



RELIANCE 21 EXECUTION PLAN

March 2009

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Defense Science and Technology



Reliance 21 Execution Plan

March 2009

Prepared by the Defense S&T Advisory Group — Executive Staff

Distribution Statement A

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Foreword

“Current and future members of our military rely on our Nation’s and Department’s Science and Technology (S&T) investment to provide superior systems with the capabilities to defeat any adversary on any battlefield. Achieving this vision requires an inspired, high performing enterprise, where each person makes a difference, and all elements of the Department of Defense (DoD) Research and Engineering (R&E) program work together effectively across organizational boundaries. Achieving this vision will also require the DoD to collaborate effectively, as part of a community, with interagency, international, and industrial partners.”—2007 DDR&E Strategic Plan

The mission of the Defense Science and Technology (S&T) Reliance 21 Program is to perform integrated strategic planning for the Department of Defense (DoD) S&T program. Reliance 21 participants collectively plan, document and assess the DoD S&T program. The overall goal of Reliance 21 is to continuously improve the S&T support to the warfighter, which the Department can only accomplish through the coordinated efforts of the Office of the Secretary of Defense, the Joint Staff, and the Military Departments, and Defense Agencies. Reliance 21 is a team effort.

The ever-changing global security environment continually creates new warfighter needs, which drive the DoD S&T program. In order to respond to these changing needs, the Reliance Program has undergone changes to better focus and strengthen the existing process. As of 2007, the process has been changed to allow the Components greater freedom in developing their own S&T plans, while the Director, Defense Research and Engineering (DDR&E) provides the oversight management to coordinate these S&T plans into a unified departmental S&T plan. This new process, Reliance 21, will improve the effectiveness of the Defense S&T program by introducing leaner processes.

DoD S&T investments play an ever-increasing role to enable transformation into future joint force structure and capabilities. We must invest our limited S&T resources as effectively and efficiently as possible in support of the warfighter today and tomorrow. A key element in achieving an optimal S&T investment strategy is a collective understanding of the motivations, requirements, directions, and opportunities of the DoD S&T organizations that manage these critical S&T resources.

Through increased openness and utilization of information technology, the new Reliance 21 process improves efficient utilization of S&T resources to provide joint technology solutions to meet warfighter needs. Reliance 21 will expand interoperability and present asymmetric capabilities and advantages that allow future joint warfighters to defeat any adversary on any battlefield. The Reliance 21 Web site provides the latest planning documentation, success stories, assessments conducted and other activities of interest: https://rdte.osd.mil/plsql/re_portal/display_app.p_p_frameset?av_app_nm=DSTP_JAVA. For more information on Reliance 21, e-mail R21_Info@sainc.com.

The following document replaces the previous Reliance Planning Documentation Preparation Manual (PDPM) and includes the purpose and objectives for implementing all aspects of Reliance 21, as well as the roles and responsibilities for the key participants in Reliance 21.

Overview

During 2006 and 2007, the members of the Defense Science and Technology Advisory Group (DSTAG) established Reliance 21, an adaptation of the previous Reliance process, to better serve the DoD S&T community and be more responsive to warfighter needs. The new Reliance 21 process is a modernized and more agile process that will expand the use of information sharing tools for communication and reporting. Reliance 21 eliminates products and fosters more meaningful, more transparent activity by leveraging Component processes and products. The following details briefly explain the changes and activities that are part of the new Reliance 21 process.

