

UNCLASSIFIED – Approved For Public Release



Australian Government  
Department of Defence  
Science and Technology

# Improving Joint Force Integration by Design in the new Defence Capability Life Cycle

Dr. Andrew Flahive, Ms. Åse Jakobsson

Dr. Donald Lowe, Dr. Mark Unewisse

Joint and Operations Analysis Division  
INCOSE 2017

# Levels of SE Intervention

## Top Level SE Decision Making

Senior Defence Decision Makers require representations of integration risks and issues in which to make joint force level decisions.

## Middle Level SE Decision Support And Analysis

Defence Capability Developers support the Decision Makers. They require a consistent framework in which to identify and capture project and capability integration risks and issues.

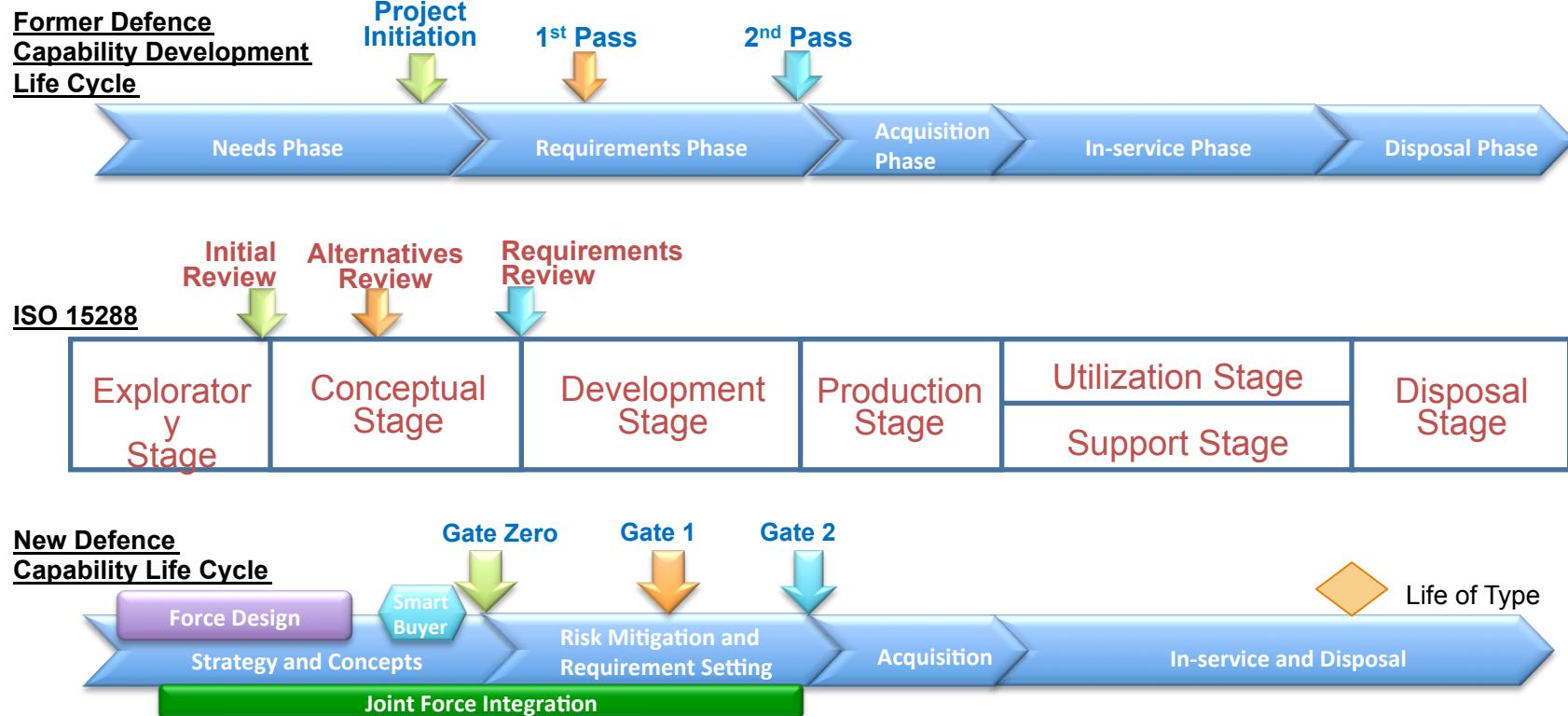
## Lower Level Model Based Systems Engineering

Architectures and models support the Defence Capability Developers identify, analyse and trace integration risks and issues.

# Overview

1. New Defence Capability Life Cycle
  - Changes, relationship to IOS 15288
2. Systems Engineering Intervention
  - 3 Levels and two views (Management and Capability views)
3. Parameters for Joint Force Integration by Design (JFIBD)
  - Driving requirements for JFIBD, Database to support JFIBD
4. Latest Work on Joint Force Integration by Design
  - Program and Product Dependencies using SCMILE

