L3 communications

Titan Group

Effective Decision Making

Linking Strategy to Execution Success

Vaughn P. Fox

Agenda

- Current Issues Regarding Decision Making
- Purpose of Architectures
- Introduction to Effective Decision Making (EDM)
- Managing Knowledge
- EDM Approach and Demonstration
- Architecture Enhancements
- Summary

Current Issues Regarding Decision Making

- **Requirements Management:** Organizations experience problems documenting and updating individual, collective and essential tasks supporting the mission and vision

- **Risk Management:** Failure to identify and address all risks leads to significant shortfalls not being identified, characterized, or mitigated

- **Interface Management:** Operational architectures are independently developed (within their narrow piece of the battlespace)

- **Reuse of Information:** Stove piped capabilities makes it difficult to reuse validated information

- **Quality Control:** The threshold values for metrics supporting the approved standards and conditions are not traced across individual, collective and essential tasks

- **Strategic Alignment:** Information contained in the Enterprise Architecture is not always aligned to the strategic vision, mission, goals and organizational objectives

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Purpose of Architectures

- The purpose of C4ISR architectures is to improve capabilities by enabling the quick synthesis of "go-to-war" requirements with sound investments leading to the rapid employment of improved operational capabilities, and enabling the efficient engineering of warrior systems

- Architectures provide a mechanism for understanding and managing complexity

  Ref: Department of Defense Architecture Framework

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Introduction to Effective Decision Making (EDM)

- EDM is a Decision Support Capability

- EDM transitions information to actions through decisions

- Outputs from approved decisions:
  - Dynamically update situational awareness briefs
  - Updates architecture products identifying:
    - Doctrine, Organization, Training, Material, Leadership, Personnel, Facilities (DOTMLPF)
  - Identifies DOTMLPF gaps and strengths associated with each command capability

- Leverages data validated by stakeholders to update architecture products producing a re-usable knowledge base

  - Enables users to measure progress and performance
  - Promotes capability based solutions to achieve desired effects

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Introduction to Effective Decision Making

ARCHITECTURE MODULE UPDATES ARCHITECTURE PRODUCTS

5 BRIEFING MODULE

(Outputs from decisions dynamically update briefing templates)

1 LOGGER MODULE

(Archives & Logs Data)

2 ASSESSMENT MODULE

(Generates Decision Recommendation)

3 DECISION AND EVALUATION MODULE

(Outputs from Decisions update situational awareness briefs, visual templates and Architecture products)

4 VISUALIZATION MODULE

(Outputs from decisions Dynamically update visual templates)

6 PLANNING MODULE

(outputs from decisions update inputs, actions and outputs supporting each step of the planning process)

ARCHITECTURE MODULE UPDATES ARCHITECTURE PRODUCTS 7

INFORMATION HIERARCHY

SITUATIONAL AWARENESS (VISUALIZATION)

1 **RAW DATA**

- Intelligence (GCCS-I3)
- Logistics (LOG AIS)
- Land (GCCS-J)
- Maritime (GCCS-M)
- Air (TBMCS)
- Interagency (JRIES)
- Force Protection (JPEN)
- Fires (TBMCS)

- **Event Name**
- **First Responder Actions**
- **Critical Data**
- **Weather**
- **Time (DTG)**

San Onofre Nuclear Scenario

2 **PROCESSED INFORMATION**

ASSESSMENT

Decision Recommendation

3 **KNOWLEDGE**

STRATEGIC AWARENESS

COLLABORATION

Apply Judgment & Intuitive Reasoning against knowledge gained to attain a level of understanding to be willing to make a decision

4 **UNDERSTANDING**

DECISION & EVALUATION

5 **PLANNING**

- **Threat**
- **OPR**
- **Desired Effects**
- **Time Schedule**

Decision Recommendation

Threat/Act: **EMIO confirmed VBIED**   OPR: JOC

DESCRIPTION/ASSESSMENT:
- Affected CCIR: 1 and 2
- NORTHCOM FPCON level elevated to yellow by AT/FP in response elevated FPCON by three local NYC area commanders and the DHS advisory level elevation
- VOI has been confirmed as VBIED with terrorist cell members
- Current location: 300 miles off the coast of NYC.
- ETA: 9 days
- Threshold: Credible
- Urgency: Mission Critical   **TIME**
- VOI approaching NYC. Terrorist activity threatening the RNC

ACTIONS:
- -telephone J3

DECISIONS:

14 Jul   4 Aug   10 Aug   16 Aug   19 A   22 Aug   30 Aug -2 Sep

EXORD   COMMEX   TTX

JTF RNC Brief to CDR   RNC NY, NY

SITUATIONAL AWARENESS (BRIEF UPDATES)

EDM MODULES SUPPORTING THE INFORMATION HIERARCHY

1

RAW DATA

LOGGER MODULE:

Enables users to Archive and Log data with value

- Intelligence (GCCS-I3)
- Logistics (LOG AIS)
- Land (GCCS-J)
- Maritime (GCCS-M)
- Air (TBMCS)
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- Fires (TBMCS)

VISUALIZATION MODULE

4

- •Event Name
- •First Responder Actions
- •Critical Data
- •Weather
- •Time (DTG)

San Onofre Nuclear Scenario

PROCESSED INFORMATION

ASSESSMENT MODULE

Decision Recommendation

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Apply Judgment & Intuitive Reasoning against knowledge gained to attain a level of understanding you are willing to make a decision

DECISION & EVALUATION MODULE

6

PLANNING MODULE

- •Threat
- •OPR
- •Desired Effects
- •Time Schedule

7

Decision Recommendation

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EXORD   COMMEX   TTX   JTF RNC Bold to CDR   RNC NY, NY

Architecture Module:
- •Outputs from decisions update architecture products
- •Architecture data promotes knowledge
- •Stakeholders apply knowledge to influence changes

BRIEFING MODULE

5

How EDM and Architecture Supports C2

The Following Operational (OP) Threads provide examples as to how architecture data supports Command-level Processes

(1) **OP Thread 1:** Supports JCIDS Stakeholders
- Example: POM Gap Analysis
  - Use architecture data as input to POM Gap Analysis process

(2) **OP Thread 2:** Supports Warfighting Stakeholders
- Example: Request for Federal Assistance
  - Verification of process to refine and validate EA data
  - Use EA data to support planning and execution
  - Use EA data to refine command-level warfighting processes

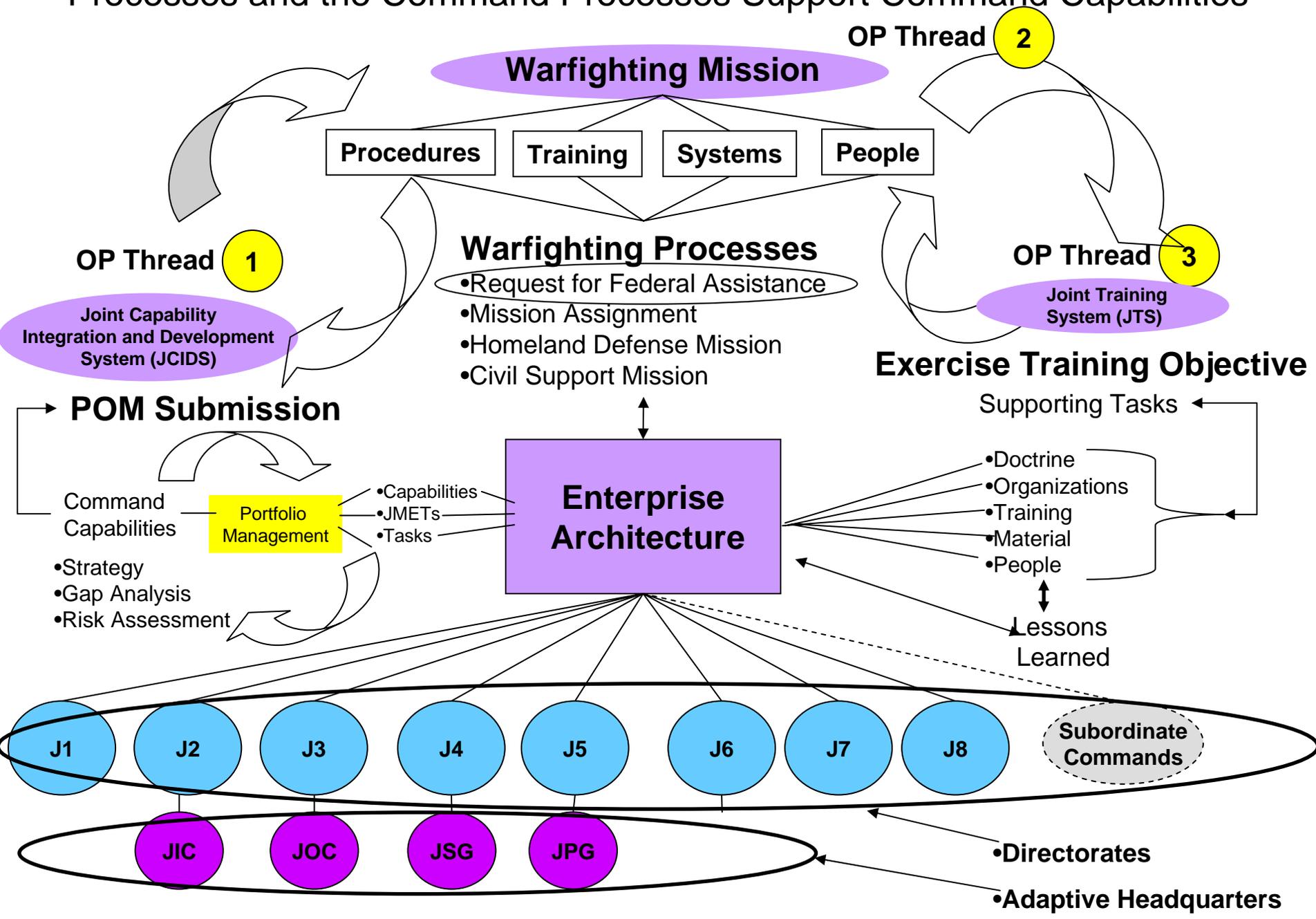**(3)** **OP Thread 3:** Supports Joint Training System Stakeholders
- Example: Training Exercise Objectives
  - Queries Identify architecture data supporting Training Exercise Objectives
  - Users apply data to prepare for the command exercise
  - Architecture data transitions to actions supporting the exercise
  - Lessons learned from the exercise updates architecture data