- The S&T Strategic Overview provides a forum for the Components to provide their investment strategies to the DSTAG, enabling DoD-wide S&T priorities and objectives to be synchronized.
- The Defense Technology Area Plan (DTAP) and the associated Defense Technology Objectives (DTOs) were discontinued.
- The Joint Warfighting S&T Plan (JWSTP) is published in even years and has taken on a more useful format for the Joint Staff and other users. An accompanying searchable database provides the joint warfighter real-time awareness of potential technology capabilities.
- The Basic Research Plan (BRP), now called the Strategic BRP, has shifted focus towards a strategic look versus a compilation of accomplishments. The identification of DoD research gaps will be published every five years, with updates published every year.
- Success Stories will document DoD S&T technology transition accomplishments and S&T breakthroughs. This is published in odd years in print and an expanded on-line format.
- The Technology Area Review and Assessment process was terminated. Instead, Technology Focus Teams (TFTs), S&T Collaborative Reviews (STCRs), and the Research & Engineering (R&E) Database have been created to provide more transparency on Component S&T activities.
 - The TFTs provide an in-depth and comprehensive assessment on pressing S&T issues across the Department within a specific technology area. TFT products include broad technology assessments and roadmaps, or quick-look specific technology assessments.
 - The STCRs are existing Component specific reviews that are now open to DoD-wide participation.
 - The R&E Database is envisioned to offer a Google™-like search capability into all Component S&T projects.
- The Components' S&T Plans have replaced the Defense Technology Area Plan, and are to be used to produce an aggregate DDR&E S&T Plan.
- Joint Assessment Teams assess select S&T areas to identify opportunities for the acquisition community, enabling faster delivery of capabilities to the warfighter.
- The Components present DDR&E with Program Objective Memorandum (POM) briefs in the September timeframe that detail their S&T POM submission to OSD and provide any portfolio changes from the previous President's Budget; in the odd years, the Components will provide updates on any changes from the POM.

The remainder of this document provides additional detail on the elements of Reliance 21.

Reliance 21 Planning Cycle

Figure 1 shows the Reliance 21 Timeline, with major reviews/events and products highlighted.

