

INFORMATION PAPER

Contingency Program Management

Purpose. Provide information on Contingency Program Management (CPM) Capability Based Assessment (CBA).

BLUF. The CPM CBA proposes a comprehensive, programmatic approach to plan and integrates Department of Defense, Whole of Government, Coalition, Host Nation, International Governmental Organization and Non-Governmental Organization capabilities to effectively acquire and efficiently deliver goods, services, and capabilities across all phases (0-V) in support of operational and national objectives resulting in unified action.

Scope. The CPM CONOPS describes a practical approach to institutionalize elements of the CPM framework across the near term (2016) and longer (2020 and beyond) timeframes. The CONOPS offers an approach to evaluate and incorporate the contributions of interorganizational partners and non-partners before resorting to a DOD contract or committing U.S. Forces. The CONOPS proposes structured collaboration, so that the JFC understands the implications of integrating interorganizational partner and non-partner capabilities to meet operational requirements and achieve unified action. While CPM activities span all phases of a military operation (0-V), the CPM emphasizes the activities conducted during steady-state (phase 0), where habitual relationships with interorganizational partners and non-partners are cultivated and inform operational planning. The CPM CONOPS enables unified action in both steady-state and complex operations.

Military Need Statement. Although disparate efforts exist to incorporate non-DoD partners into joint operations, Joint Force 2020 lacks the ability to systematically plan for, assess impact of investment and incorporate the contributions of non-DoD partners or international community to achieve unified action in steady-state and complex operations. The impacts of NOT achieving unified action are continued ineffective and inefficient use of constrained USG resources to include, treasure, lives, and time with limited success on the investment. As a result the 2015 Guidance for the Employment of the Force mandates the implementation of the tenants of CPM. Limited CCMD visualization inhibits CCMDs ability to influence and affect other than military programming and budgeting or adequately determine the cost and investment of potential operations.

CPM Framework. This CONOPS posits a CPM framework, which will expand options for the JFC by monitoring capabilities activities and drawing on the capabilities of partners and non-partners. The CPM framework provides a systematic process including; guiding principles, common operating precepts, COA development options and engagement options CCMD and JTF planners can use to produce courses-of-action (COAs) that would incorporate partner and non-partner capabilities when appropriate to fulfill operational requirements. This framework includes organizational, process and procedural changes that together deliver the potential to reduced operational costs, and reduce the footprint of U.S. Forces while still achieving the desired operational outcome and achieving unified action.

Operationalizing CPM is an interdependent process with implications spanning the strategic national through the operational and tactical levels of operation. A CPM capability will have three primary characteristics to enable unified action.

First, it applies management expertise to contingency programs during steady-state periods and develops habitual relationships and lines of communication with non-DOD organizations. CPM is fundamentally aimed at enabling the JFCs to apply program management standards to their activities and events during steady-state and complex operations. A CPM capability enables identification of gaps as well as development and coordination of cost-effective solution alternatives to satisfy mission requirements, whether the solution is executed by DOD or by partners and non-partners.

Second, a CPM capability supports development of a TCP informed by enhanced awareness of partner and non-partner capabilities and activities in the AOR. Unified action relies on a comprehensive approach—collaborating, coordinating, and seeking consensus where appropriate—among all those with a stake in a particular objective. It provides the CDR an awareness of and attention to identified or anticipated capability gaps and understanding of how partner and non-partner activities and capabilities in the AOR can and cannot fulfill these gaps.

Third, routine coordination of mission planning and execution with non-DOD partners, where appropriate, is an integral part of a CPM capability. The CCMD should closely link its TCP and TPP, operations plans, and contingency plans to complementary security cooperation plans or Integrated Country Strategies (ICS) developed by Department of State (DOS) country teams. Awareness of non-partner capabilities and activities in the AOR should also influence planning and budgeting. This provides the commander the ability to shape resourcing requirements to fill identified gaps. These practices will enable the CCMD to operationalize the TCP and TPP in steady state and beyond. Coordinating plans with partners occurs today in CCMD J-5s and J-9s, but such efforts are difficult to maintain and formalize in the absence of a robust collaborative framework.

Way Ahead. To institutionalize and ultimately operationalize CPM as a capability and transform how commanders achieve unified action will require DOD to capitalize on synergies among current initiatives, ensure sufficient resourcing, preclude duplication, and identify and resolve potential gaps. This CONOPS will produce detailed DOTMLPF Change Recommendations to holistically address institutionalization of solution elements.

This CONOPS provides a unifying strategy to improve current operations, future missions, and serves as a basis for future analysis of ongoing initiatives. Some current initiatives and solution elements of CPM will need to be matured or resourced across DOTMLPF-P.