# Comparing Capability Life Cycles



# Capability and Management Views

Scale

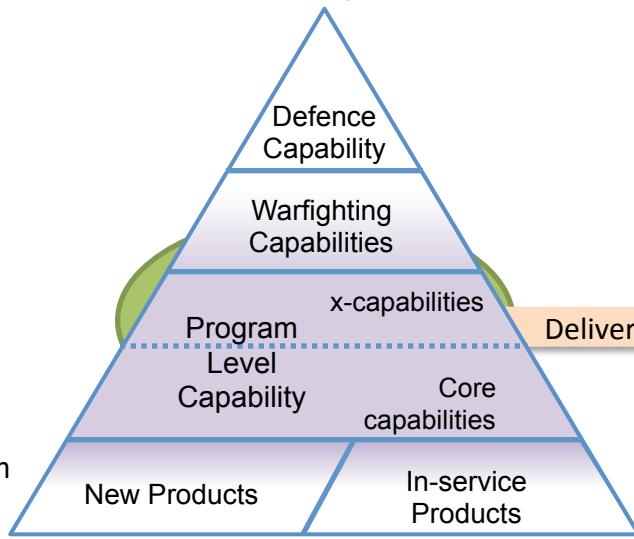
Portfolio Level

Capability Manager /  
Capability System Level

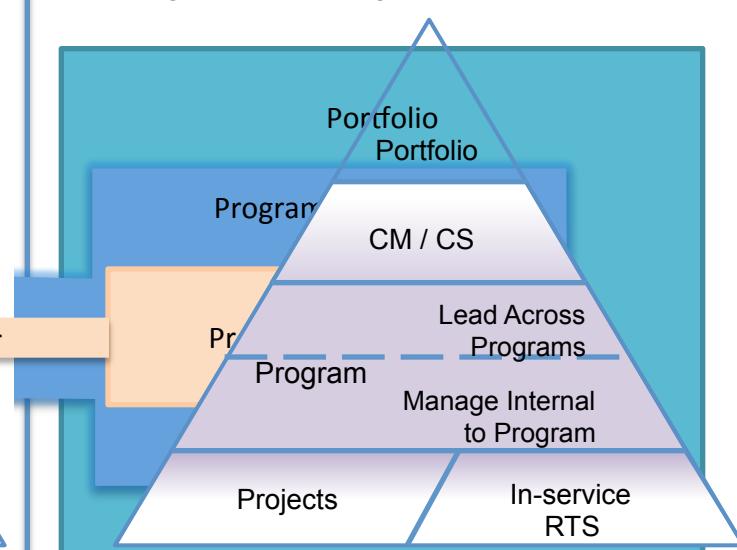
Program Level

Product / Project / System  
Level

## Capability View



## Management / Organisational View



# Levels of SE Intervention

## Top Level SE Decision Making

Senior Defence Decision Makers require representations of integration risks and issues in which to make joint force level decisions.

## Middle Level SE Decision Support And Analysis

Defence Capability Developers support the Decision Makers. They require a consistent framework in which to identify and capture project and capability integration risks and issues.

## Lower Level Model Based Systems Engineering

Architectures and models support the Defence Capability Developers identify, analyse and trace integration risks and issues.