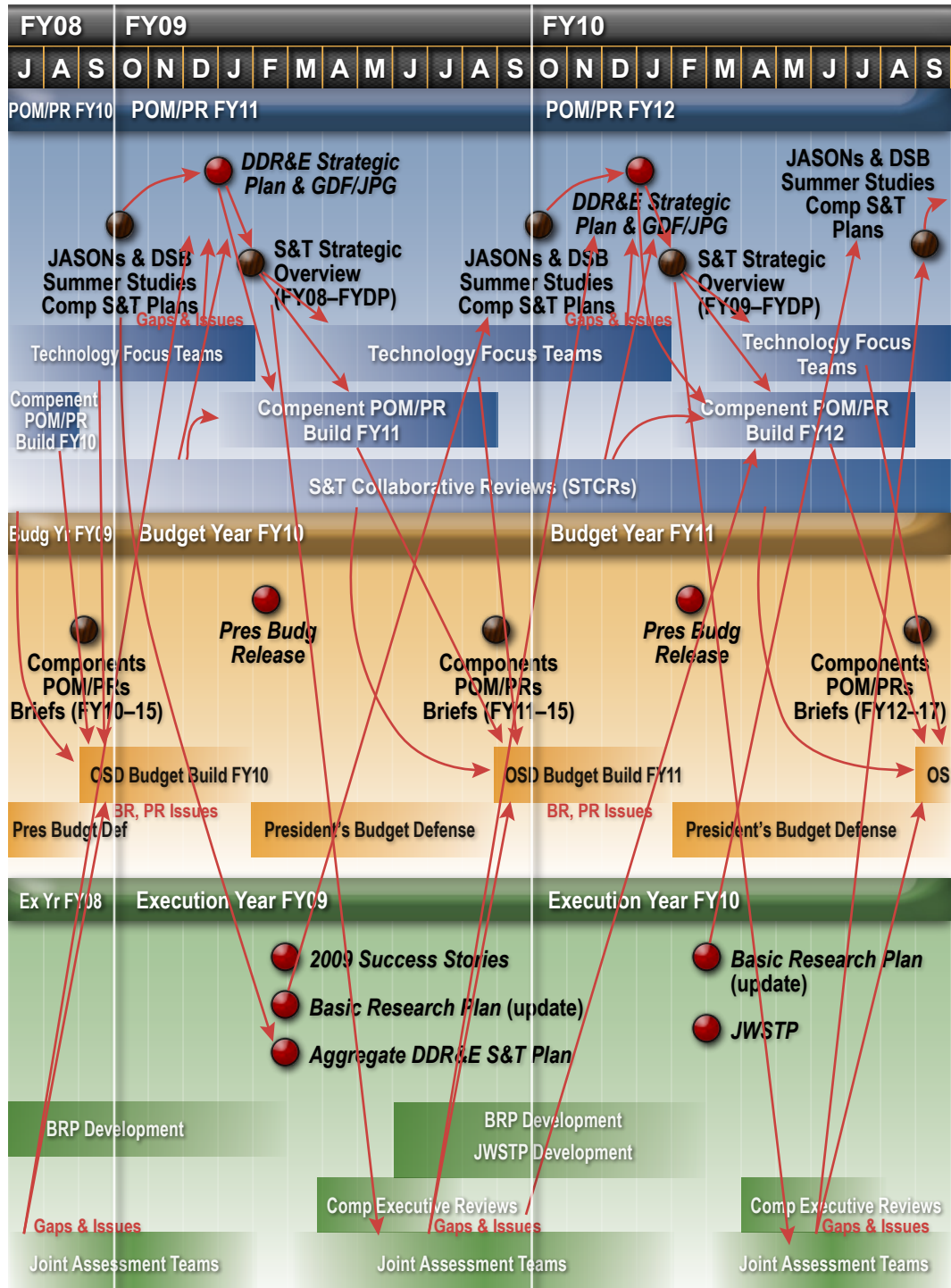


Figure 1: Reliance 21 Timeline

S&T Strategic Overview

Purpose

The S&T Strategic Overview is a central element of the Department's process for ensuring S&T alignment with corporate directions and priorities. In addition, it fosters awareness and joint planning among senior S&T leadership, contributing significantly to the effectiveness and efficiency of DoD's S&T investment.

Objective

The S&T Strategic Overview objectives are to: 1) strengthen S&T planning by improving the integration of S&T investments with DoD priorities; 2) synchronize planning and review with DoD budget and internal guidance timelines; 3) enhance coordination among DoD's S&T investment managers; and 4) articulate the value of the total S&T investment within and outside DoD. The DSTAG utilizes the S&T Strategic Overview discussion to identify gaps and opportunities for further assessment, which ultimately affects POM planning and investment strategies. The DSTAG may charter Technology Focus Teams, Joint Assessment Teams, or other means to conduct these assessments.

Scope

The S&T Strategic Overview is usually conducted in the late January/early February time-frame every year. Each Component has approximately two hours to brief the DSTAG on their investment strategy and S&T program. These briefings will be structured to be consistent with the President's Budget submission. The content and organization of each Component's S&T Strategic Overview briefing may include:

- Component S&T Principles and Vision
 - Additional Component Initiatives and Issues of interest to DoD S&T community
- Component S&T Investment Strategy
 - Major Investment Priorities including:
 - Marquee Programs over the FYDP (Support to Joint Capability Areas and Desired Operational Capabilities)
 - Major Investment Shifts from current PB to current POM
 - Support to COCOM IPLs
 - Response to GDF and JPG
 - PBD/PDM Implementation Strategy, Impacts, and Metrics on S&T Initiatives
 - Manufacturing Technology Strategy and Major Initiatives
 - International Engagement Strategy and Major Initiatives



- Technology Transition Strategy (Activities/Accomplishments including ACTD/JCTDs)
- Policy Initiatives and Issues (e.g. Prototyping, Independent Research and Development, etc..)
- Workforce Initiatives and Issues (e.g. Lab demo, Lab recapitalization, etc..)
- Top areas that would benefit from expanded collaboration (internal or external to DoD)

Participants

In addition to the DSTAG Members, DDR&E Staff, Component OIPT and Executive Staff members, the Technology Focus Team and Joint Assessment Team Chairs will attend the Strategic Overview. Reliance 21 further extends participation to non-DoD S&T organizations. These non-DoD participants, such as National Science Foundation, have significant S&T investments and could provide amplifying information on non-DoD S&T investments related to DoD programs.

Joint Warfighting S&T Plan

Purpose

The *Joint Warfighting Science and Technology Plan* (JWSTP) is a congressionally mandated plan that is published not later than March 1st of even-numbered years, and is co-directed by ODDR&E and the Joint Staff. The JWSTP is the primary plan describing how the Department of Defense is implementing its S&T Strategy to address the future capability needs of the Warfighter.

