12\textsuperscript{TH} ICCRTS
“Adapting C2 to the 21\textsuperscript{st} Century”

Title: Managing a Portfolio of C2 Programs

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

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27 November 2006
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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.