# Three Levels of SE supporting Capability and Management

Top Level SE Decision Making

Middle Level SE Decision Support And Analysis

Lower Level Model Based Systems Engineering

Capability View

Management / Organisational View

# Three Levels of SE supporting Capability and Management

Top Level SE Decision Making

Middle Level SE Decision Support And Analysis

Lower Level Model Based Systems Engineering

Capability View

Management / Organisational View



# Three Levels of SE supporting Capability and Management

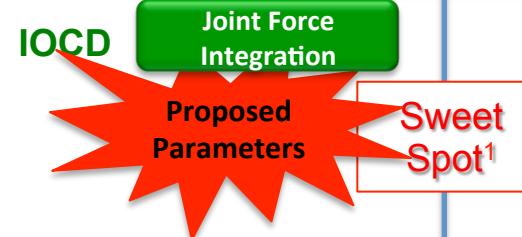
Top Level SE Decision Making

Middle Level SE Decision Support And Analysis

Lower Level Model Based Systems Engineering

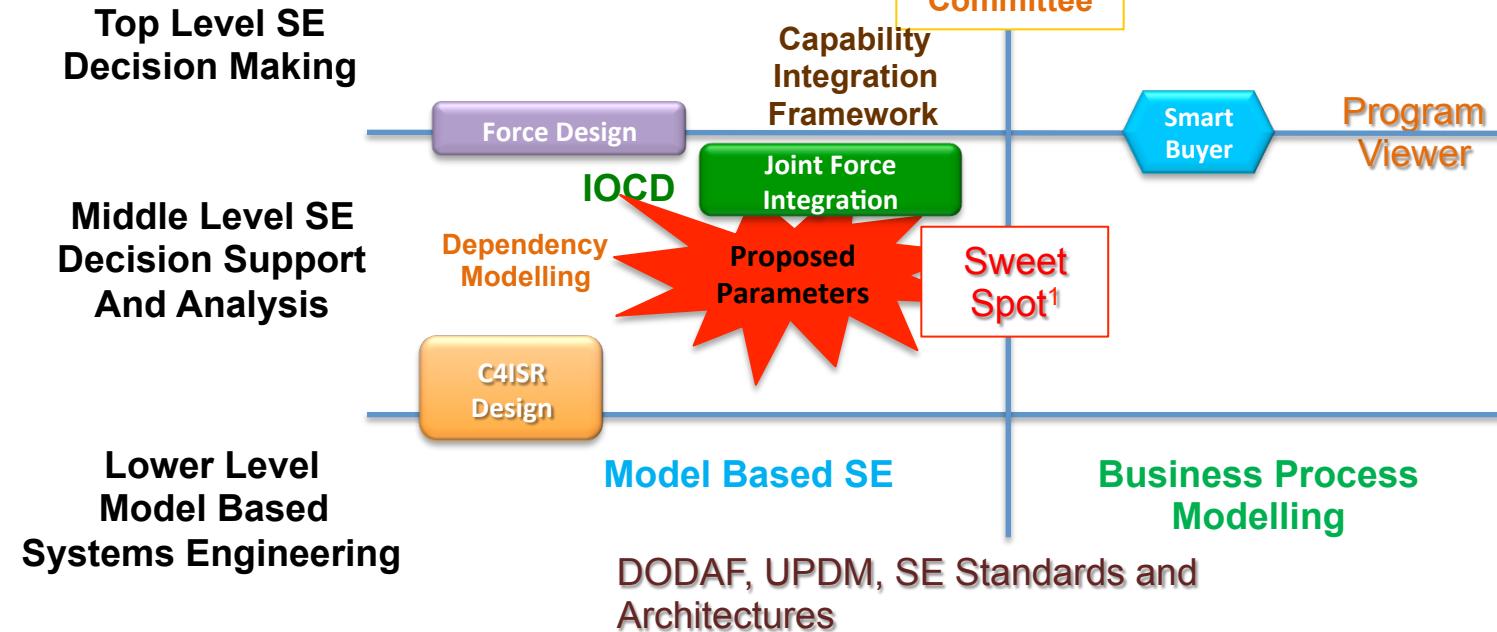
Capability View

Management / Organisational View



1. Beasley, R., A. O'Neil. 2016

# Three Levels of SE supporting Capability and Management



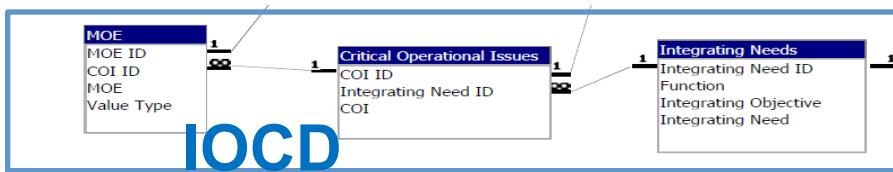
1. Beasley, R., A. O'Neil. 2016

# Doing Integration by Design

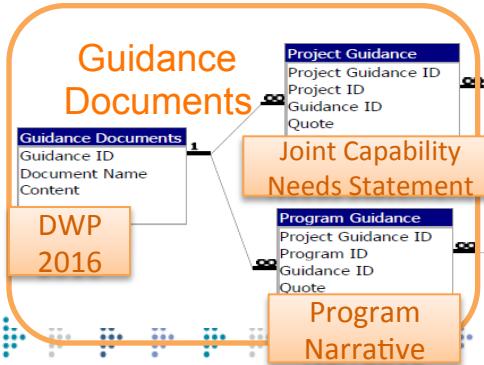
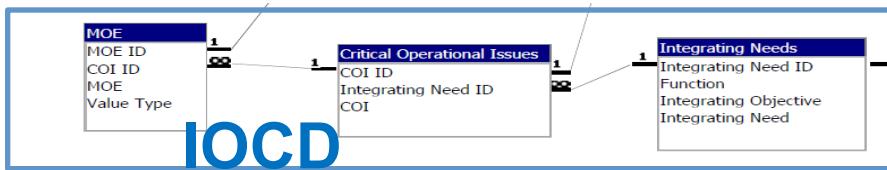
To do *Integration by Design*, we stipulate that the following must be true:

- Driving Requirement(s) exist for integration
- These requirements have been analysed
- Integration design options have been generated
- Deliberate and evidence based design decisions have been made and recorded
- The consequence of the design decisions have been assessed