Objective

The JWSTP details S&T investments to provide near-term capability options for today's warfighter, binned into Joint Capability Areas (JCAs), allowing the Joint Staff and other users to quickly search for technology solutions to capability needs.

Scope

The JWSTP is organized by the following eight JCAs: Battlespace Awareness, Command and Control, Net-Centric Operations, Force Application, Protection, Logistics, Force Support, and Building Partnerships (see Appendix C for additional details on the JCAs). Each JCA section will contain a description of capability goals and desired operational capabilities matched to complementary Department/Service S&T Marquee Programs.

Marquee Programs are entered into an online template on the R&E portal (<https://rdte.osd.mil>). This template features fields to enter JCAs and desired operational capabilities, program description and sponsor, final technology demonstration date, and other point of contact or investment information specified by program element. The online feature captures current technology development into a searchable database, providing the joint warfighter real-time awareness of potential technology capabilities.

Participants

The JWSTP is a result of close collaboration between the Joint Staff and ODDR&E with technology input from the DoD Components. Through Functional Capability Boards (FCBs), the Joint Staff identifies desired operational capabilities that are binned to designated Service/Agency Marquee Programs. Other sponsoring DoD agencies and COCOMs may contribute as needed.

Strategic Basic Research Plan

Purpose

The Strategic Basic Research Plan (BRP) presents the DoD opportunities and strategy for DoD sponsored basic research by universities, industry, and service laboratories.

Objective

The primary objective of the DoD Strategic BRP is to shape, support, and assess the conduct of a world-class research program focused on technological superiority for the U.S. military. It further explains how Department sponsored research can be synergized to yield fundamental results in discovering game-changing technologies to revolutionize future warfighting capabilities.

Scope

The Strategic BRP articulates the DoD Research and Engineering Strategy in the area of basic research. The plan guides systematic study directed toward greater knowledge or understanding of the fundamental aspects of phenomena and of observable facts, without specific applications towards processes or products in mind.

Participants

The Strategic BRP will be prepared by the Defense Basic Research Advisory Group (DBRAG). The DBRAG is chaired by the Director for Basic Research, and has representation from the Component Basic Research offices.

Success Stories

Purpose

DoD research and technology accomplishments are captured and compiled into a hardcopy and Web site publication for distribution.

Objective

The objective of the Defense Science and Technology Success Stories publication is to generate awareness of research and technology accomplishments during the previous two years. Success stories that are not selected for the hardcopy publication will still be made available via an interactive catalog on the Research & Engineering (R&E) portal (<https://rdte.osd.mil>). In the R&E portal, DoD Components and other interested parties can search Success Stories content by year, program title, technology area, and organization. There is also a link to the Defense Technology Search (DTS) for more broad capabilities.

Scope

A Success Stories publication will be produced on a biennial basis in odd years. Like the JWSTP, it will be organized around eight JCAs: Battlespace Awareness, Command and Control, Net-Centric, Force Application, Protection, Logistics, Force Support, and Building Partnerships. Submissions for the publication will be captured in an online template during the October/November timeframe for a March publication.

Future versions will be updated in near real-time into a searchable database for maximum awareness of potential technology solutions. The success story submissions include the program's name and description, success and transition, sponsoring agency and other point of contact information.

Participants

In response to a biennial DDR&E data call, Components and DDR&E Staff submit research and technology accomplishments as Success Stories. Sponsoring and other participating agencies may contribute as required.

Technology Focus Teams

Purpose

Technology Focus Teams (TFTs) conduct assessments of S&T interest areas, as directed by the DSTAG.

Objective

The objective of the TFT process is to facilitate cooperation and collaboration among Components in order to inform and promote optimization of selected S&T efforts across the DoD enterprise. TFTs closely examine select technology areas and are charged with identifying any S&T gaps or opportunities in delivering technologies to meet DoD capability needs.

Scope

Topics for TFT assessments are generated and approved throughout the year by the DSTAG; however, the executive session discussion of the annual DDR&E Strategic Overview is the main forum for TFT origin. TFTs are formed to assess broad and specific technology areas depending on the desired product. Some TFTs are given a longer timeframe to perform an assessment than others, depending on the urgency of the request, but all TFTs are periodically reviewed and decisions are made to continue, end or modify the team's activities.

