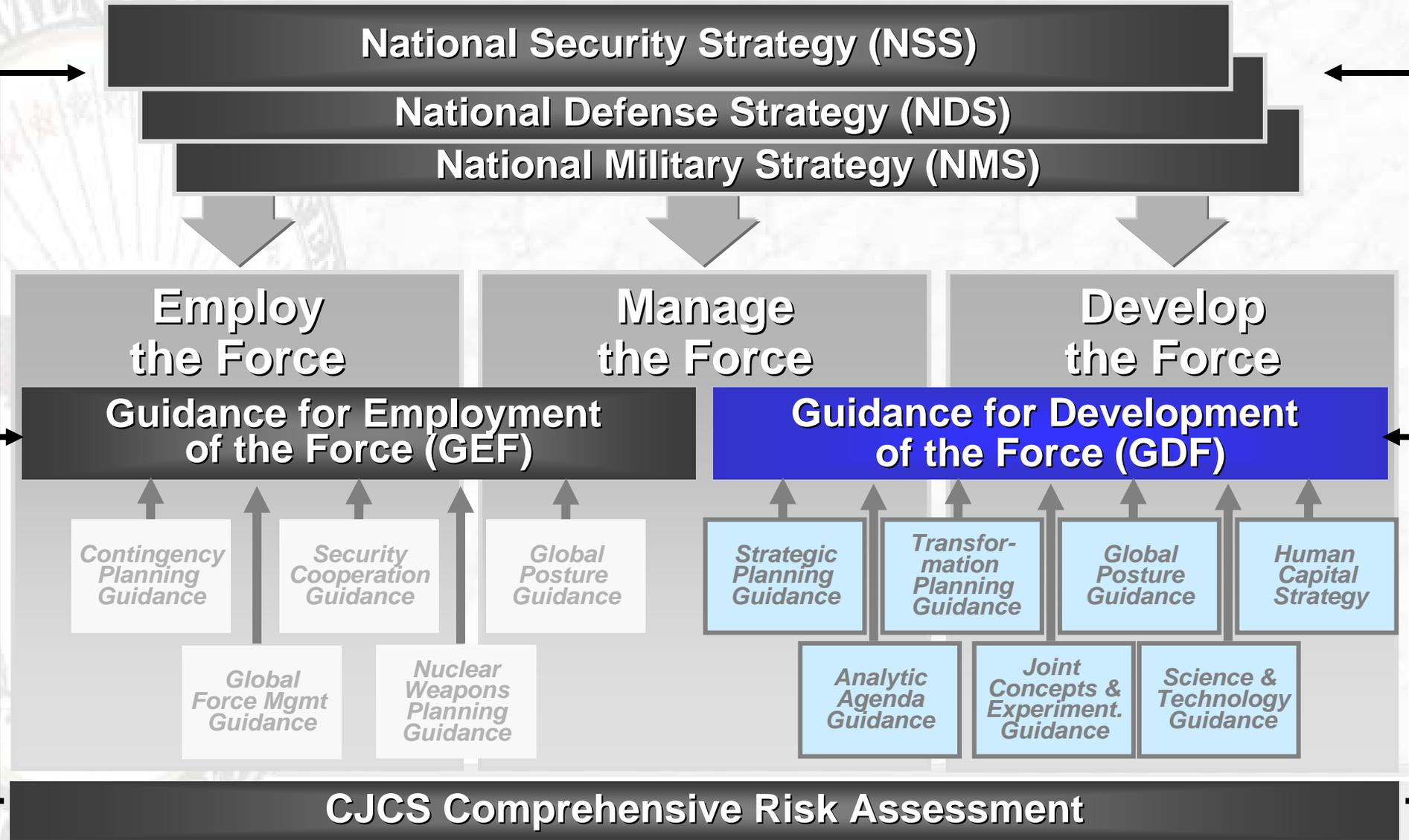


# DoD General Management Framework

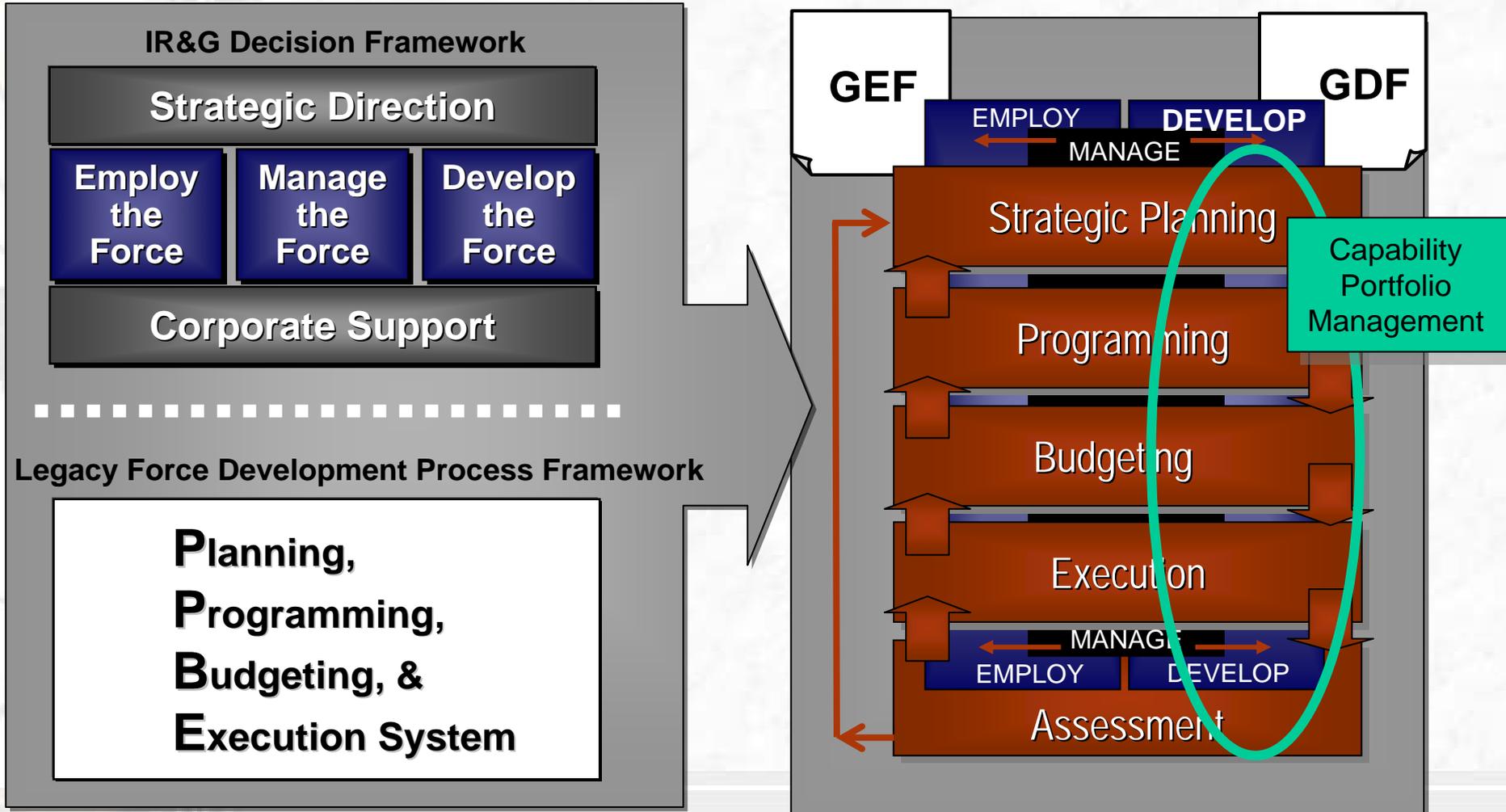


# The New Strategic Planning Process

## Guidance Hierarchy Aligned to the Framework



# Framework Applied to PPBE



# JCAs are the Foundation



DEPUTY SECRETARY OF DEFENSE  
1010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1010

FEB 14 2008

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
COMMANDERS OF THE COMBATANT COMMANDS  
ASSISTANT SECRETARIES OF DEFENSE  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Joint Capability Areas (JCAs)

At my request, the Chairman of the Joint Chiefs of Staff completed a baseline reassessment of the Department's JCAs to broaden their use as the foundation for capability management throughout the Department. The result is a more streamlined, functionally-based JCA structure with reduced overlap to improve capabilities-based planning processes. The Deputy's Advisory Working Group (DAWG) approved the new JCA framework, tiers 1 through 3 and associated definitions (attached) for immediate use as the Department's capability management language and framework.

The Director, Joint Staff, and the Principal Deputy, Under Secretary of Defense for Policy, were key players in the JCA baseline reassessment. They will continue to collaborate in (1) developing a Departmental JCA management plan, (2) further refining the JCAs, (3) deploying an authoritative JCA data base, and (4) providing an update to the DAWG within 10 months.