…Examples on next slide

communications

EDM Updates Architecture Products, Architecture Products Support Command Processes and the Command Processes Support Command Capabilities

Warfighting Mission

OP Thread **2**

Procedures | Training | Systems | People

OP Thread **1**

Warfighting Processes
- Request for Federal Assistance
- Mission Assignment
- Homeland Defense Mission
- Civil Support Mission

OP Thread **3**

Joint Capability Integration and Development System (JCIDS)

Joint Training System (JTS)

Exercise Training Objective

POM Submission

Supporting Tasks

Command Capabilities

Portfolio Management

- Capabilities
- JMETs
- Tasks

Enterprise Architecture

- Doctrine
- Organizations
- Training
- Material
- People

- Strategy
- Gap Analysis
- Risk Assessment

Lessons Learned

J1 | J2 | J3 | J4 | J5 | J6 | J7 | J8

Subordinate Commands

JIC | JOC | JSG | JPG

- Directorates
- Adaptive Headquarters

Architecture Enhancements Influenced by EDM:

- Outputs from decisions dynamically updates architecture products
- The Operational View combined with the Technical View drives the Systems View
- Data validated by Stakeholders continues to update architecture products
- Architecture becomes knowledge base for validated data
- Validated data supports warfighting & administrative processes
- Warfighting and administrative processes support command capabilities
- Command capabilities achieve desired effects

Validated Tasks supporting Core Processes forms the foundation of Operational View

Operational View

Links Operational data with Technical standards to generate System solutions: described by Systems View architecture products

Information Exchange Capabilities

Systems View (as is & to be)

Technical View

Technical Standards & Conventions Comply with the Joint Technical Architecture

Architecture Data: Promotes knowledge, which is dynamically updated every time stakeholders make decisions: achieves mission and vision success

EDM Helps Stakeholders to Mitigate Risks While Managing Knowledge and Investments

- Innovative Approach
  - Stakeholders validate Tasks through decisions
    - Tasks support command processes
      - Warfighting & Administrative Processes: Major Muscle Movements
      - Tasks to complete processes: Eyes & ears linked to brain
- Results validated by Stakeholders produce:
  - Improved performance through enhanced procedures: **D**octrine
  - Refines key relationships: **O**rganization
  - Improves Training Standards & Conditions: **T**raining
  - Increases system & network efficiency: **M**ateriel
  - Streamlines assessment & decision-making processes: **L**eadership
  - Improves quality of information exchanged: **P**ersonnel
  - Refines operational facilities: **F**acilities
- Enhances value of Architecture data

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EDM Approach

1. Associate references to tasks supporting mission and vision
2. Identify essential, collective and individual tasks
3. Confirm Responsible Stakeholders
4. Group tasks and align them to responsible organizations
5. Confirm command processes (warfighting and administrative)
6. Refine tasks (essential, collective, individual)
7. Confirm DOTMLPF to complete tasks
8. Validate actions to complete tasks and supporting DOTMLPF through decisions
9. Evaluate success using criteria derived from standards and conditions associated with validated tasks
10. Continue to update architecture products through decisions achieving desired effects

…Example on next slide

communications

EDM Approach

10

→ *…new decisions*

9

2

1
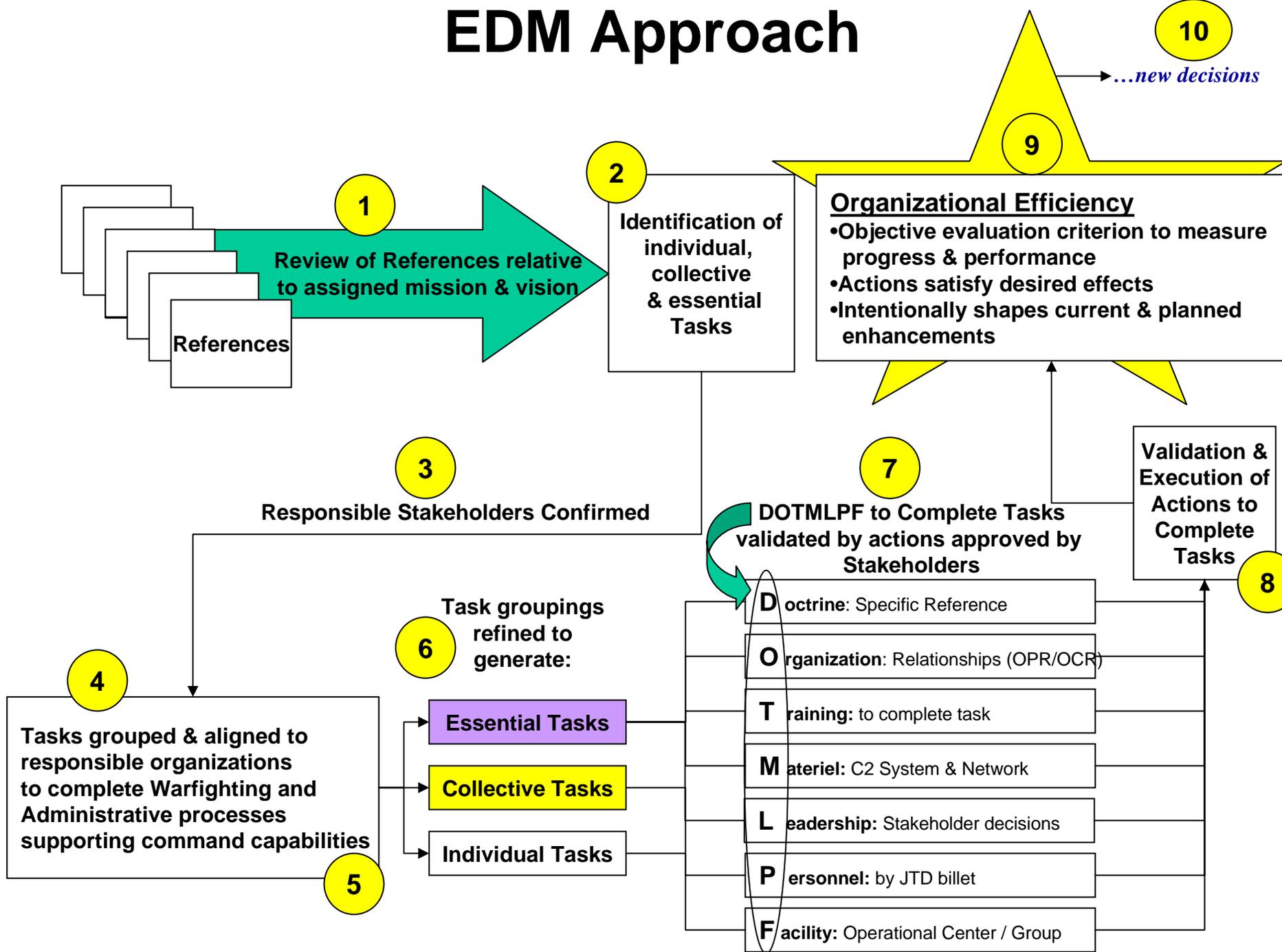
Review of References relative to assigned mission & vision