TFTs initially perform a broad-brush assessment of a technology area, and are encouraged to quickly determine which sub-areas are healthy, and focused attention is then given to sub-areas where S&T gaps or opportunities may exist. TFTs can also perform a quick-look assessment in a specific technology area, and provide timely recommendations for DSTAG action.

Teams provide the OIPT with a progress review to ensure their efforts continue to adhere to prior guidance. TFTs may then be asked to put forth an outbrief to the DSTAG that may include a strategic assessment, the identification of technology gaps or opportunities, a technology roadmap, and a summary of key findings and recommendations. TFT recommendations may be considered by the DSTAG in the development of the Department's planning, policy, guidance, and POM generation.

TFTs are encouraged to focus attention on what is considered valuable for their team to achieve. TFT chairs are expected to attend the annual DDR&E Strategic Overview.

Participants

TFTs are typically comprised of seasoned members with an expansive knowledge of a general technology area, but may include experts in a particular interest area. Members are from the Components, DDR&E staff, the Joint Staff, and other pertinent experts, as appropriate. The intelligence community may provide threat and technological surprise reviews for certain assessment areas. TFTs are intended to be lean, with clear objectives and milestones, taking advantage of information technology for better collaboration.

Communities of Interest

Purpose

Communities of Interest (COI) are informal forums that provide enduring vehicles to harmonize DoD S&T collaboration in a particular technology area.

Objective

This mechanism ensures S&T investments are more effectively coordinated and connected, and spurs collaboration to improve the DoD S&T Program. COIs promote strategic interaction necessary to achieve common goals and interests.

Scope

COIs are most often the result of previously existing TFTs. COIs leverage the TFT work and build upon the relationships formed during a TFT assessment. The willingness of forum participants to collaborate helps to nourish existing partnerships and strengthen the respective community's contribution to warfighter capabilities.

Participants

Participation in COIs is voluntary, but considered an integral part of how the DoD S&T community operates. COIs are comprised of the Components, DDR&E staff, and other experts with proficiency in a topic of interest. Participants may possess differing degrees of aptitude depending on the breadth of the area in question.

Component S&T Collaborative Reviews

Purpose

Component S&T Collaborative Reviews (STCRs) inform the participants within the DoD S&T Enterprise of each Component's current and planned S&T programs.

Objective

The S&T Collaborative Review process strengthens S&T planning by improving integration of S&T investments and enhancing coordination among S&T activities. These reviews will allow for improved oversight by DDR&E and meet Government Performance & Results Act (GPRA) Program Assessment Rating Tool (PART) requirements.

Scope

The STCRs are expected to be existing internal Component reviews, which, in the interest of transparency, are opened to the larger DoD S&T community. The review briefings may be loaded onto the R&E portal and made available to all within DoD.

Participants

Appropriate members of the DoD S&T community are able to participate for maximum awareness.

Joint Assessment Teams

Purpose

Joint Assessment Teams (JATs) exist outside the purview of the S&T community. They assess topics of interest to the acquisition community that can often be much broader than S&T. However, JATs can be directed to assess S&T topics of interest to the acquisition community.

Objective

JATs identify opportunities for the acquisition community, enabling faster delivery of capabilities to the warfighter. Opportunities may include technology solutions to an acquisition problem, redundancies that make resources available for other uses, or combining technologies across Components to form a joint solution to an acquisition issue. JATs provide senior DoD officials with tailored, relevant information and recommendations that assist them in decision making.