Attachment:  
As stated

Copy to:  
Chief of Staff, U.S. Army  
Chief of Naval Operations  
Chief of Staff, U.S. Air Force  
Commandant of the Marine Corps



- "... the Department's capability management language and framework."
- "...streamlined, functionally-based JCA structure with reduced overlap to improve capabilities-based planning processes."

## Joint Capability Area Tier 1s

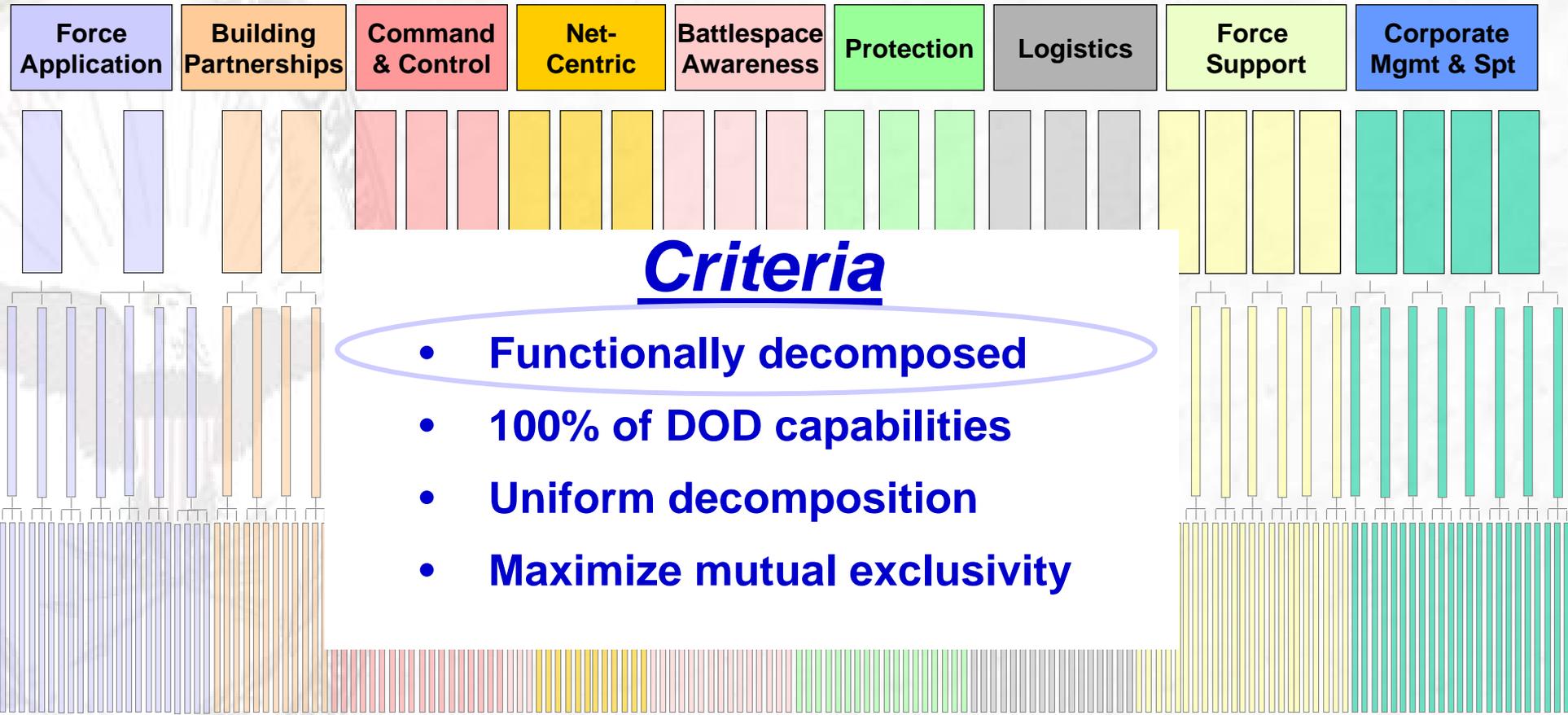
1. Force Application
2. Battlespace Awareness
3. Command & Control
4. Net-Centric
5. Force Support
6. Protection
7. Building Partnerships
8. Logistics
9. Corporate Management & Support

# *JCAs...What Are They?*

**“...integral part of the evolving Capabilities-Based Planning process...the beginnings of a **common language** to discuss and describe capabilities across many related Department activities and processes.”  
(SecDef Memo, 6 May 2005)**

**JCAs are collections of like DOD activities functionally grouped to support capability **analysis**, strategy development, investment decision making, capability portfolio management, and capabilities-based force development and operational planning.  
(JCA Baseline Reassessment Terms of Reference)**

# *JROC Decision on Top-level JCAs*



# JROC Approved & DAWG Endorsed Tier 1 JCAs

## **Force Application**

The ability to integrate the use of maneuver and engagement in all environments to create the effects necessary to achieve mission objectives.