References

Identification of individual, collective & essential Tasks

Organizational Efficiency
- **Objective evaluation criterion to measure progress & performance**
- **Actions satisfy desired effects**
- **Intentionally shapes current & planned enhancements**

3

Responsible Stakeholders Confirmed

7

DOTMLPF to Complete Tasks validated by actions approved by Stakeholders

Validation & Execution of Actions to Complete Tasks

8

Task groupings refined to generate:

6

4

Tasks grouped & aligned to responsible organizations to complete Warfighting and Administrative processes supporting command capabilities

5

Essential Tasks

Collective Tasks

Individual Tasks

D octrine: Specific Reference

O rganization: Relationships (OPR/OCR)

T raining: to complete task

M ateriel: C2 System & Network

L eadership: Stakeholder decisions

P ersonnel: by JTD billet

F acility: Operational Center / Group

Mapping User Requirements

- Capture individual, collective and essential tasks supporting warfighting and business processes
- Identify DOTMLPF to complete individual, collective and essential tasks
- Confirm Stakeholders to validate and update tasks supporting core processes
- Generate database schemas to maintain data integrity
- Results validated by stakeholders dynamically updates architecture knowledge base
  - Knowledge base promotes organizational learning across communities of interest

communications

Example of Essential, Collective and Individual Tasks

JMET	ESSENTIAL TASKS (Identified as COG Essential or Domain Essential)	COLLECTIVE TASKS	INDIVIDUAL TASKS (Actions to complete Collective Tasks)	OPR	OCR	REFERENCE
	ESSENTIAL COG TASKS					
ST 5.1 Enable C2 and Decision Making Through a Trusted Information Exchange Environment ST 2.4 Analyze and Produce Theater Strategic Intelligence and Prepare Intelligence Products	Monitor, track, and report information satisfying CCIR and asymmetric threats affecting HLD and CS missions.					
		Manage CCIR supporting key decisions and desired effects for HLD and CS missions		COG Crew		NC CONOP
		Assess critical information and asymmetric threat updates.		COG Crew	CIFG IC	Civil Support CONEMP HLD CONEMP
			Reviewing open source info and intel	COG Crew	CIFG IC	
ST 5.1 Enable C2 and Decision Making Through a Trusted Information Exchange Environment	Exercise theater C2 while coordinating crisis-planning activities			COG Director	BS nodes, components, subordinate commands, JS/J3, NMCC, ASD/HD and HSOC	NC Battle Staff SOP
ST 5.4 Provide Strategic Direction to Theater Forces		COG director briefs Joint Operations Executive Director and CEB, as appropriate and takes decisions/direction back to the COG for action.		COG Director	CEB, Executive Director	NC Battle Staff SOP

L3 communications

Example of Warfighting Process: Managing Commander's Critical Information Requirements (CCIR)

Evaluate Command Vision and JMETL 1	
Planners	

Develop CCIR List 2	
Planners	

Validate CCIR List 3	
Commander	

Monitor and Update as Appropriate 6	
JOC	

Publish CCIR Lists 5	
JOC	

Receive Commander's Concurrence 4	
JOC	

Determine Actions to Satisfy CCIR 7	
JOC, Planners	

Report on CCIR Completion 8	
JOC	

Maintain CCIR List 9	
JOC	
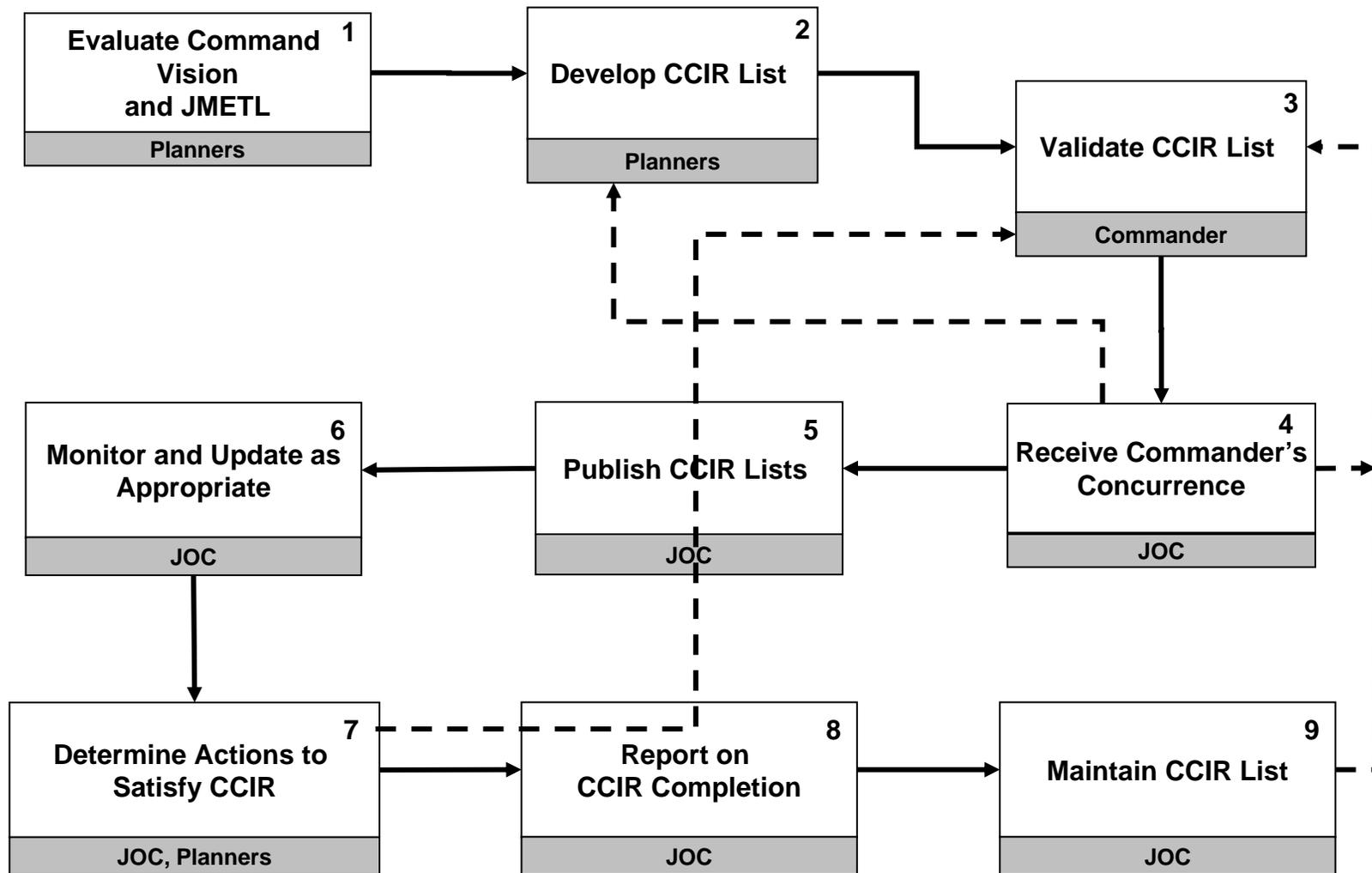
Benefits of Requirements Management

- **Subtle difference from traditional approaches generates significant return on investment**
  - Traditional Approach: Acts upon results of survey
    - Documenting what people do, does not help if what they are doing is wrong
    - Results are not always linked to mission & vision
  - EDM Approach: Acts upon results from experience and approved / emerging references
    - Enables users to learn as they validate results
    - Results are always linked to mission & vision
- **Through validation process: Stakeholder take ownership of results**
- **Validated Results: form foundation of the Architecture Knowledge Base**
- **Validated results reflect individual, collective and essential tasks and supporting resources, to include:**
  - **Doctrine** to complete tasks
  - **Organizational relationships** to complete tasks
  - **Training** to complete tasks
  - **Materiel** (i.e., systems & networks) to complete tasks
  - **Personnel** to complete tasks
  - **Facilities** to complete tasks
  - **Information exchange** to complete tasks
- **Results identify DOTMLPF GAPS**
- **Validated results are further refined through the assessment process**
  - *...next slide*

communications

EDM in Action – Setting the Stage for the Demo

- Simplistic process
- Centered around "what" users need to do
- Helps users to refine what information is important, even when faced with change(s)
- Reinforces staff coordination process
- Generates a Decision Recommendation
  - Assessment provides supporting details
- Approved Decision Recommendation generates:
  - A Decision
  - Decision influences actions and issues achieving desired effects
  - Outputs from decisions generate evaluation criterion
- Responsible COIs provide feedback to address evaluation criterion