Scope

The initiation of a JAT will be by USD(AT&L) direction to a lead member of the AT&L staff. DSTAG members are encouraged to suggest JAT topics for USD(AT&L) consideration, but JATs may or may not involve the S&T community. JATs are chartered, cooperative forums that assess topics of interest within the defense enterprise to achieve greater definition, determine root causes, and coordinate approaches and recommendations on potential paths forward. JATs can enable the defense enterprise to make significant progress on addressing and solving technical issues and joint or cross-cutting challenges. Upon directions from USD(AT&L) to initiate a JAT, the JAT lead will draft a charter and/or terms of reference, as appropriate, and submit for USD(AT&L) signature, unless approval is otherwise delegated. JATs are expected to be intensive efforts that will report final results within 6 to 12 months, or sooner if specified. The Charter will include, at a minimum:

- Purpose and expected outcomes
- Chair(s), membership, and customers
- Outline of the plan of action to be employed
- Dates for Interim and Final Reports/Briefings

Participants

JATs are generally comprised of senior government representatives drawn from across DoD and must include the necessary full spectrum of stakeholder skills ranging from experts with specific subject matter expertise to professionals experienced in concepts of operation, technology development, acquisition, manufacturing, and other appropriate areas.

DoD R&E Database

Purpose

The R&E Database makes DoD S&T information available to the DoD-wide R&E community.

Objective

The R&E Database provides a comprehensive, current, searchable and easily queried Web site/database with the goal of describing DoD-wide S&T efforts at a common level of detail, in order to enhance transparency among the DoD S&T community. DoD intends to foster better collaboration, improve their oversight and budget defense role, and reduce unwarranted redundancies between the Components through the enhanced transparency.

Scope

The Defense Technical Information Center (DTIC) is responsible for meeting the E-Government Act of 2002 by providing the means to make information more transparent between Services and Agencies. As a consequence, DDR&E issues an annual research and engineering data call to establish a reliable and agile (R&E) database that provides insight into DoD funding efforts. The R&E Database expands on the E-Gov act, and makes this information readily available to the DoD-wide R&E community through a searchable Web site/database. Each Component is responsible for providing the appropriate level of detailed information to DTIC for the R&E Database. DDR&E is responsible for maintaining the R&E Database Web site and ensuring any linked sites are accurate and active.

Participants

The R&E Database activity is a team effort spanning input from the Scientists & Engineers (S&Es) and database administrators in the field, Component headquarters, DDR&E staff, and the DTIC.

Component POM Briefs

Purpose

Component POM Briefs make DDR&E aware of the Component's S&T POM submission and any portfolio changes from the previous President's Budget.

Objective

The Component POM Briefs provide a comprehensive quick-look at current areas of emphasis across the Components, allowing DDR&E to identify strengths and weaknesses in the entire DoD S&T Portfolio. DDR&E may adjust the OSD POM submission to incorporate findings that resulted from the Component POM Briefs during the Program Review Cycle.

Scope

Components provide a Microsoft PowerPoint® presentation to include POM submission topline and an explanation of any major changes in emphasis or funding from the previous President's Budget. Components also provide an information paper on any significant changes to the planned S&T program.

Participants

Component S&T Executives present their portfolios to the DDR&E and staff.

Participant Responsibilities

Director, Defense Research & Engineering

The Director, Defense Research and Engineering (DDR&E) provides management oversight for the Department's S&T Portfolio. DDR&E chairs the Defense Science and Technology Advisory Group (DSTAG).

Defense Science & Technology Advisory Group

The DSTAG provides executive level oversight for Reliance 21 and includes S&T Executive representatives from the Components and DDR&E. The DSTAG holds monthly meetings to discuss overarching strategic issues impacting DoD-wide S&T activities. DSTAG members also present their Component's investment strategy at the POM Brief and the S&T Strategic Overview. The S&T Strategic Overview includes a DSTAG Executive Session where members address capability issues and gaps to focus TFT or JAT activities or future POM adjustments.

DoD S&T Components

The Components submit information to DDR&E for inclusion into Reliance 21 planning documentation. This includes the provision of their Budget Activity 1 investments to the DBRAG for input into the Basic Research Plan. It also includes the submission of their respective research, enabling technologies, and Marquee Programs for inclusion into the Success Stories and JWSTP publications, and the R&E Database. Components offer information for a DoD S&T Plan.

Each Component is responsible for administering STCRs for the DoD-wide S&T community and posting appropriate briefs on the R&E Portal for interested parties and Reliance 21 participants to review. Each Component is also expected to provide a brief on their POM submission in the September timeframe, and their investment strategy for the Strategic S&T Overview usually in the January/February timeframe.