## **Command & Control**

The ability to exercise authority and direction by a properly designated commander or decision maker over assigned and attached forces and resources in the accomplishment of the mission.

## **Battlespace Awareness**

The ability to understand dispositions and intentions as well as the characteristics and conditions of the operational environment that bear on national and military decision-making.

## **Net-Centric**

The ability to provide a framework for full human and technical connectivity and interoperability that allows all DOD users and mission partners to share the information they need, when they need it, in a form they can understand and act on with confidence, and protects information from those who should not have it.

## **Building Partnerships**

The ability to set the conditions for interaction with partner, competitor or adversary leaders, military forces, or relevant populations by developing and presenting information and conducting activities to affect their perceptions, will, behavior, and capabilities.

## **Protection**

The ability to prevent/mitigate adverse effects of attacks on personnel (combatant/non-combatant) and physical assets of the United States, allies and friends.

## **Logistics**

The ability to project & sustain a logistically ready joint force through the deliberate sharing of national and multi-national resources to effectively support operations, extend operational reach and provide the joint force commander the freedom of action necessary to meet mission objectives.

## **Force Support**

The ability to establish, develop, maintain and manage a mission ready Total Force.

## **Corporate Management & Support**

The ability to provide strategic senior level, enterprise-wide leadership, direction, coordination, and oversight through a chief management officer function.

# JCA Tiers 1-3

## Force Support

Tier 2

Tier 3

### **Force Management**

- Global Force Management
- Force Configuration
- Global Posture Execution

### **Force Preparation**

- Training
- Exercising
- Educating
- Doctrine
- Lessons Learned
- Concepts
- Experimentation

### **Human Capital Mgmt**

- Personnel & Family Support
- Personnel Management

### **Health Readiness**

- Force Health Protection
- Health Care Delivery
- Health Service Support

## Battlespace Awareness

Tier 2

Tier 3

### **Intel, Surveil, & Recon**

- ISR Planning & Direction
- Collection
- Processing / Exploitation
- Analysis & Production
- ISR Dissemination

### **Environment**

- Collect
- Analyze
- Predict
- Exploit

## Force Application

Tier 2

Tier 3

### **Maneuver**

- Maneuver to Engage
- Maneuver to Insert
- Maneuver to Influence
- Maneuver to Secure

### **Engagement**

- Kinetic means
- Non-Kinetic means

## Logistics

Tier 2

Tier 3

### **Deployment & Distribution**

- Move the Force
- Sustain the Force
- Operate the JDDE

### **Supply**

- Manage Supplies and Equipment
- Inventory Management
- Manage Supplier Networks

### **Maintain**

- Inspect
- Test
- Service
- Repair
- Rebuild
- Calibration

### **Logistics Services**

- Food Service
- Water and Ice Services
- Basecamp Services
- Hygiene Services

### **Operational Contract Support**

- Contract Support Integration
- Contractor Management

### **Engineering**

- General Engineering
- Combat Engineering
- Geospatial Engineering

### **Installations Support**

- Real Property Life Cycle Mgmt
- Installation Services

## Command & Control

Tier 2

Tier 3

### **Organize**

- Estab & maint unity of effort w/ msn partners
- Structure organization to mission
- Foster organizational collaboration

### **Understand**

- Organize Information
- Develop Knowledge & Situational Awareness
- Share Knowledge & Situational Awareness

### **Planning**

- Analyze problem
- Apply situational understanding
- Develop strategy
- Develop courses of action
- Analyze courses of action

### **Decide**

- Manage risk
- Select actions
- Establish rule sets
- Establish intent and guidance
- Intuit

### **Direct**

- Communicate intent and guidance
- Task
- Establish metrics

### **Monitor**

- Assess compliance with guidance
- Assess effects
- Assess achievement of objectives
- Assess guidance

## Net-Centric

Tier 2

Tier 3

### **Information Transport**

- Switching and Routing
- Wireless Transmission
- Wired Transmission

### **Enterprise Services**

- Core Enterprise Services
- Information Sharing/Computing
- Position Navigation and Timing

### **Net Management**

- Optimized network functions & resources
- Deployable, scalable & modular networks
- Spectrum Management
- Cyber Management

### **Information Assurance**

- Secure Information Exchange
- Protect Data and Networks
- Respond to Attack / Event

## Protection

Tier 2

Tier 3

### **Prevent**

- Prevent Kinetic Attack
- Prevent Non-Kinetic Attack

### **Mitigate**

- Mitigate Lethal Effects
- Mitigate Non-Lethal Effects

### **Research & Development**

- Basic Research
- Applied Research
- Advanced Tech Development

## Building Partnerships

Tier 2

Tier 3

### **Communicate**

- Inform domestic and foreign audiences
- Persuade partner audiences
- Influence adversary & competitor audiences

### **Shape**

- Partner w/ Governments & Institutions
- Build Capabilities & Capacities of Partners & Insts
- Provide Aid to Foreign Partners & Institutions
- Leverage Capacities & Capabilities of Security Estabs
- Strengthen Global Defense Posture

## Corporate Management & Spt

Tier 2

Tier 3

### **Advisory & Compliance**

- Advice and External Matters
- Audit, Inspection, & Investigation
- Operational Test & Evaluation

### **Strategy & Assessment**

- Strategy Development
- Capabilities Development
- Enterprise-wide Assessment
- Studies & Analyses