….Next series of slides provide an example of EDM modules

communications

Operations Portal

NORTHCOM Home   Command News   Sites   Topics   Publications Library   Training   Directorates   Tools

Situational Awareness

Search

CLASSIFICATION BANNER

TIME ZONES	TIME ZONES	TIME ZONES	TIME ZONES	TIME ZONES	TIME ZONES	TIME ZONES

Quick Launch

Divisions/Branches
(Cascading)

Battle Cells
(Listed)

C2 Nodes
(Listed)

External Links
COCOMS
Sub-Commands
Combatant Commands
Branches of Services

National Alert and Security Status

DOD Force Protection

NORTHCOM	▮
PENTAGON	▮
MEXICO	▮
DEFCON	☐
CANADA SAL	☐
DOD INFOCON	☐
REDCON	☐
ONE LEVEL	☐
NCR IADS	☐
MAP	
USCG MSL	☐

HS_____ ___EM

CSAM INTRO

- Current Intel
- Theater Weather

Friday 23 Jun 06   1500 MTD

Current Operations

HLD

AIR	SPACE
LAND	MISSILE
MARITIME	C2 / CYBER

CS

- ON-GOING MISSIONS

Future Operations

- POTUS / VPOTUS SPT

RNC	UNGA
IMF	Debates
Election Day	Holidays
Inauguration	BSJ

Strategic / Operational Issues

- Strategic Priorities
- Synchronization Matrix
- Operational Update
- Staff Update
- Decision Recap
- Crosstalk / Guidance

LINKS

| CCIR | Strategic Priorities |

- CDR's Focus Area
- NMCC Slide Set

EDM Portal highlights status:
Green: No Change
Yellow: Change
Red: Triggered CCIR criteria

CLASSIFICATION BANNER

Operations Portal

JOC

CLAS...

TIME ... | TIME ZONES | ...ONES | TIME ZONES

JOC Maritime Position Log Entry

Submitted by: JIC Intel Rep	*23 June 2006 1500 MT*
Administrative ☐	**Operational** ☒

Classification   FOR OFFICIAL USE ONLY ▼

Entry Title: VOI Suspect VBIED

Description:
**VOI is potentially transporting a Vessel Borne
Improvised Explosive Device (VBID).
The cargo manifest also indicates
that several suspect crew members
are affiliated with known terrorist
cells**

Estimated Location: 100 miles port of Yemen

ETA/Destination: 23 days ETA . Destination NYC

Information Source: ONI GCCS VOI Track and CIFG

Action Completed:

-Maintain vigilance of VOI
-Notify COG Chief and Maritime Domain

Status   OPEN ▼

Cross Post   ▼

Attachments   VOI Overlay   1500 1 AUG 04   [Search]

[Assessment/Recommendation?]   [Submit Log Entry]

EDM Logger: enables JIC Intel Rep to Cross Post log entry so "JOC Maritime Rep" can be alerted

14 August 2004 1500 MTD

Log Entry

Date/Time

Date/Time

Friday 23 Jun 06   1500 MTD

My Calendar

Wednesday, May 26

8 am	
9 00	WAR Inputs
	Project Lead Meeting (Please Read Below) (Building 1 Cafeteria) NG Portal Meeting (LCR - Bldg 1470)
10 00	
11 00	Farewell Luncheon in Honor of LtCol Garcia (Johnny Carino's)
12 pm	
1 00	
2 00	
3 00	
4 00	
5 00	
6 00	

		Received ▽
FP Portal		Mon 5/24/2004 11:...
		Mon 5/24/2004 11:...
		Mon 5/24/2004 10:...
		Fri 5/21/2004 1:11 ...
		Fri 5/21/2004 11:0...
DP-04	Hernandez Jos... Farewell Luncheon in Honor of LtCol Garcia	Thu 5/20/2004 2:2...
IPR	Bennett Libby ... RE: Content Managers Training Complete	Thu 5/20/2004 1:2...
Phonebook	NORAD USNO... Content Manager Training	Thu 5/20/2004 10:...
UD-04	Billard Robert ... FW: IT Request # 04-1798, J3, DISASTER RELIEF OPERATIONS portal pages	Thu 5/20/2004 7:0...
IMWG	BryanSharratt... Re: TerraFly Spatial Imagery System	Tue 5/18/2004 8:0...
COP Conference	Van Aulen Dar... RE: Portal Content Manager Training	Tue 5/18/2004 12:...
Data Standardizal	Stephenson M... FW: DYMANIC TEAMING ACTD - DIRECTORY SERVICES	Mon 5/17/2004 1:1...
IM Plan	Bush Mark Con... RE: SG's PORTAL REQUEST	Mon 5/17/2004 12:...
TCS		

JPLNC

AMHS

DCTS

NORTH

JOC

CLAS

TIM

Submitted by: **JIC Intel Domain**

Classification FOR OFFICIAL USE ONLY

Entry Title: *VOI Suspect VBIED*

EDM Assessment module: enables JIC Intel Rep to coordinate with multiple COIs to leverage log entries and COI knowledge to produce a coordinated decision recommendation

Quick Launch

1.) Does information effect the CCIR? **Yes** [X] **No** [ ]

  If Yes, select the effected CCIR: [1 and 2 ▼]

2.) What is the threat/act?

  Description: VOI is potentially transporting a Vessel Borne Improvised Explosive Device (VBIED). The cargo manifest also indicates that several suspect crew members are affiliated with known terrorist cells

  Estimated Location: 100 miles port of Yemen

  ETA/Destination: 23 days ETA . Destination NYC

3.) What is the threshold?

  Credible [X] **Less Credible** [ ] **Non-Specific** [ ]

4.) Alert notification

  a. Select agencies/groups recommended for alert [▼]

  b. Urgency of assessment/decision recommendation

    Mission Critical [ ] **Routine** [ ]

    (TIME SENSITIVE) **Non-TIME SENSITIVE**

5.) Does information/status change have strategic implications? **Yes** [ ] **No** [ ]

  If yes, identify the implications

6.) Does inform mission/event? Yes [ ] No [ ]

  If yes, select the [▼]

  effected mission/event

7.) Does information potential have **Yes** [ ] **No** [ ]

Command level decision?

8.) Does information warrant a CSAM update? **Yes** [ ] **No** [ ]

9.) Actions Completed

  -Maintain vigilance of VOI
  -Notify JOC Chief and Maritime Domain

10.) Recommended decisions to achieve desired effects

  [Recall planning and execution teams] ▼]

11.) Comments

12.) Attach visual depiction of timeline for threat/act

  [ ] [Search]

13.) Send assessment to: [▼]

  Submit Assessment/Recommendation

CLAS

Operations Portal

NORTHCOM Home   Command News   Sites   Topics   Publications Library   Training   Directorates   Tools

JOC Maritime Domain Watch: (Individual's Name)

Search

CLASSIFICATION BANNER

TIME ZONES	TIME ZONES	TIME ZONES	TIME ZONES	TIME ZONES	TIME ZONES	TIME ZONES

Quick Launch

Divisions/Branches

(Cascading)

Battle Cells

(Listed)

C2 Nodes

(Listed)

External Links

COCOMS

Sub-Commands

Combatant Commands

Branches of Services

My Documents

AF/TP Tools

JPENS

AMHS

DCTS

My Workspace Sites

Domain Aware/Technology WKGP
IM Plan WKGP

My Alerts

EDM Logger provides alerts of new LOG entries

COG Maritime Position Log   **Log Entry**

Classification:	**FOUO**	
Entry Title:	**VOI Suspect VBIED *NEW!***	**1 Aug 2004 1500**