Joint Staff

The Joint Staff is responsible for identifying the priority joint warfighting capability needs and gaps for S&T to be incorporated into Reliance 21 plans. The Joint Staff co-directs the JWSTP with ODDR&E. They also coordinate on other Reliance 21 S&T documents to ensure warfighter needs are adequately addressed. The appropriate member of the Joint Staff, as determined by the Reliance 21 OIPT member, will participate in TFTs and JATs.

DDR&E Staff

The DDR&E Staff is responsible for developing the *Department of Defense R&E Strategic Plan*, which guides investment and management priorities for the collective DoD S&T program. DDR&E/P&P has the lead for producing the Strategic Plan. DUSD (LABS) has the lead to produce the Strategic Basic Research Plan.

DDR&E Staff has the responsibility of ensuring that the JWSTP and other necessary documents are produced and published. Maintenance of the Web sites for Success Stories, JWSTP, Components' STCR reviews and DoD R&E Database is also the responsibility of the DDR&E Staff.

The DDR&E Staff is also responsible for providing oversight of the reviews under the Reliance 21 process, which includes the Component POM review, S&T Strategic Overview, and TFT and S&T-related JAT reviews.

The DDR&E Staff may also send representatives to Component STCRs as needed. DDR&E's participation in these review processes is vital to enhancing the Department's S&T enterprise.

Defense Basic Research Advisory Group

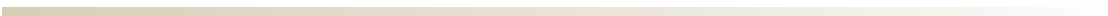
The DBRAG coordinates the DoD Basic Research program and assists in the clarification of issues and policy. The DBRAG includes Senior DoD Basic Research leaders from the Components and DDR&E.

Overarching Integrated Product Team

The DSTAG Overarching Integrated Product Team (OIPT) is composed of DSTAG deputies, or other designated officials, who determine the appropriate level of reviews to present to the DSTAG. The OIPT holds monthly meetings to review and prepare content for DSTAG meetings. They also guide and establish the role and makeup of Technology Focus Teams.

Executive Staff

The DSTAG Executive Staff (EXSTAFF) is a group of Component, Joint Staff, and DDR&E Staff Action Officers that manage the day-to-day activities associated with Reliance 21. They identify issues for potential policy changes and recommend strategic issues for DSTAG discussion. EXSTAFF representatives assist their respective Component's DSTAG member in Reliance 21 participation. They are also the point of contact for the read ahead and other materials sent out prior to DSTAG and OIPT meetings. The EXSTAFF reviews, facilitates the development of Reliance 21 products and processes, and publishes guidance.



Appendix A: Definitions/Acronyms

Acronym	Expressed
ATSD (NCB)	Assistant to the Secretary of Defense for Nuclear and Chemical and Biological Defense Programs
BRP	Basic Research Plan
CBDP	Chemical/Biological Defense Program
COCOM	Combatant Command
CONOPS	Concept of Operations
DARPA	Defense Advanced Research Projects Agency
DAWG	Deputy's Advisory Working Group
DBRAG	Defense Basic Research Advisory Group
DDR&E	Director, Defense Research and Engineering
DoD	Department of Defense
DOE	Department of Energy
DHS	Department of Homeland Security
DSTAG	Defense Science and Technology Advisory Group
DSTP	Defense Science and Technology Planning
DTAP	Defense Technology Area Plan
DTIC	Defense Technical Information Center
DTO	Defense Technology Objectives
DTRA	Defense Threat Reduction Agency
DUSD (AS&C)	Deputy Under Secretary of Defense for Advanced Systems and Concepts
DUSD (LABS)	Deputy Under Secretary of Defense for Laboratories and Basic Sciences
DUSD (S&T)	Deputy Under Secretary of Defense for Science & Technology
EXSTAFF	DSTAG Executive Staff
FCB	Functional Capabilities Board
FYDP	Future Years Defense Program
GDF	Guidance for Development of the Force
GPRA	Government Performance & Results Act
IPL	Integrated Priority Lists
JAT	Joint Analysis Team
JCIDS	Joint Capabilities, Integration, and Development System