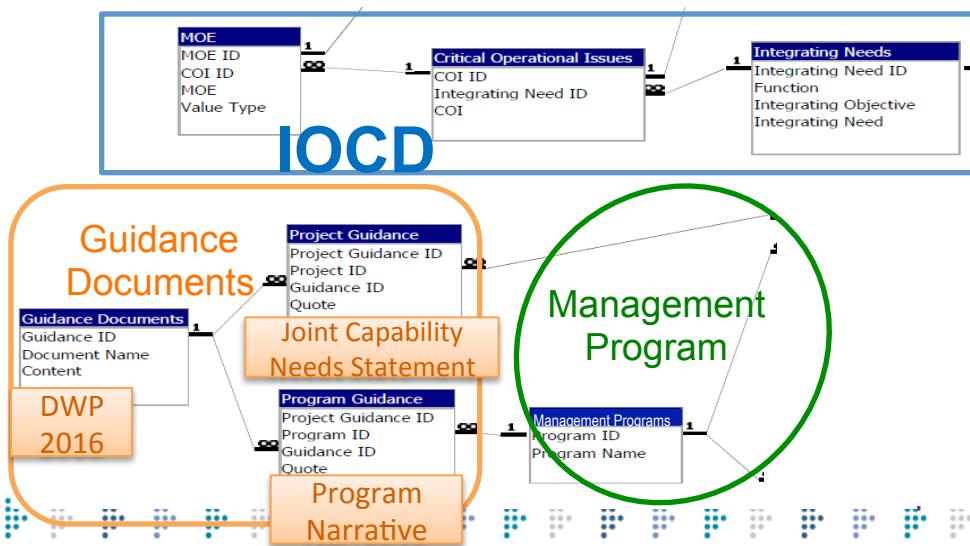
# Product Integration Need Parameters



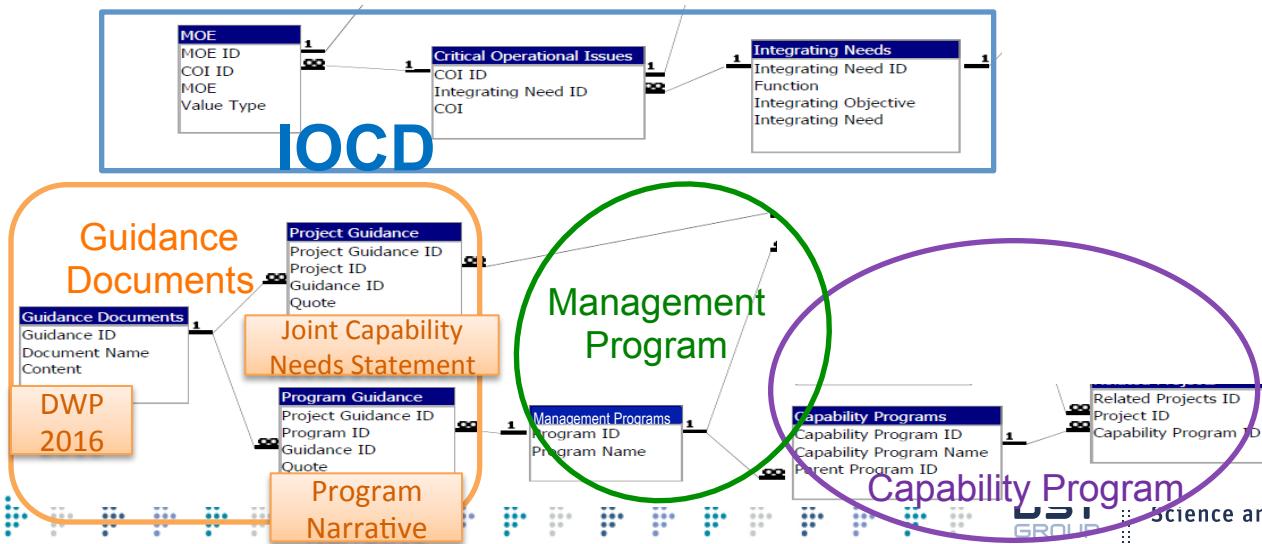
# Product Integration Need Parameters



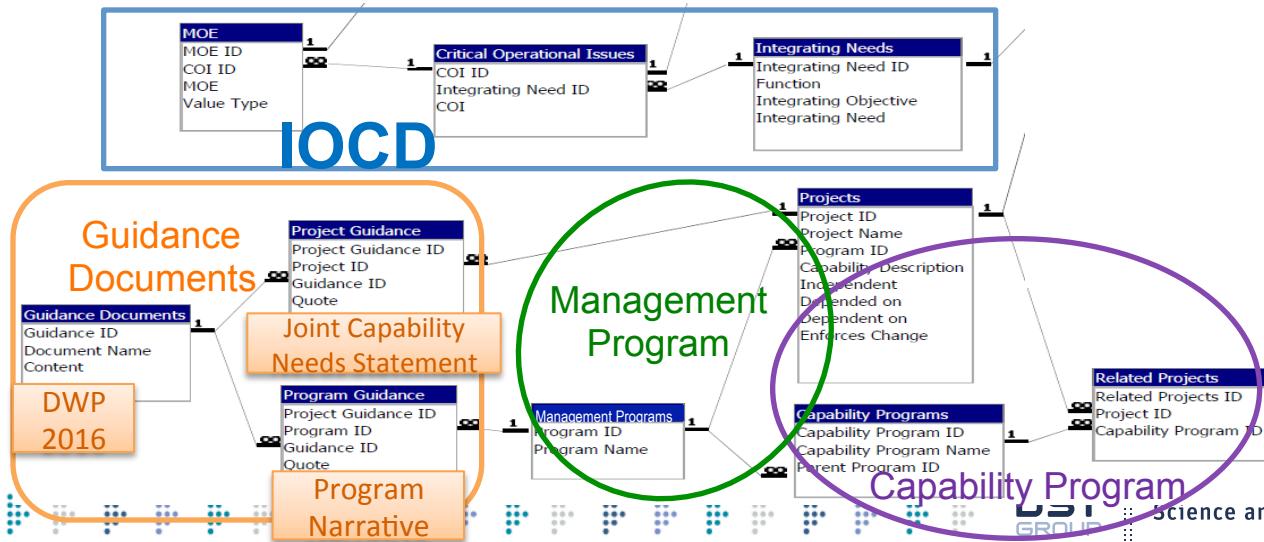
# Product Integration Need Parameters



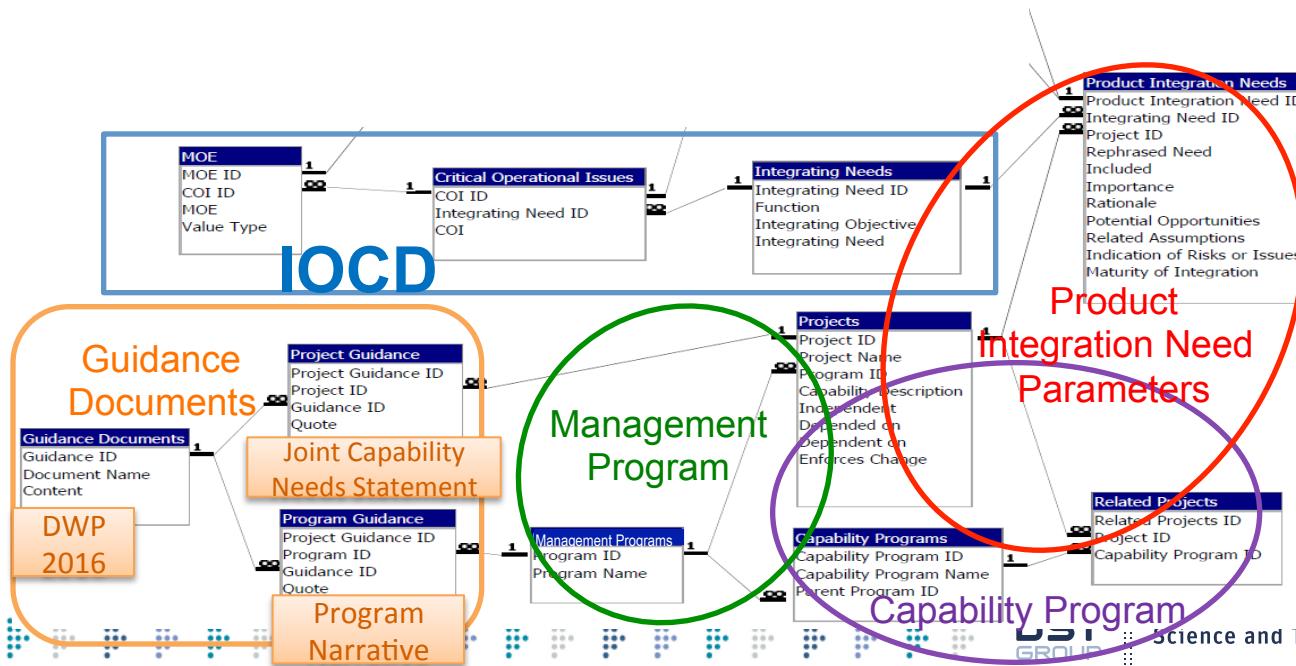
# Product Integration Need Parameters



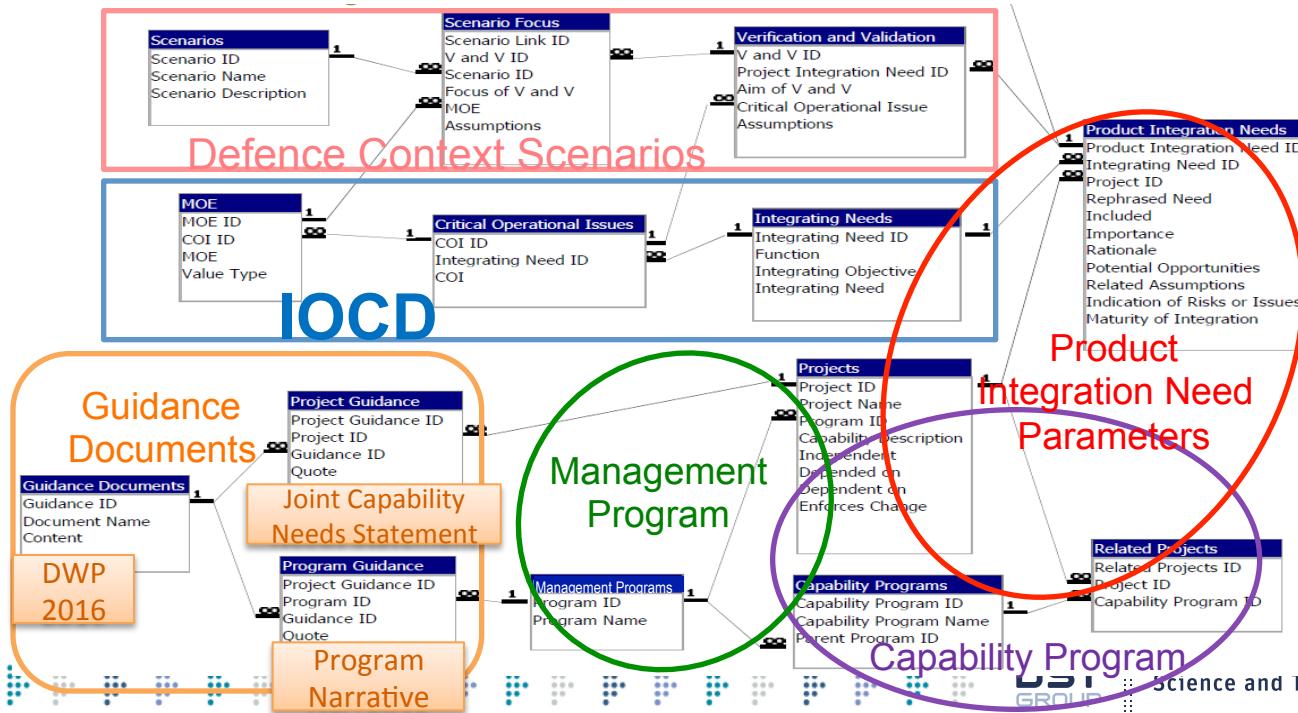