Classification:	**Unclassified**	
Entry Title:	**Title for Entry**	**Date/Time**

My Inbox

Inbox

Folder List	!	□	∇	⦿	From	Subject	Received ∇
⊟ Inbox (1)					Jackson Micha...	Request for Password Protected Link on AT/FP Portal	Mon 5/24/2004 11:...
CHAT					Hernandez Jos...	J623 Branch Meeting	Mon 5/24/2004 11:...
DCTS				⦿	Mueller Karl C ...	Hi Gang	Mon 5/24/2004 10:...
DSEL				⦿	Billard Robert ...	FW: ASOCC and J34 requirements	Fri 5/21/2004 1:11 ...
⊟ Exercises					Ehrmann Micha...	RE: Content Manager Training	Fri 5/21/2004 11:0...
⊞ DP-04				⦿	Hernandez Jos...	Farewell Luncheon in Honor of LtCol Garcia	Thu 5/20/2004 2:2...
IPR					Bennett Libby ...	RE: Content Managers Training Complete	Thu 5/20/2004 1:2...
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⊞ UD-04				⦿	Billard Robert ...	FW: IT Request # 04-1798, J3, DISASTER RELIEF OPERATIONS portal pages	Thu 5/20/2004 7:0...
⊟ IMWG					BryanSharratt...	Re: TerraFly Spatial Imagery System	Tue 5/18/2004 8:0...
COP Conference					Van Aulen Dar...	RE: Portal Content Manager Training	Tue 5/18/2004 12:...
Data Standardizal					Stephenson M...	FW: DYMANIC TEAMING ACTD - DIRECTORY SERVICES	Mon 5/17/2004 1:1...
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TCS							

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JOC Chief: (Individual's Name)

Search [   ]

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IM Plan WKGP

My Alerts

VOI Suspect VBIED   **JOC** Maritime **J**   **23 June 2006 1500 MTD**

COG Cell Log   **Log Entry**

Classification:	**Unclassified**	
Entry Title:	**Title for Entry**	**Date/Time**

Classification:	**Unclassified**	
Entry Title:	**Title for Entry**	**Date/Time**

> EDM Logger enables stakeholders to search and reference other logs containing the same subject

My Inbox

Inbox

Folder List	X	!	D	⚑	📎	From	Subject	Received ▽
⊟ 📁 **Inbox** (1)	▲					Jackson Micha…	Request for Password Protected Link on AT/FP Portal	Mon 5/24/2004 11:…
📁 CHAT					📎	Hernandez Jos…	J623 Branch Meeting	Mon 5/24/2004 11:…
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9 00	⏰ WAR Inputs
	⏰ Project Lead Meeting (Please Read Below) (Building 1 Cafeteria)
10 00	⏰ NG Portal Meeting (LCR - Bldg 1470)
11 00	
	⏰ Farewell Luncheon in Honor of LtCol Garcia (Johnny Carino's)
12 pm	
1 00	
2 00	
3 00	
4 00	
5 00	
6 00	

CLASSIFICATION BANNER

Ope...

NORTH... aining   Directorates   Tools

JOC...   Search

CLAS...

TIM...   TIME 2...

DECISION RECOMMENDATION FOR: JOC CHIEF

Submitted by:	**JOC Maritime Lead**	*23 June 2006 1500 MT*
Classification	FOR OFFICIAL USE ONLY	View Log Entry Details
EVENT:	VOI suspect VBIED	

CCIR # 1

CCIR Description: Description of CCIR

Assessment/Decision Recommendation

-[Notification of CCIR]
-[Response to question 2 of the assessment questionnaire]
-[Set response to question 3 of the assessment questionnaire]
-[Set response to question 4]
-[Response to question 5 of the assessment questionnaire]
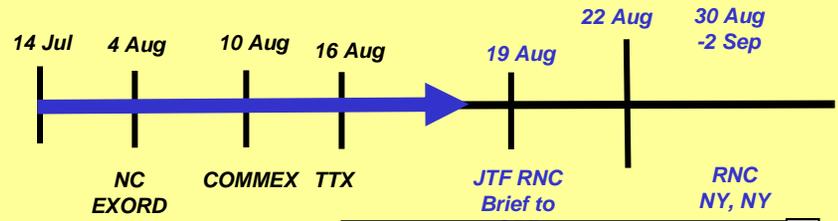-[Response to question 11 of the assessment questionnaire]

Actions Completed

-[Response to question 9 on the assessment questionnaire]

Decisions

-[Response to question 10 on the assessment questionnaire]

Identification of decisions support by CCIR – predetermined based on number selected for CCIR

Timeline

14 Jul   4 Aug   10 Aug   16 Aug   19 Aug   22 Aug   30 Aug -2 Sep

NC EXORD   COMMEX   TTX   JTF RNC Brief to   RNC NY, NY

Send assessment to: _____

Submit Decision Recommendation

Recommendation Approved

EDM Assessment Module generates a Decision Recommendation. Responsible Stakeholder can review assessment data prior to making a decision. Once decision is made, data in each field dynamically updates situational awareness briefing templates and alerts COIs responsible for feedback supporting evaluation criteria embedded in the approved decision.
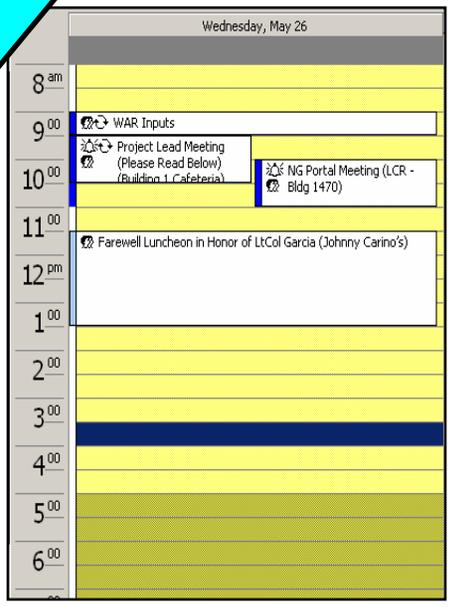
ugust 20...   y 23 Jun 06   1500 MTD

Log ...

Date/Ti...

Dat...

Wednesday, May 26

8 am
9 00   WAR Inputs
       Project Lead Meeting (Please Read Below) (Building 1 Cafeteria)   NG Portal Meeting (LCR - Bldg 1470)
10 00
11 00   Farewell Luncheon in Honor of LtCol Garcia (Johnny Carino's)
12 pm
1 00
2 00
3 00
4 00
5 00
6 00

Received
Mon 5/24/2004 11:...
Mon 5/24/2004 11:...
Mon 5/24/2004 10:...
Fri 5/21/2004 1:11 ...
Fri 5/21/2004 11:0...
Thu 5/20/2004 2:2...
Thu 5/20/2004 1:2...
Thu 5/20/2004 10:...
Thu 5/20/2004 7:0...
Tue 5/18/2004 8:0...
Tue 5/18/2004 12:...
Mon 5/17/2004 1:1...
Mon 5/17/2004 12:...

portal pages

NORT

JOC

CLAS

TIM

COG Maritime Assessment/Decision Recomm

Submitted by: **JOC Maritime Lead**

Classification FOR OFFICIAL USE ONLY

Entry Title: VOI Confirmed VBIED

Prior to approval of the decision, responsible stakeholder can review assessment data. Stakeholder may need more information, may disagree with the assessment, or approve the decision. Options generate additional actions.

1.) Does information effect the CCIR? **Yes** ☒ **No** ☐

If Yes, select the effected CCIR: 1 and 2 ▼

2.) What is the threat/act?

Description: -This entry is a trigger for CCIR 1
-NYC Local CDRS raise FPCON to yellow .
-Confirmed VBIED.

Estimated Location: 300 miles from NYC coast line

ETA/Destination: 9 days ETA . Destination NYC

3.) What is the threshold?

Credible ☒ **Less Credible** ☐ **Non-Specific** ☐

4.) Alert notification

a. Select agencies/groups recommended for alert ▼

b. Urgency of assessment/decision recommendation

Mission Critical ☒ **Routine** ☐

(TIME SENSITIVE) **Non-TIME SENSITIVE**

5.) Does information/status change have strategic implications? **Yes** ☒ **No** ☐

If yes, identify the implications

VOI approaching NYC. Terrorist activity threatening the RNC

6.) Does infor **mission/event?**

If yes, s

effected mission/event

7.) Does information potential have **Yes** ☒ **No** ☐

Command level decision?