Appendix A: Definitions/Acronyms

(continued)

Acronym	Expressed
JCS	Joint Chiefs of Staff
JIEDDO	Joint Improvised Explosive Device Defeat Organization
JPG	Joint Programming Guidance
JROC	Joint Requirements Oversight Council
JWSTP	Joint Warfighting S&T Plan
MANTECH	Manufacturing Technology
MDA	Missile Defense Agency
NASA	National Aeronautics Space Administration
NSF	National Science Foundation
ODDR&E	Office of the Director of Defense Research and Engineering
OIPT	Overarching Integrated Product Team
OMB	Office of Management & Budget
ONR	Office of Naval Research
OSD	Office of the Secretary of Defense
OSTP	White House Office of Science and Technology Policy
P&P	Plans and Programs
PART	Performance Assessment Rating Tool
PBD	Program Budget Decisions
PBR	President's Budget Request
PDM	Program Decision Memorandum
PDPM	Planning Documentation Preparation Manual (PDPM)
POC	Point of Contact
POM	Program Objective Memorandum
PR	Program Review
QDR	Quadrennial Defense Review
R&E	Research and Engineering
S&T	Science & Technology
SPG	Strategic Planning Guidance
STCR	S&T Collaborative Review
TFT	Technology Focus Team

Appendix B: DSTAG Principals/Organization

Title/Organization

Director of Defense Research and Engineering (Chair)

Deputy Assistant Secretary of the Air Force (Science, Technology & Engineering)

Deputy Assistant Secretary of the Army (Research and Technology)/Chief Scientist

Chief of Naval Research

Director, Defense Advanced Research Projects Agency

Deputy Under Secretary of Defense (Science and Technology)

Director for Advanced Technology, Missile Defense Agency

Principal Deputy, Assistant to the Secretary of Defense for Nuclear and Chemical and Biological Defense Programs (ATSD (NCB))

Deputy Director for Resources and Acquisition, Joint Staff (J-8)

Associate Director Research and Development, Defense Threat Reduction Agency

Deputy Director, Joint Improvised Explosive Device Defeat Organization

Deputy Under Secretary of Defense (Advanced Systems and Concepts)

Deputy Under Secretary of Defense (Laboratories and Basic Sciences)

Principal Deputy, DDR&E, Director of Plans & Programs

Deputy Assistant Secretary of Defense (Health Affairs) for Force Health Protection and Readiness

Appendix C: Joint Capability Areas

Joint Capability Areas are collections of like DoD activities grouped to support capability analysis, strategy development, investment decision making, capability portfolio management, and capabilities-based force development and operational planning.¹

Approved by the Deputy's Advisory Working Group (DAWG), these groups provide a common language for describing capabilities across Department related activities and processes. Nine in all, these joint capability areas serve as a major element of the DoD Capability Planning Process and engender the framework for how Reliance 21 efforts are structured. They are as follows:

- **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.
- **Command and 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.
- **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, and in a form they can understand and act on with confidence, and that protects information from those who should not have it.
- **Force Application:** the ability to integrate the use of maneuver and engagement in all environments to create the effects necessary to achieve mission objectives.
- **Protection:** the ability to prevent/mitigate adverse effects of attacks on personnel (combatant/noncombatant) and physical assets of the United States, allies, and friends.
- **Logistics:** the ability to project and sustain a logistically ready joint force through the deliberate sharing of national and multinational 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; and provide, operate, and maintain capable installation assets across the total force to ensure needed capabilities are available to support national security.
- **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.
- **Corporate Management and Support:** the ability to provide strategic senior level, enterprise-wide leadership, direction, coordination, and oversight through a chief management officer function.²

1. Joint Staff, Joint Capabilities Integration and Development System, in the Acquisition Community Connection (ACC) Library, <https://acc.dau.mil/GetAttachment.aspx?id=267681&pname=file&aid=41256&lang=en-US> (Accessed March 19, 2009).

2. Gordon England to Secretaries of Military Departments et al., February 14, 2008, Office of the Deputy Secretary of Defense, Joint Capability Areas (JCAs), OSD 01950-08.



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