### **Information Management**

- Enterprise Architecture

### **Acquisition**

- Acquisition Program Execution
- Contracting

### **Program, Budget and Finance**

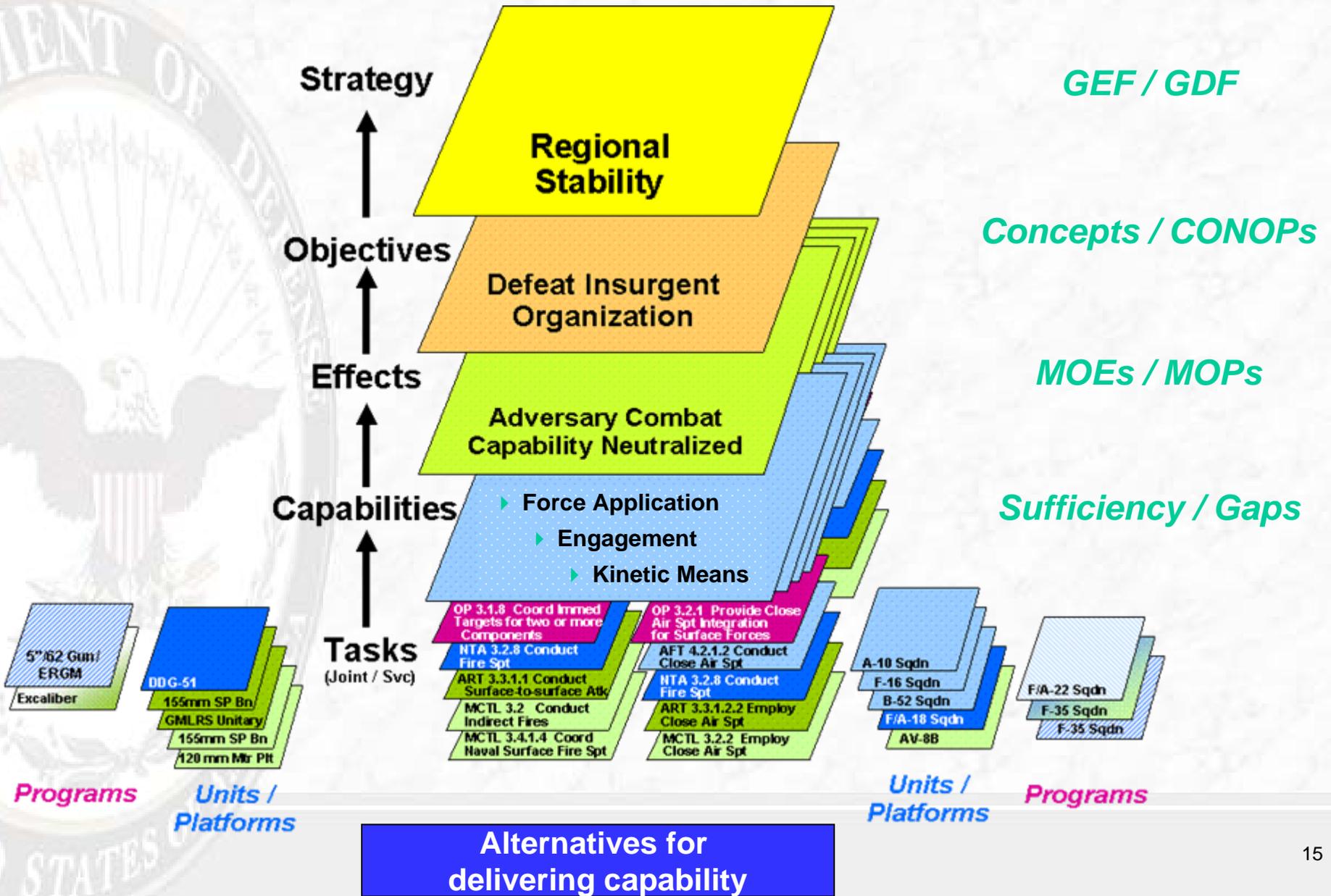
- Program/Budget and Performance
- Accounting and Finance

# ***What Problem Does JCAs Address?***

- **DOD processes previously talked in five different languages (many still do)...**
  - Policy talked in terms of strategic priorities
  - Programming talked in terms of appropriations and PEs
  - Planning talked in terms of force packages
  - Acquisition talked in terms of cost, schedule and performance parameters
  - Requirements talked in terms of capabilities and gaps
- **You cannot have an enterprise-wide capabilities-based strategy-to-task discussion without a common language**
- **The original JCAs provided a rudimentary language which had some traction, but fell short of being ....**