# Product Integration Need Parameters



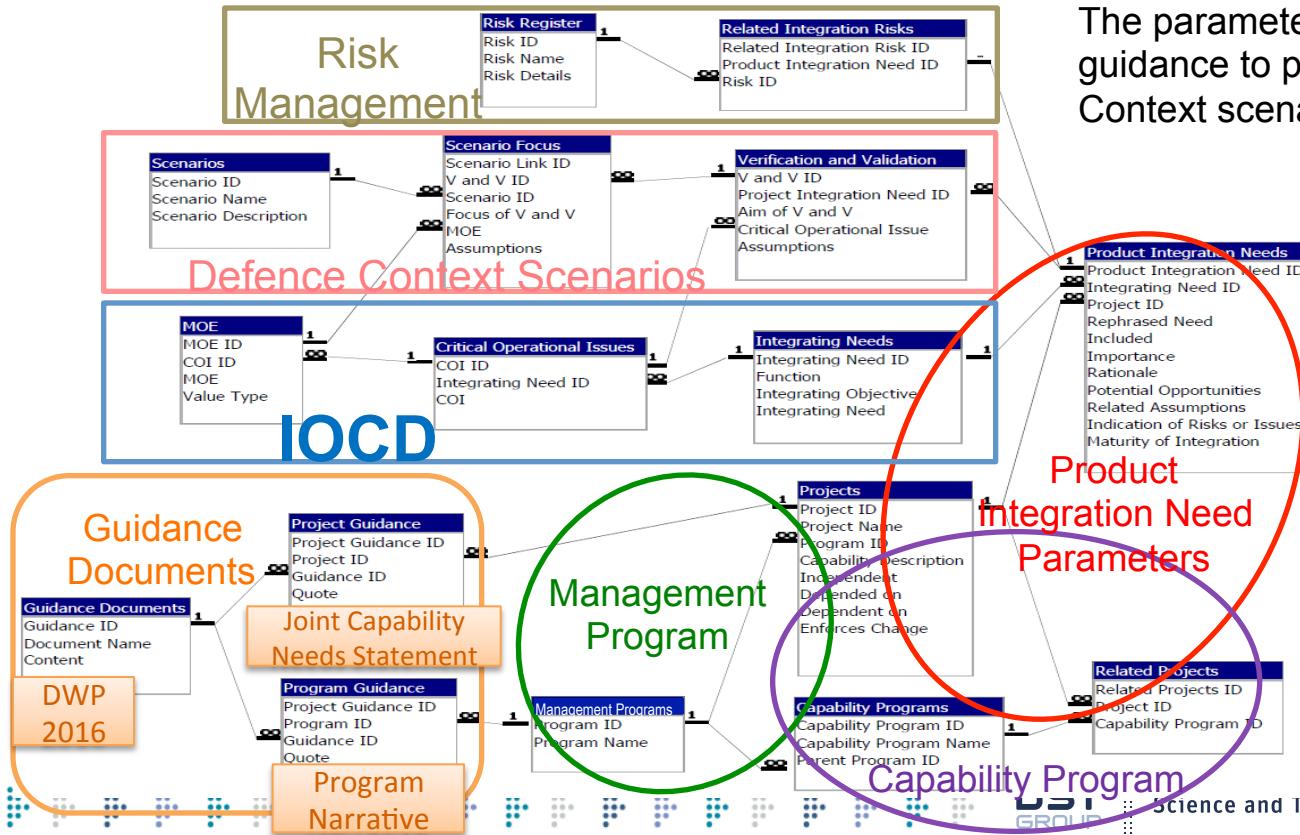
# Product Integration Need Parameters



# Product Integration Need Parameters



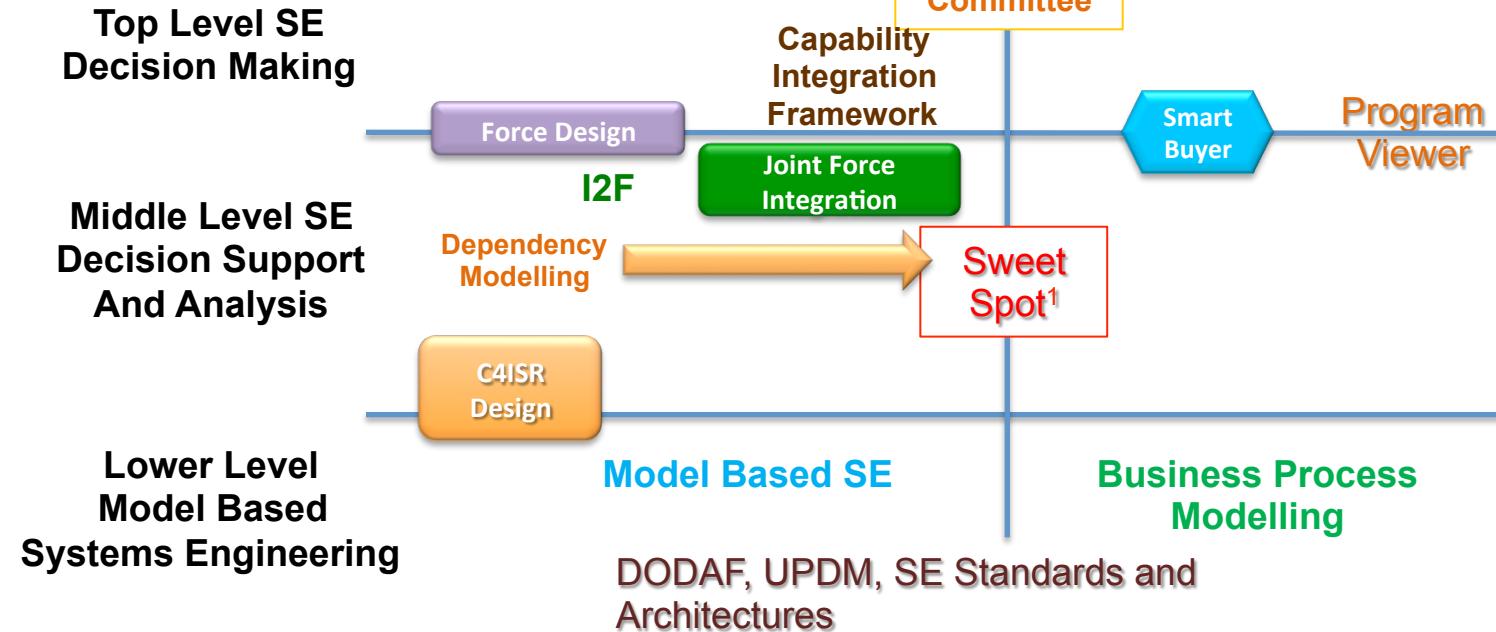
# Product Integration Need Parameters



# Summary

- **Earlier SE Intervention** in the new Defence Capability Life Cycle.
- SE and SOSE **intervention in the middle level has been improving** and continues to realise benefits for Defence Capability.
- The parameters, presented in this paper, capture the assumptions and rationale behind joint force integration design decisions - **supporting high level decision making and guiding low level architectures**.
- Work in this area is continuing. Particular emphasis is currently on representing **dependencies between products within a program** capability.