8.) Does information warrant a CSAM update? **Yes** ☒ **No** ☐

9.) Actions Completed

-posted to COG Maritime Log
-telephoned COP Manager to supply constant VOI visual updates

10.) Recommended decisions to achieve desired effects

Recall planning and execution teams] ▼

11.) Comments

-Recommend standing up COG (-) and OPG
-Establish event site to further track and maintain VOI vigilance

12.) Attach visual depiction of timeline for threat/act

[ ] Search

13.) Send assessment to: J3 ▼

Preview Brief **Submit Assessment/Recommendation**

Decision Recommendation

Threat/Act: EMIO confirmed VBIED

OPR: JOC

DESCRIPTION/ASSESSMENT:
- Affected CCIR: 1 and 2
- NORTHCOM FPCON level elevated to yellow by AT/FP in response elevated FPCON by three local NYC area commanders and the DHS advisory level elevation
- VOI has been confirmed as VBIED with terrorist cell members
- Current location: 300 miles off the coast of NYC.
- ETA: 9 days
- Threshold: Credible
- Urgency: Mission Critical
- VOI approaching NYC. Terrorist activity threatening the RNC

Prior to making a decision, the Stakeholder can preview briefing templates influenced by the decision. Once the Stakeholder approves the decision, situational templates are dynamically updated. This is an example of the situational template.
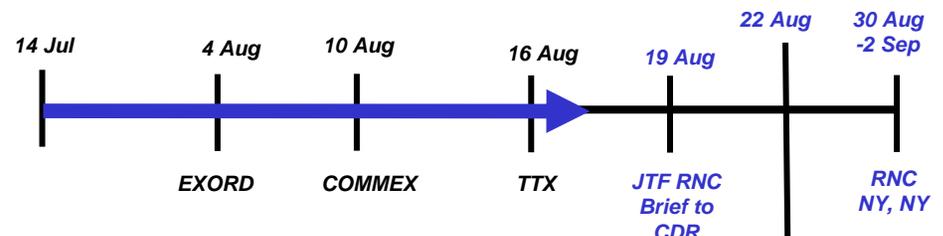
ACTIONS:
- Telephone J3

DECISIONS:
- Recall Planning and execution teams
- Create event page for possible EMIO

TIMELINE

14 Jul   4 Aug   10 Aug   16 Aug   19 Aug   22 Aug   30 Aug -2 Sep

EXORD   COMMEX   TTX   JTF RNC Brief to CDR   RNC NY, NY

Operations Portal

NORTHCOM Home   Command News   Sites   Topics   Publications Library   Training   Directorates   Tools

Situational Awareness (OPS Home)

Search [   ]

CLASSIFICATION BANNER

| TIME ZONES | TIME ZONES | TIME ZONES | TIME ZONES | TIME ZONES | TIME ZONES | TIME ZONES |

Quick Launch

Divisions/Branches
(Cascading)

Battle Cells
(Listed)

C2 Nodes
(Listed)

External Links
COCOMS
Sub-Commands
Combatant Commands
Branches of Services

National Alert and Security Status

DOD Force Protection

NORTHCOM	
PENTAGON	
MEXICO	
DEFCON	
CANADA SAL	
DOD INFOCON	
REDCON	
ONE LEVEL	
NCR IADS	
MAP	
USCG MSL	

HS ADVISORY SYSTEM

Status

DIA THREAT LEVEL

Status

CSAM INTRO

Current Intel

Theater Weather

Current Operations

HLD

AIR	SPACE
LAND	MISSILE
MARITIME	C2 / CYBER

CS

ON-GOING MISSIONS

Future Operations

POTUS / VPOTUS SPT

RNC	EMIO	UNGA
IMF		Debates
Election Day		Holidays
Inauguration		BSJ

The approved Decision triggers Alerts.

Friday 23 Jun 06   1500 MTD

Strategic / Operational Issues

Strategic Priorities

Synchronization Matrix

Operational Update

Staff Update

Decision Recap

Crosstalk / Guidance

LINKS

| CCIR | Strategic Priorities |

CDR's Focus Area

NMCC Slide Set

CLASSIFICATION BANNER

Demonstration Recap

- EDM Replicates decision-making process
  - Links C2 tenets to decision-making process
- EDM is built upon a "Logger" foundation
  - Harnesses position log information
  - Assessed position log information generates knowledge
- EDM Assessment generates Decision Recommendation
  - Decision recommendation helps user to translate knowledge to a level of understanding need by stakeholder to be willing to make a decision
- Assessment modules are customized web parts
- Assessment criterion is derived from critical information requirements supporting approved decision
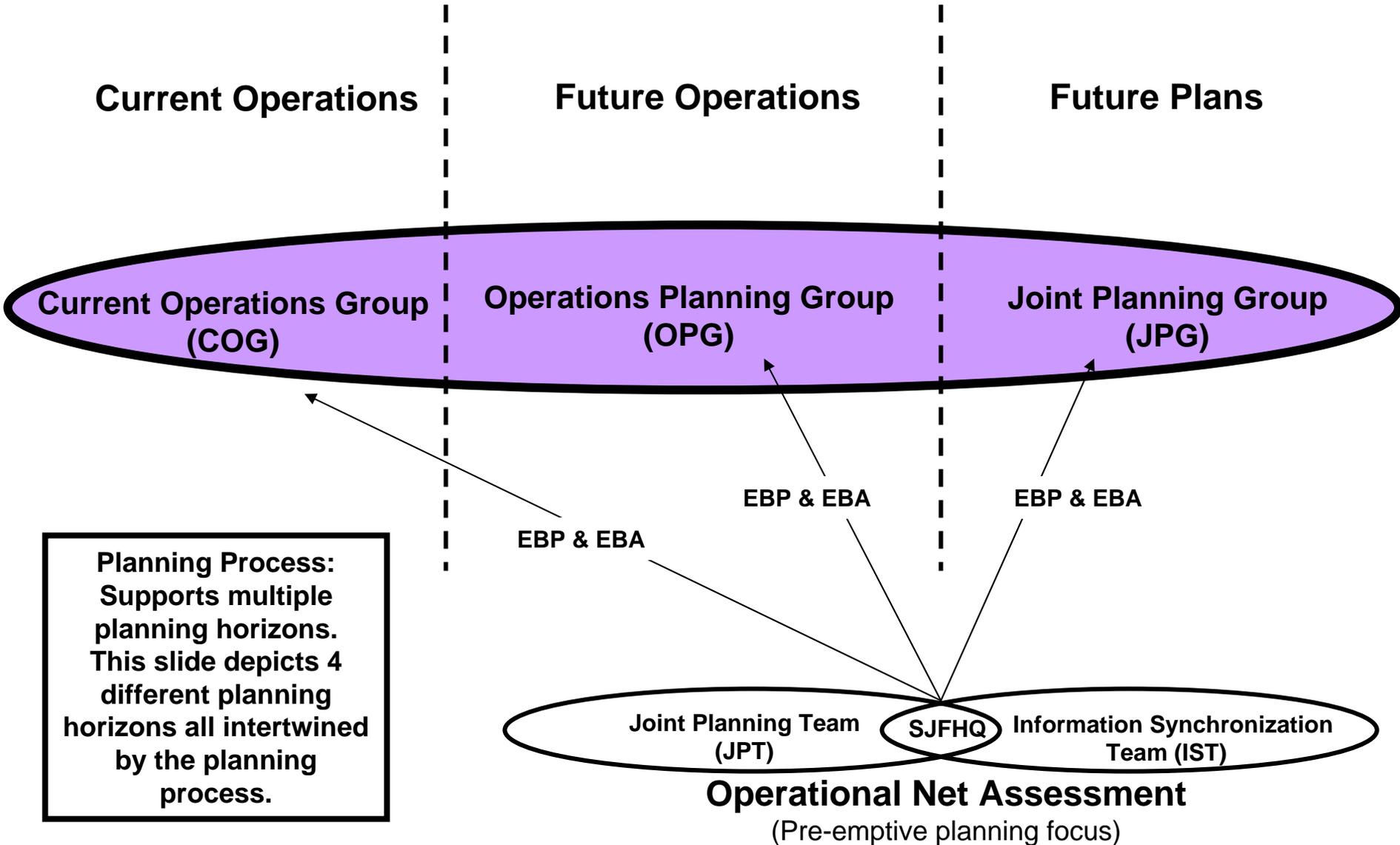
communications

Visualization and Briefing Modules Enhances Strategic Awareness

- Transitions *Situational Awareness* to ***Strategic Awareness***

- Harnesses information from multiple COIs to generate a coordinated assessment

- Assessment satisfies Strategic Awareness needs

- Strategic Awareness tailored to satisfy a specific Focus Area

- Focus Areas satisfy Commander's Interests

- Commander's Interests support mission and vision

- Strategic Awareness supports *Evaluation* to measure performance & progress to achieve **Desired Effects**

communications

EDM Planning Module

- Supports inputs, actions and outputs for each phase of the planning process
- Highlights value of information required by planners
- Identifies DOTMLPF to complete mission essential tasks supporting capabilities for approved plan
- Generates Capability-based Force Flows
- Links plans to successful execution and evaluation
- Supports multiple planning horizons
  - Versatility to develop & execute multiple plans simultaneously

communications

EDM Planning Module Supports Multiple Planning Horizons

Current Operations

Future Operations

Future Plans

Current Operations Group (COG)

Operations Planning Group (OPG)

Joint Planning Group (JPG)

EBP & EBA

EBP & EBA

EBP & EBA

Planning Process: Supports multiple planning horizons. This slide depicts 4 different planning horizons all intertwined by the planning process.