***DoD's Capabilities-Based Planning "Rosetta Stone"***

# Capability Role in Strategy to Task



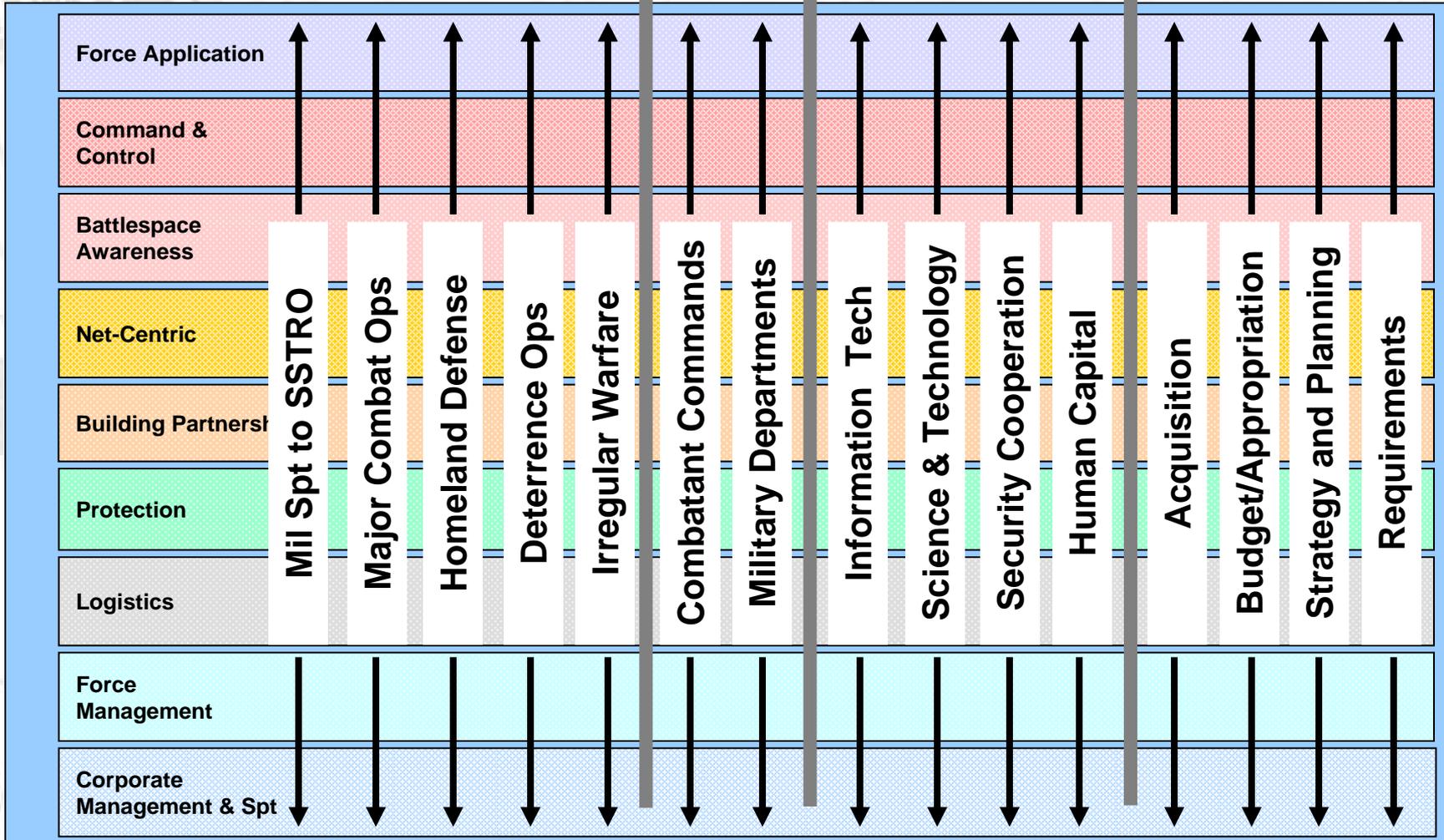
# Vision

JOCs / Opns

Orgs

Focus Areas

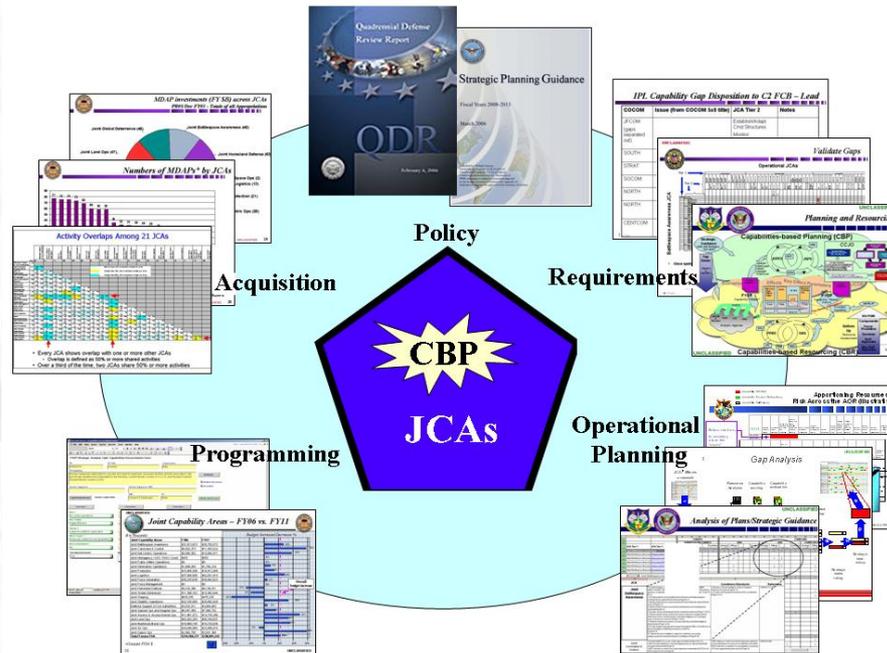
Process



*Functionally aligned JCAs simplify the framework & increases utility across DOD by facilitating cross-referenced views by operations, components, processes, and activities*

# “Traction” on a Common Framework

- Strategic Guidance (GDF / JPG)
- QRM – Core Competencies



- All JCIDS documents require JCA linkages
- FCBs re-aligned to new JCA structure

- Capability Portfolio Managers (CPMs) designated for all 9 JCA aligned portfolios

- FY 10 POM to be developed in JCA functional categories
- PEs mapped to a primary JCA, leads designated for each PE