# Three Levels of SE supporting Capability and Management



1. Beasley, R., A. O'Neil. 2016

**Authors:**

Dr. Andrew Flahive

Ms. Åse Jakobsson

Dr. Donald Lowe

Dr. Mark Unewisse



## Questions

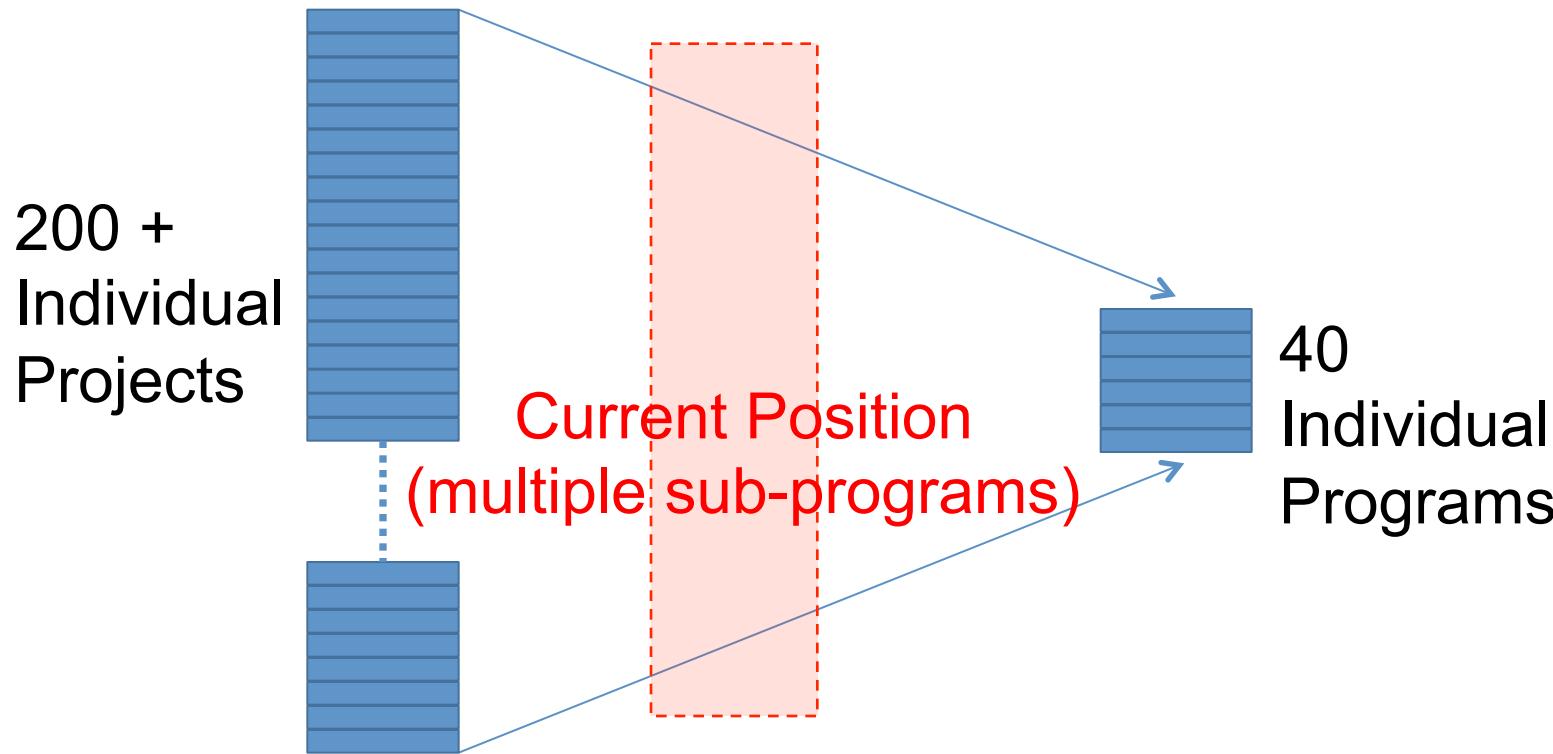
**Acknowledgements:**

- Defence Systems Integration,  
JOAD, DST Group
- Joint Integration Concepts and  
Assurance,  
JCMID, VCDF Group

# References

- Beasley, R., A. O'Neil. 2016. "Selling Systems Engineering by Searching for the Sweet Spot." *In Proceedings of INCOSE IS2016*.
- Commonwealth of Australia (CoA). 2015. *First Principles Review: Creating One Defence*, Australian Department of Defence, <http://www.defence.gov.au/publications/reviews/firstprinciples/Docs/FirstPrinciplesReviewB.pdf>.
- ---. 2016. FPR. "The 2016 Defence White Paper." *Australian Department of Defence*.
- ---. 2016. IIP. "The 2016 Integrated Investment Program." *Australian Department of Defence*.
- ---. 2016. CLC. "The new Capability Life Cycle has commenced." *Australian Department of Defence*.  
[http://www.defence.gov.au/casg/NewsMedia/DMOBulletin/new\\_clc](http://www.defence.gov.au/casg/NewsMedia/DMOBulletin/new_clc)
- ---. 2016. Smart Buyer. "Smart Buyer." *Australian Department of Defence*.  
[http://www.defence.gov.au/casg/NewsMedia/DMOBulletin/smart\\_buyer](http://www.defence.gov.au/casg/NewsMedia/DMOBulletin/smart_buyer)
- Cook, S. C., S. Nowakowski, and M. Unewisse. 2013. "Towards an SoS Engineering Approach for Integrating Australian Defence Force Capabilities." *Proceedings of Systems Engineering Test and Evaluation Conference*.
- JG Caligari AO, DSC, Lieutenant General, Chief of CDG, Dec 2014
- IOCD V2.1. 2016. "Joint Force By Design – Integrating Operational Concept Document Version 2.1." *Vice Chief Defence Force*. *Australian Department of Defence*.
- ISO (International Organisation for Standardisation). 2015. ISO/IEC/IEEE 15288:2015. Systems and Software Engineering - System Life Cycle Processes. Institute of Electrical and Electronics Engineers. Geneva, Switzerland. [http://sebokwiki.org/wiki/System\\_of\\_Systems\\_\(SOS\)](http://sebokwiki.org/wiki/System_of_Systems_(SOS))

