



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

JUN 14 2012

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Rapidly Fulfilling Combatant Commander Urgent Operational Needs

On March 30, 2012, I convened the Deputy's Management Action Group (DMAG) to consider improvements to the Department's process for addressing Combatant Commander (COCOM) urgent operational needs (UONs). Based on the DMAG's findings, I am directing the Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)) to develop and coordinate, within 30 days of this memo, a DoD issuance for my signature that establishes policy, assigns responsibilities, and prescribes procedures to facilitate the rapid delivery of capabilities to support UONs.

This issuance shall address, at a minimum, how the Department will quickly identify and prioritize requirements, identify and execute rapid acquisition actions, and allocate resources on a more expedited timetable than the traditional Joint Capabilities Integration Development System (JCIDS), Planning, Programming, Budgeting, and Execution System (PPBES), and Defense Acquisition System (DAS) would allow. To the extent possible, DoD policy and procedures shall support parallel, rather than sequential, processes of requirements refinement, acquisition execution, and resourcing, to expedite delivery of solutions. The issuance shall address the need for a disciplined and transparent process for seeking Congressional approval of needed reprogramming.

The Chairman of the Joint Chiefs of Staff (CJCS) shall use established procedures through which the COCOMs may identify urgent capability gaps that represent significant near-term risk to either mission success, or to the safety of U.S. forces. Those gaps may be associated with an ongoing contingency, or may represent such significant risk to future missions that the COCOM believes urgent out-of-cycle resourcing and acquisition actions are justified.

In validating such requirements, the CJCS should consider both the operational risk and the likely impact of not addressing the capability gap. Once the CJCS validates the gap, the USD(AT&L), or the relevant Service Acquisition Executive, as applicable, shall establish policy and procedures to identify and assess alternatives, and to determine whether a suitable initial capability can be fielded within 24 months. Upon assignment of a validated UON for execution, DoD components shall use all available authorities expeditiously to identify, fund, develop, assess, produce, deploy, and sustain UON solutions.

The Senior Integration Group (SIG) for the Resolution of Joint Urgent Operational Needs (JUONs) (i.e., the "Warfighter SIG") shall be responsible for oversight of the Department's urgent needs processes and shall have the authority to prioritize and direct actions to meet urgent COCOM requirements.



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As the Department transitions responsibilities in Operation Enduring Freedom and renews its focus on broader national security priorities, these actions to establish policy, responsibilities, and procedures for supporting urgent COCOM needs will enable the agile and adaptive processes necessary to confront uncertain and rapidly changing threats to our national security.



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