- OPLANs analyzed by JCAs using the Linking Plans to Resources (LPTR) process

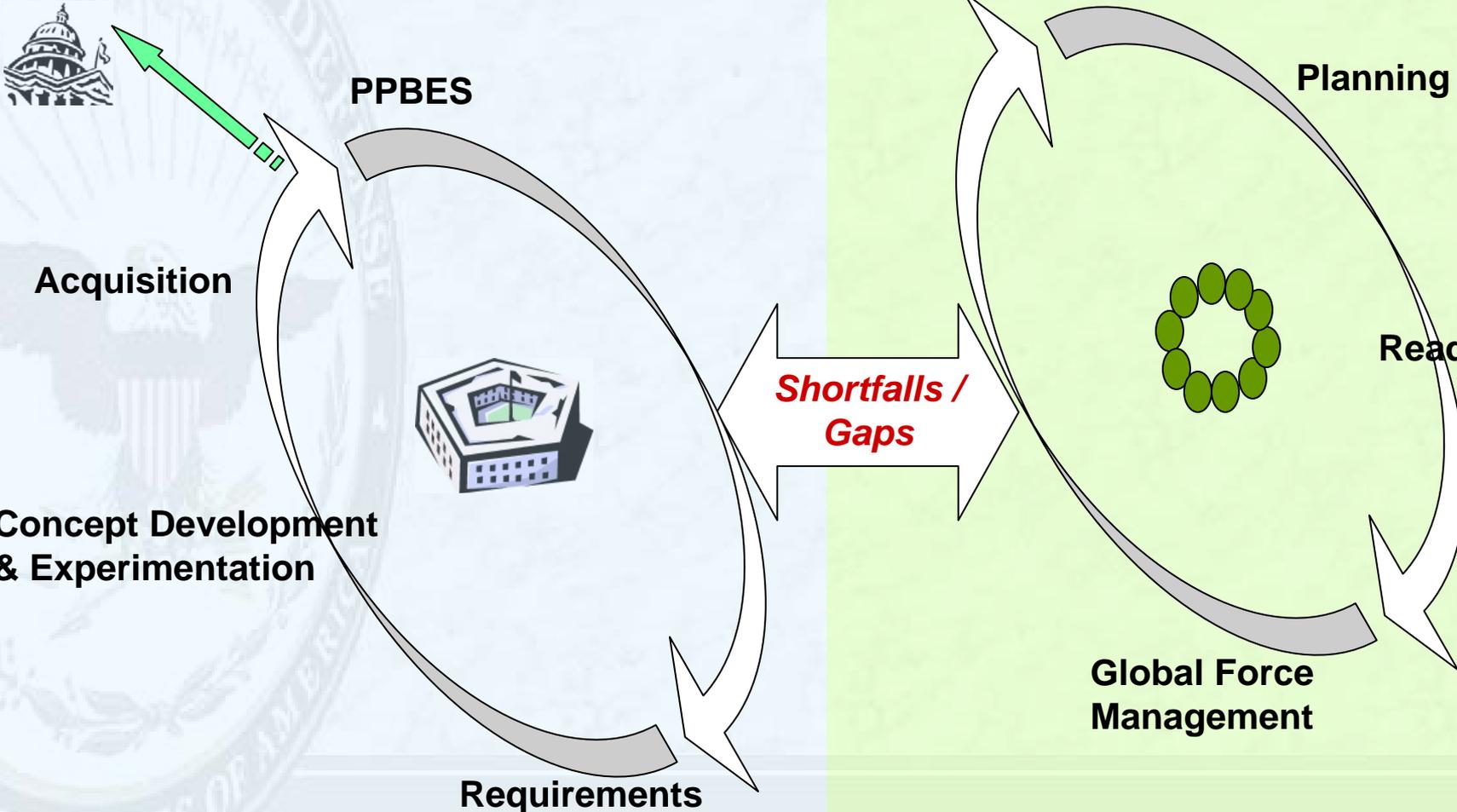
# Implementing JCAs as the Common Language

## Force Management

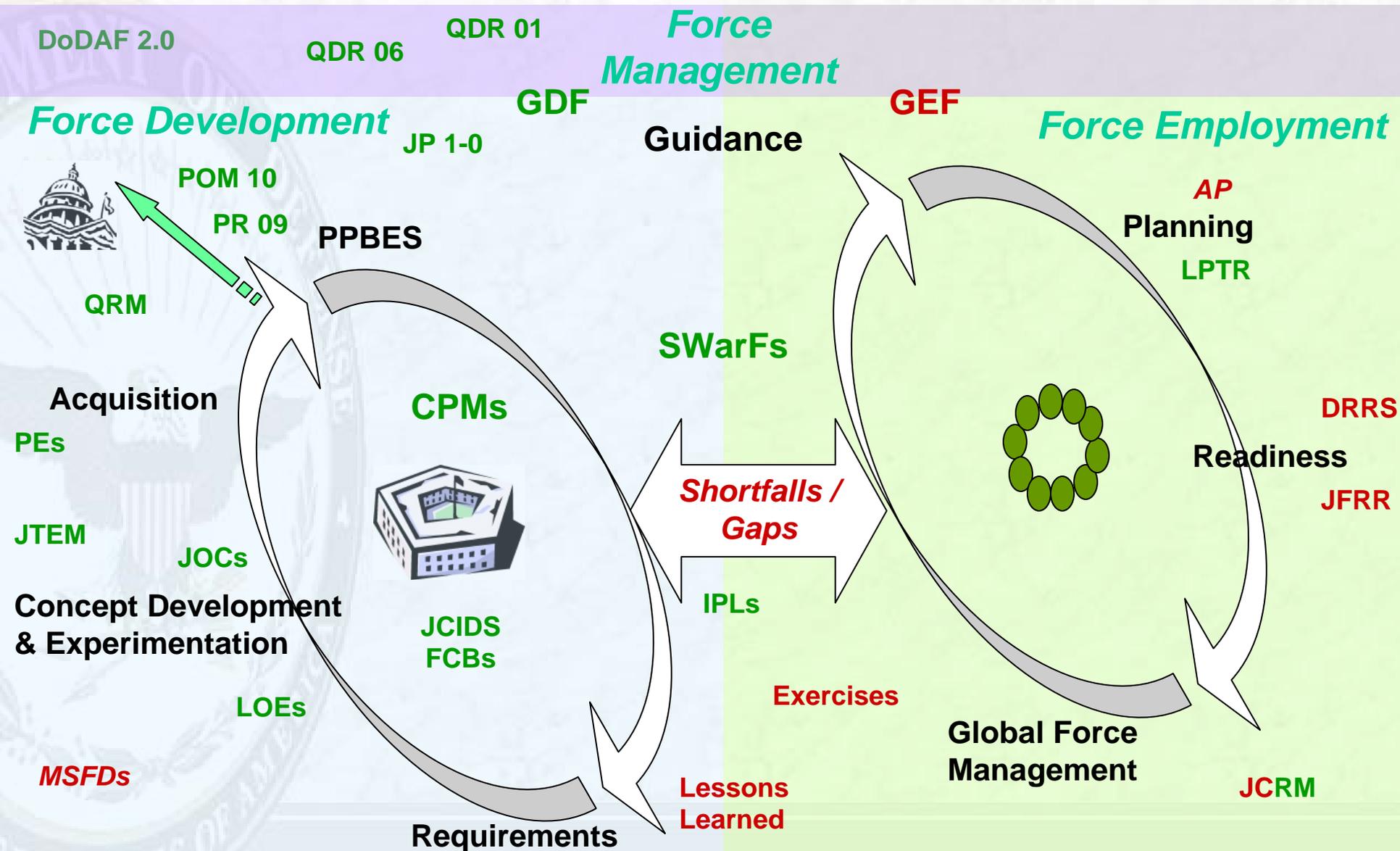
### Force Development

### Force Employment

Guidance



# Implementing JCAs as the Common Language



# ***What Are Capability Portfolios?***

- **A collection of logically grouped capabilities as defined by the Joint Capability areas and the associated Doctrine, Organization, Training, Materiel, Leadership, Personnel and Facilities (DOTMLPF) programs, initiatives and activities.**

# *Capability Portfolio Management*

*February 7, 2008 Deputy Secretary of Defense Memorandum*

“....The role of Capability Portfolio Manager’s is to manage a portfolio by integrating, coordinating and synchronizing programs to optimize capability within time and budget constraints.”



