

Integrated Unit, Base, and Installation Protection: The DOTMLPF Change Recommendation Process

By Mr. Michael J. Martori and Colonel Arthur L. Clark

Improvement will require not only technological solutions but also cultural change—a willingness to challenge standard practices and question current organizational patterns and command practices.

– Chairman, Joint Chiefs of Staff General Richard B. Myers

Operations in the future will be executed in complex environments and will range from humanitarian assistance and peacekeeping to counterinsurgency and major combat operations. Persistent conflict and change characterize the operational environment. We will confront highly adaptive and intelligent adversaries who will exploit technology, information, and cultural differences to threaten U.S. interests.

To meet these challenges, joint operations have become the norm in a multitude of areas across the full range of military operations. Protection, logistics, missile defense, combat identification, command and control, fires, deployment and redeployment, and sustainment and stability rely heavily on the power of the joint force. To enable the agility and speed required in today's operational environment, we must adjust our organizations, procedures, processes, and products to maximize the effectiveness of joint capabilities.

In the Summer 2008 issue of the *Maneuver Support Magazine*, we introduced Integrated Unit, Base, and Installation Protection (IUBIP) to the defense community. We now provide a brief overview of the doctrine, organization, training, materiel (nonacquisition), leadership and education, personnel, and facilities (DOTMLPF) change recommendation (DCR) process, the first in a series of concrete benefits from the intensive capabilities-based analysis (CBA) of the IUBIP CBA (see the figure on page 29).

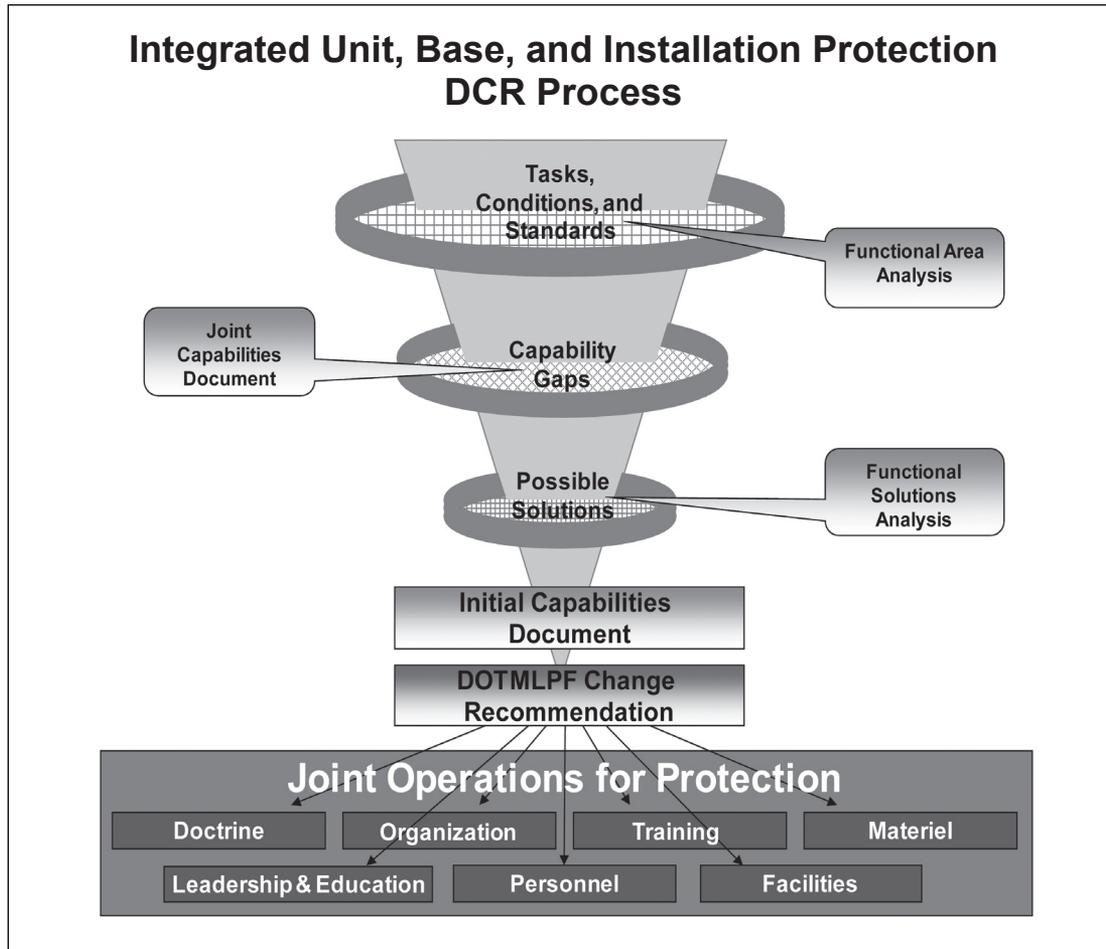
By producing and implementing DCRs to maximize the effectiveness of protection capabilities, we seek to break