Joint Planning Team (JPT)

SJFHQ

Information Synchronization Team (IST)

Operational Net Assessment
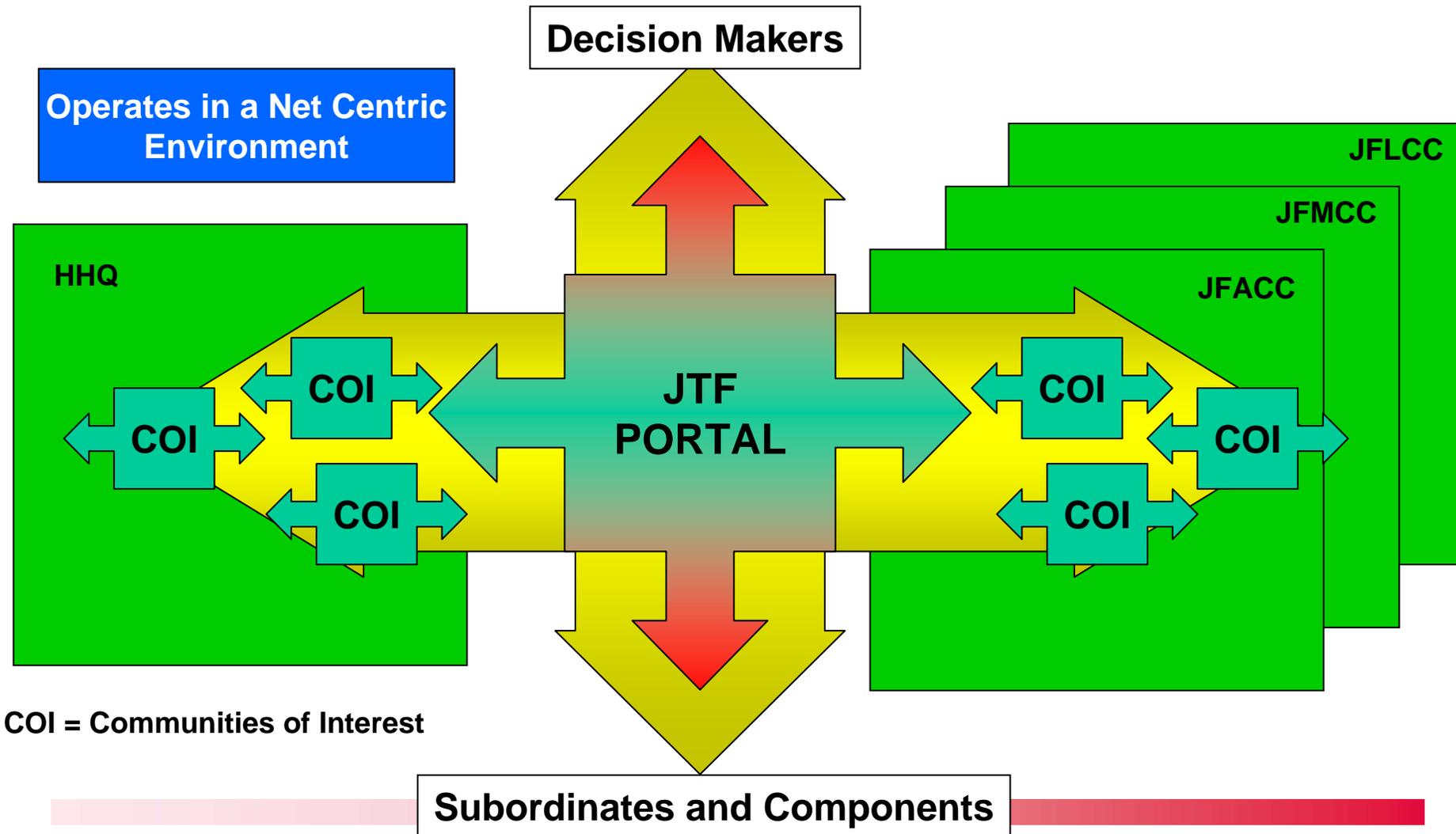(Pre-emptive planning focus)

EDM Planning Module Recap

- Reduces planning time
- Generates Capability-based Force Flow
  - Requires ID of capability attributes
  - Can be enhanced by M&S wargame of attributes
- Wargame supported by M&S to reduce errors & increase planning efficiency
- Produces Desired Effects Matrix
  - Links planning to execution
    - A planning & execution tool
- Assessment & Strategic Awareness support each phase of the planning process

communications

Benefits of EDM

- Promotes learning
- ROI: Resources and information focused on mission and vision
- Stakeholders are able to objectively evaluate progress and performance
- Strategy to execution achieved
- Improves Situational Awareness
- Decisions intentionally shape the future
- Promotes horizontal and vertical sharing of information
- Architecture becomes a reusable knowledge base
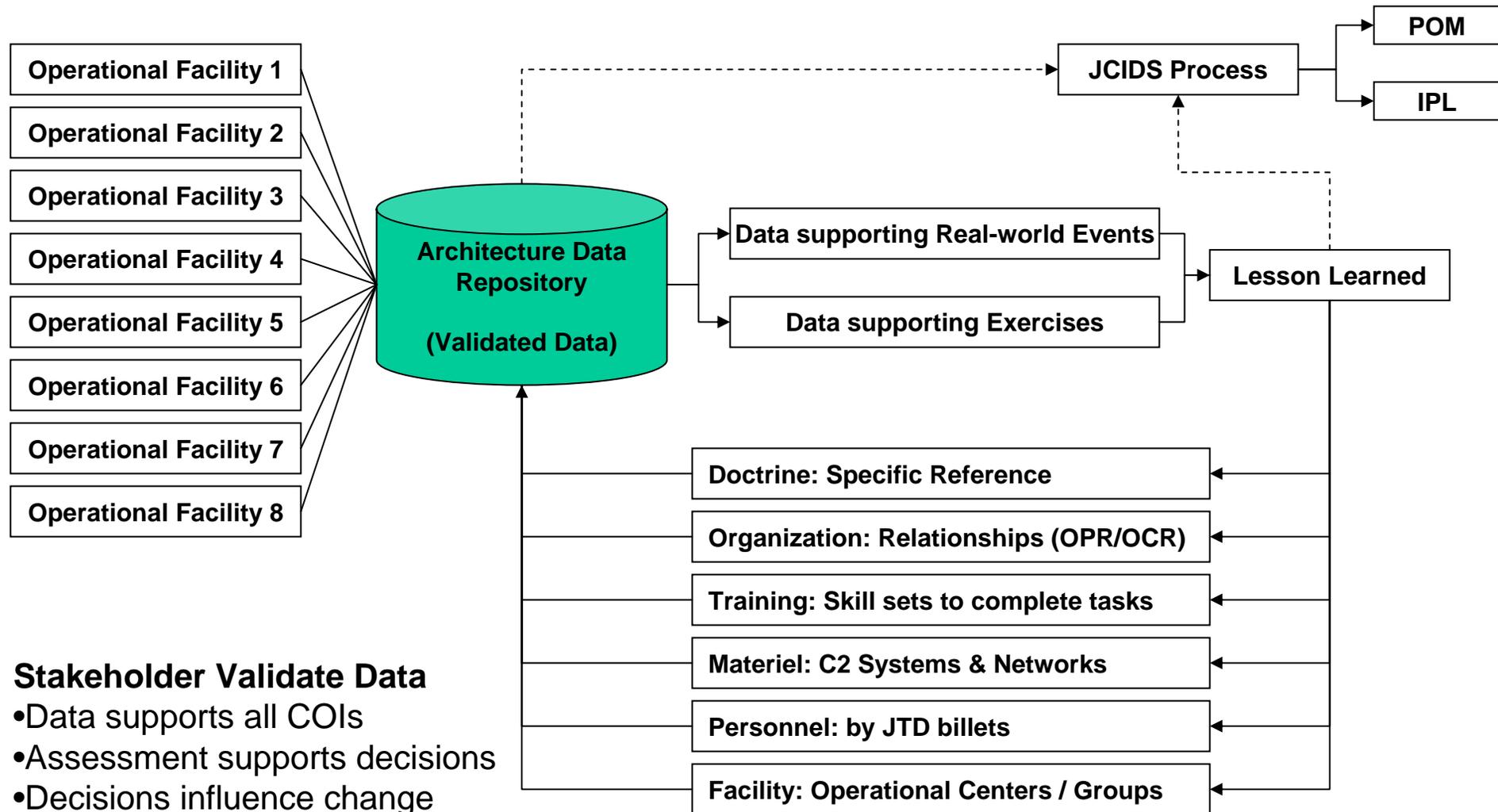
…supports a Net Centric environment