- CPMs make recommendations to the Deputy Secretary of Defense and the DAWG on capability development issues within their respective portfolio.
  - **CPMs have no independent decision-making authority;**
  - **Will not infringe on any existing statutory authorities; but**
  - **Will have access to information and processes required to advise the DAWG.**

# Capability Portfolio Management

February 7, 2008 Deputy Secretary of Defense

## Memorandum

- Civilian & Military leads for each CPM
- 4 original “test cases” now formalized
- Experiment w/ remaining 5 portfolios
- Nine portfolios aligned to Joint Capability Area taxonomy



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FEB - 7 2008

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
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CHIEFS OF THE MILITARY SERVICES  
COMMANDERS OF THE COMBATANT COMMANDS  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION  
DIRECTOR, NET ASSESSMENT  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Capability Portfolio Management Way Ahead

In September 2006, we began to experiment with Capability Portfolio Management. The first four Capability Portfolio Managers (CPMs) participated in the experiment with the remaining 5, helping the experiment be formalized as follows:

for each of the remaining 5, the expertise of the CPMs will be used to help them to their offices, as designated in the attached information date, from all information

SWARF Lead  
JFCOM  
STRATCOM  
STRATCOM  
TRANSCOM  
JFCOM  
STRATCOM  
JFCOM  
JFCOM  
SOCOM  
STRATCOM  
N/A

OSD 01824-08  
0182408 0 43 04 AM



- ### Capability Portfolios
1. Force Application
  2. Battlespace Awareness
  3. Command & Control
  4. Net-Centric
  5. Force Support
  6. Protection
  7. Building Partnerships
  8. Logistics
  9. Corporate Management & Support

Capability Portfolio	SWARF Lead	CPM Civilian Lead	CPM Military Lead	CPM JS OPR	Functional Capability Boards
Command & Control	JFCOM	ASD(NII)	JFCOM	J3	JFCOM
Battlespace Awareness	STRATCOM	USD(I)	STRATCOM	J2	J2
Net-Centric	STRATCOM	ASD(NII)	STRATCOM	J6	J6
Logistics	TRANSCOM	USD(AT&L)	TRANSCOM	J4	J4
Building Partnerships	JFCOM	USD(P)	J5	N/A	J5
Protection	STRATCOM	USD(AT&L)	J8	N/A	J8
Force Support	JFCOM	USD(P&R)	J8	N/A	J8
Force Application	JFCOM SOCOM STRATCOM	USD (AT&L)/ USD(P)	JROC	J8	J8
Corporate Management & Support	N/A	D,A&M	DJS	N/A	DJS

# Linking Program Elements to Portfolios

“To facilitate DSD's desire to integrate portfolio management into POM-10, all PEs are mapped to at least one (new) tier 1 JCA”

“Where PEs overlap two or more JCAs, a "lead" JCA has been designated...”

“The "lead" designation is merely an effort to pin the rose on someone to ensure coordination among all of the mapped JCAs for a given PE and to ensure that there are no orphans. CPMs will be accountable for all PEs for which they are designated as lead and will be expected to cover the capabilities they represent (broadly speaking) in their assessments....”

PE	PE Title	Force Application	Copmmand and Control	Battlespace Awareness	Net-Centric	Building Partnerships	Protection	Logistics	Force Support	Corporate Mgmt and Support
0101113F	B-52 Squadrons	Lead							Yes	
0101120F	Advanced Cruise Missile	Lead								
0101122F	Air-Launched Cruise Missile (ALCM)	Lead								
0101126F	B-1B Squadrons	Lead								Yes
0101127F	B-2 Squadrons	Lead							Yes	
0101213F	Minuteman Squadrons	Lead						Yes	Yes	
0101215F	Peacekeeper Squadrons	Lead						Yes	Yes	Yes
0101221N	Strategic Sub & Weapons System Support	Lead							Yes	
0101226N	Submarine Acoustic Warfare Development	Lead								Yes

**PE – CPM Distribution**

FA – 633

C2 – 414

BA – 1073

NC – 332

BP – 259

Prot – 265

Log – 504

FS – 2036

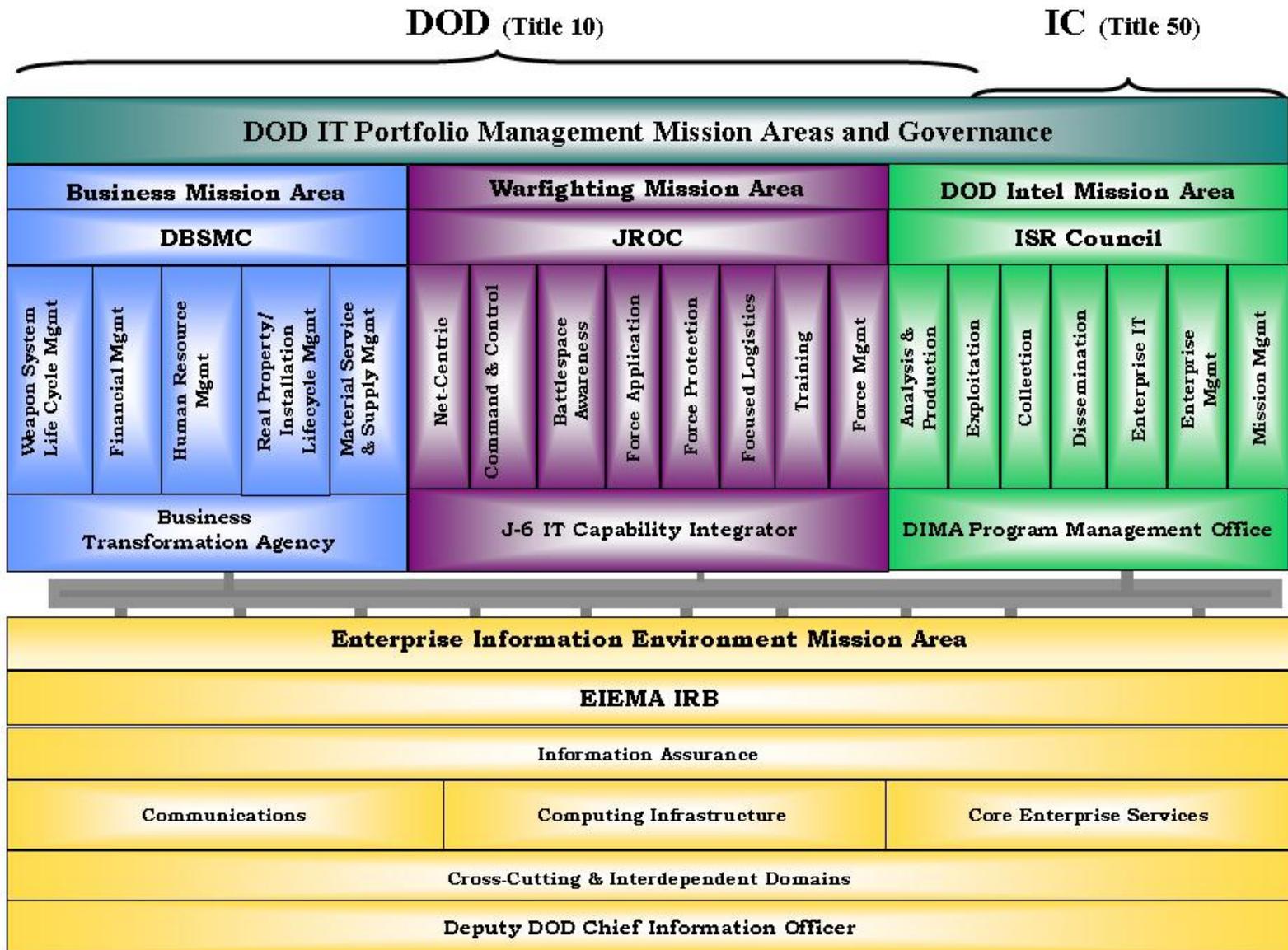
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# ***Capability Portfolio Management***