the mold of performing acquisition and delivery of systems independent from essential DOTMLPF support structures. In contrast to receiving materiel systems and subsequently backward-engineering DOTMLPF support, the DCR process enables immediate improvement in the employment of protection capabilities and a shaping of the force for efficient receipt and use of future materiel systems.

Chairman of the Joint Chiefs of Staff Instruction 3170.01F, *Joint Capabilities Integration and Development System*, dated 1 May 2007, provides for the DCR process to begin immediately upon completion of a CBA. The IUBIP Joint Team at the United States Army Maneuver Support Center (MANSCEN) chose to wait until post-CBA completion of the initial capabilities documents (ICDs) to gain better fidelity of DOTMLPF approaches to capability gaps before beginning the DCR process.

Simply stated, the IUBIP DCRs will recommend changes to DOTMLPF domains to enhance protection capabilities. The changes will be recommended through an implementation plan listing the recommendations in priority order, discussing improvements and benefits to joint warfighting and joint interoperability, describing how the DCR would advance the Capstone Concept for Joint Operations (CCJO), and discussing the relationships between the recommendations and consequent effects (for example, how a joint organizational change has implications for a personnel change, which in turn may influence training plans); resources required to implement changes (such as additional research, materiel, Department of Defense manpower, testing, and contractor support); and rough-order-of-magnitude (ROM)

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costs. ROM costs include types of funding, such as research, development, and testing and evaluation; operations and maintenance; and procurement. The DCR implementation plan must also address any constraints that may be associated with implementing the recommendation—any policy issues that would prevent effective implementation and any unresolved combatant command, Service, Joint Staff, Office of the Secretary of Defense (OSD), or Defense agency issues.

The IUBIP joint team at MANSCEN will produce two separate DCRs. The first will focus on protection issues related to the attribute of interoperability, based on the approved IUBIP ICD. The second DCR will focus on issues related to the protection functions of detect, assess, and defend (DAD), based on the IUBIP DAD ICD, currently in 3-star review.

On 22 September 2008, the joint team at MANSCEN began the interoperability DCR. Pending review, DCR completion is projected for January 2009. The DCR will present 20 recommendations from the IUBIP interoperability ICD to mitigate 12 nonmateriel interoperability capability gaps. The team anticipates completion of the DAD DCR in September 2009. The recommendations of the DAD DCR are now in study and will be finalized early in the calendar year.

One of the enduring qualities of IUBIP and a key to its success has been and continues to be the excellent

cooperation between the Services, combatant commands (COCOMs), Joint Staff, and OSD. The team has kept close ties between materiel and nonmateriel development offices and initiatives, to include daily collaboration with the Navy-led joint team at Hampton Roads, Virginia, conducting the IUBIP Interoperability Analysis of Alternatives for materiel solutions. We thank our many colleagues across the Services, agencies, and DOD for their contributions and support, which have made IUBIP beneficial to the men and women of the armed Services.



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