L3
communications

EDM Promotes Horizontal and Vertical Sharing of Information

Decision Makers

Operates in a Net Centric Environment

HHQ

JFLCC

JFMCC

JFACC

COI   COI   COI

JTF PORTAL

COI   COI   COI

COI = Communities of Interest

Subordinates and Components

communications

Architecture becomes a Re-useable Knowledge Base
(Decisions influences positive changes)

Operational Facility 1

Operational Facility 2

Operational Facility 3

Operational Facility 4

Operational Facility 5

Operational Facility 6

Operational Facility 7

Operational Facility 8

Architecture Data Repository

(Validated Data)

POM

IPL

JCIDS Process

Data supporting Real-world Events

Data supporting Exercises

Lesson Learned

Doctrine: Specific Reference

Organization: Relationships (OPR/OCR)

Training: Skill sets to complete tasks

Materiel: C2 Systems & Networks

Personnel: by JTD billets

Facility: Operational Centers / Groups

Stakeholder Validate Data
- Data supports all COIs
- Assessment supports decisions
- Decisions influence change
- Value of changes are clearly understood

Results: Architecture Knowledge Base Provides Quality Information to Answer Stakeholder Queries

1. What are our DOTMLPF gaps, shortfalls and duplications?

   - Identification of *Shortfalls*

2. What are prioritized solutions for our DOTMLPF gaps, shortfalls, and duplications?

   - Identification of *Projects* to satisfy validated shortfall

      - Project managed by a Portfolio linked to IPL and POM

3. What are the funding profiles for our DOTMLPF solutions?

   - *Cost* (funding) to implement, integrate and sustain approved project

4. What are the timelines for implementing our DOTMLPF solutions?

   - *Project Plan* linked to other projects managed by designated Investment Management Portfolio

5. What are the technical standards for our enterprises and are we compliant?

   - *Project complies with technical standards* unless waiver is approved

L3 communications

Benefits of Architecture Knowledge Base

1
- **Identifies relationships between User Needs, Projects, Services and Standards**
- **Links Technical Architecture to Operational Information Exchanges**
- **Enables stakeholders to read vital signs to identify gaps and duplications**
  - **Provides a re-usable knowledge base**
- **Enables users to leverage the architecture to satisfy mission & administrative processes**

Operational View

EA

System View
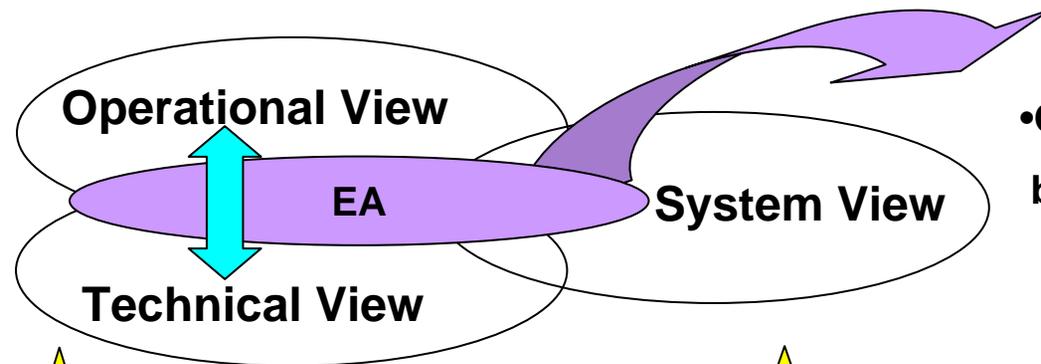
Technical View

- **Operational needs drive system solutions based on approved technical standards**
  - **Diagnostic Approach**
  - **Successful Execution**
  - **Drives Planned Enhancements**

- **Links Information Exchange to application services**
- **Investment Management solutions are aligned to mission and vision**

2 **Links Tasks to Capabilities - supports "Task-based Capabilities"**

L3 communications

Next Step

- Refine what works: share with others
- Use what works to expand on-going initiatives
- Harness Stakeholders leadership to mentor others
  - Leverage & expand existing knowledge base
- Merge EDM solutions into Joint Decision Support Capability

L3 communications

Summary
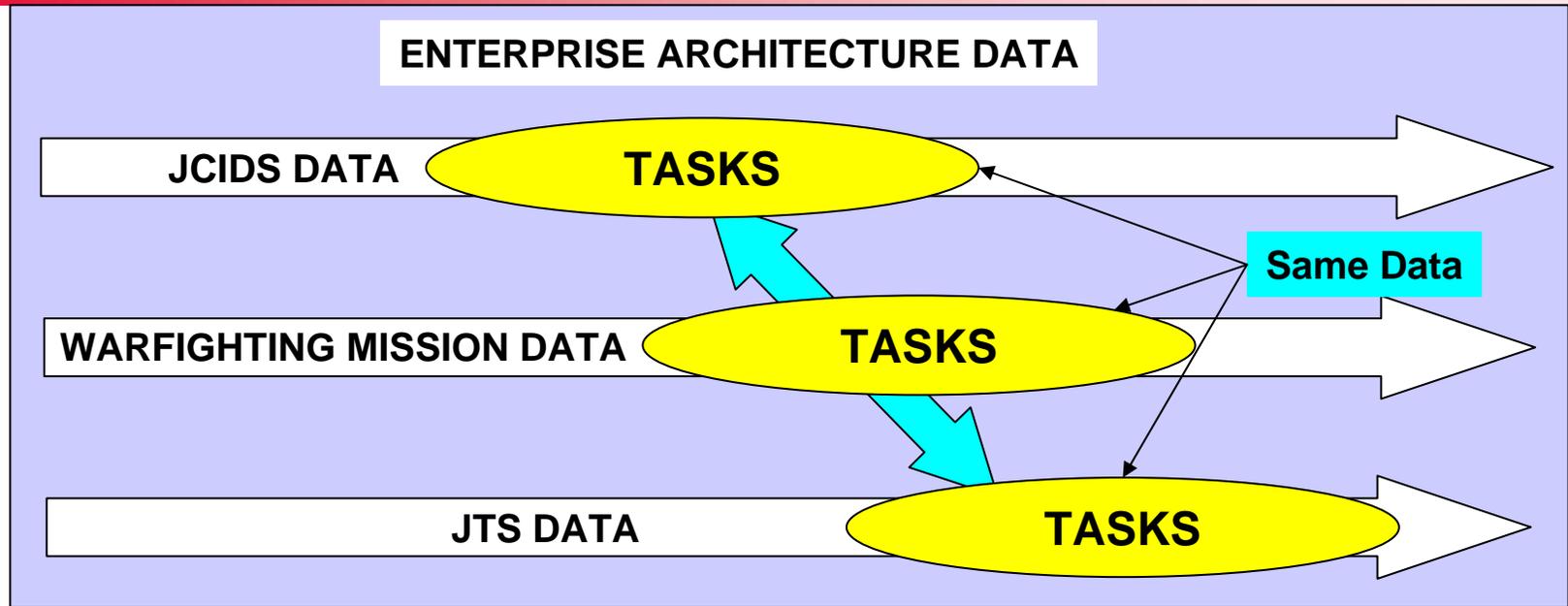
- **Stakeholders validate data every time they make a decision**

- **Quality of data improves every time a decision achieves desired effects**

- **Validated data updates architecture products**

- **Architecture data becomes a re-useable knowledge base to answer stakeholder queries**

- **Answers to queries promotes knowledge and understanding needed to shape the future**

communications

Way Ahead

- EDM Solutions:
  - Help users to measure and evaluate progress and performance
  - Apply the proper mix of people, procedures and technology to achieve desired effects
  - Improve DOTMLPF efficiency and effectiveness
  - Generate a re-useable architecture knowledge base
  - Enhance decision-making processes
  - Promote knowledge tailored to mission and vision
  - Enhance C2 and capability-based solutions through effective decisions

communications