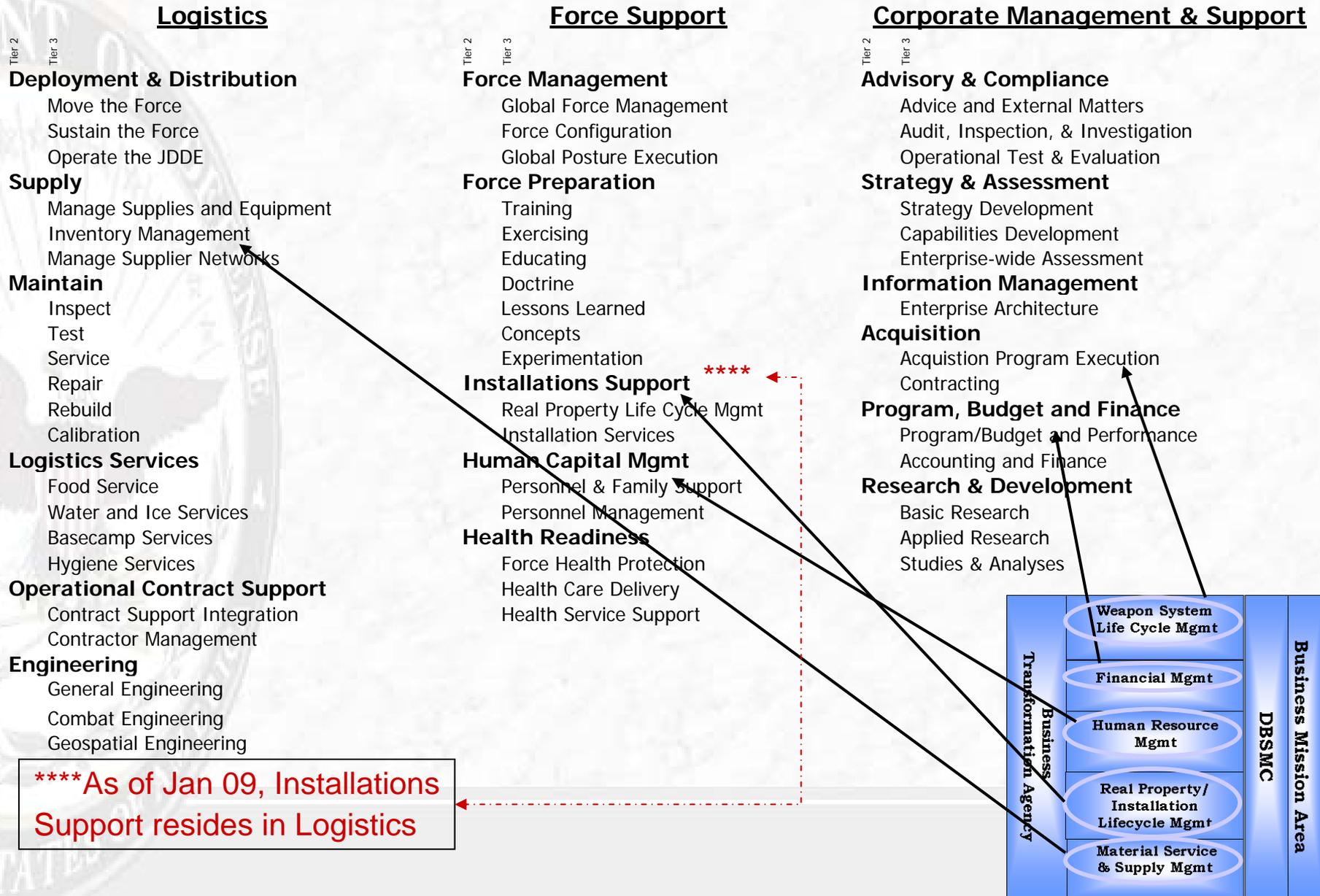
## ***Where We Are Today***

- **FY 2009 Budget Request Summary Justification**
  - Included a section on Capability Portfolio Management in Force Development
  - Highlighted Battlespace Awareness, C2, Net-Centric and Logistics
- **POM-10 Expanded this to cover other (all) CPMs**
- **Nine Capability Portfolio Managers all operating**
  - at varying levels of maturity and in very different ways
    - E.G. Logistics is heavy process focused, and Net-Centric is heavy systems focused
  - All participated in development of the Guidance for the Development of the Force
  - All are participated in the FY 2010 POM development
  - Some are participating in other core processes
- **Capability Portfolio Management Directive DoDD 7045.aa signed Sep 08.**

# Business Mission Area



# Business Mission Area Linkages



The seal of the United States Department of Justice is partially visible on the left side of the slide. It features an eagle with wings spread, perched on a shield with vertical stripes, and holding an olive branch and arrows. The words "DEPARTMENT OF JUSTICE" and "UNITED STATES OF AMERICA" are inscribed around the eagle.

***Questions?***