# Moving to a Program Management Approach



UNCLASSIFIED  
(COVERING FOR OFFICIAL USE ONLY)



Capability Development Group



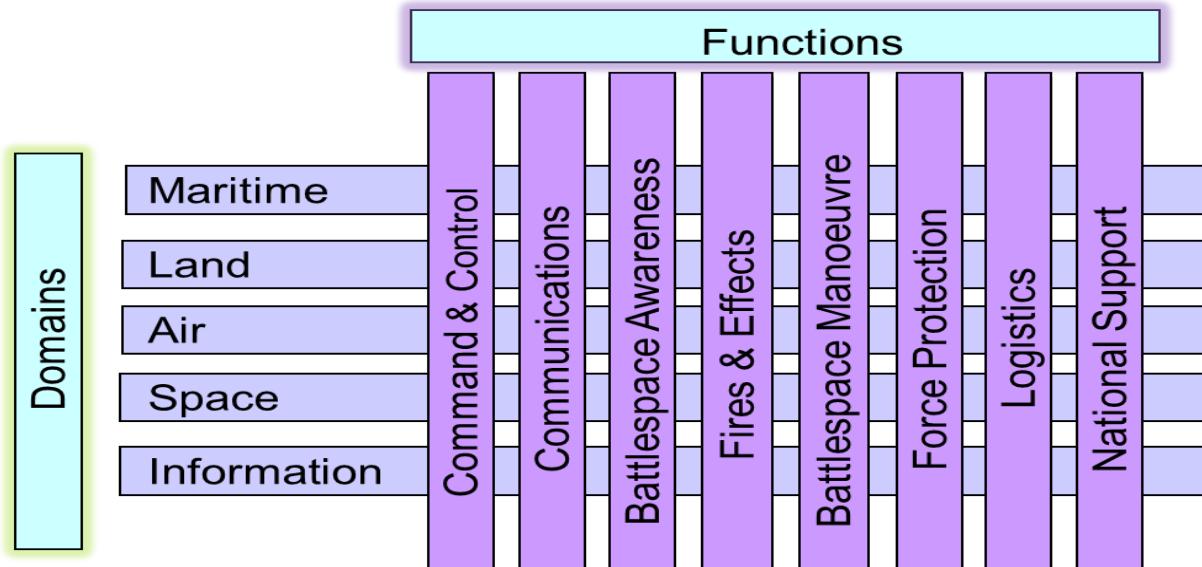
## INTEGRATING OPERATIONAL CONCEPT DOCUMENT

Version – 2.0

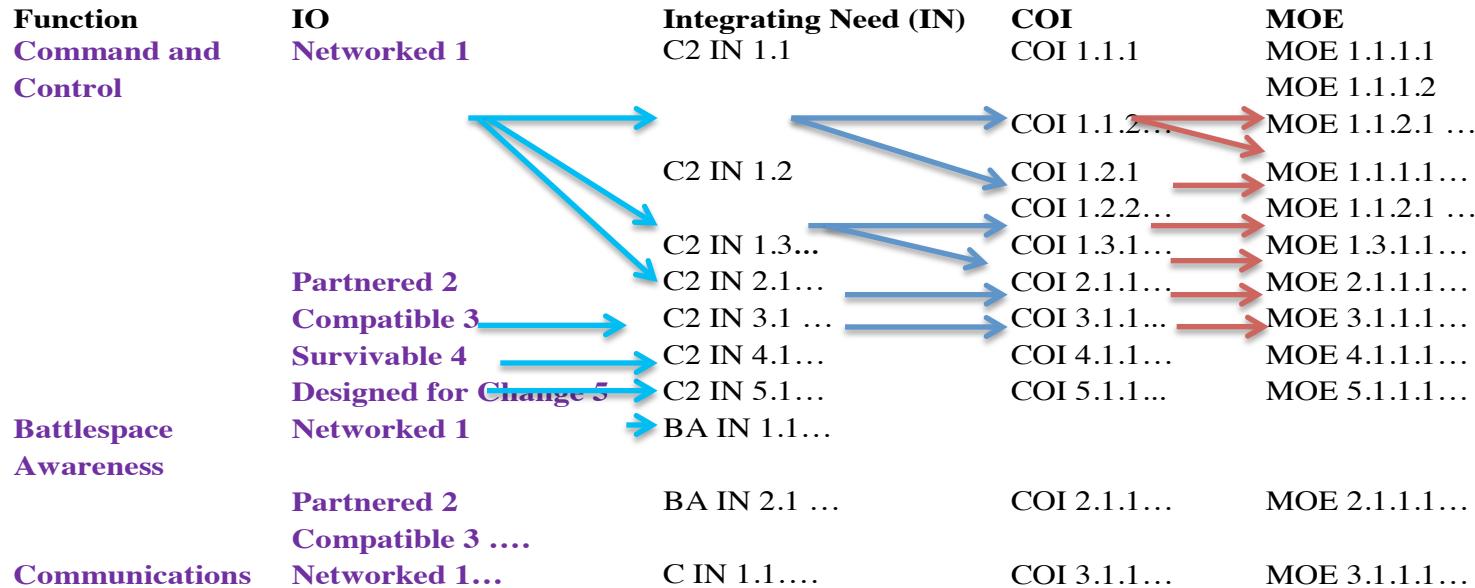
21 November 2014

UNCLASSIFIED  
(COVERING FOR OFFICIAL USE ONLY)

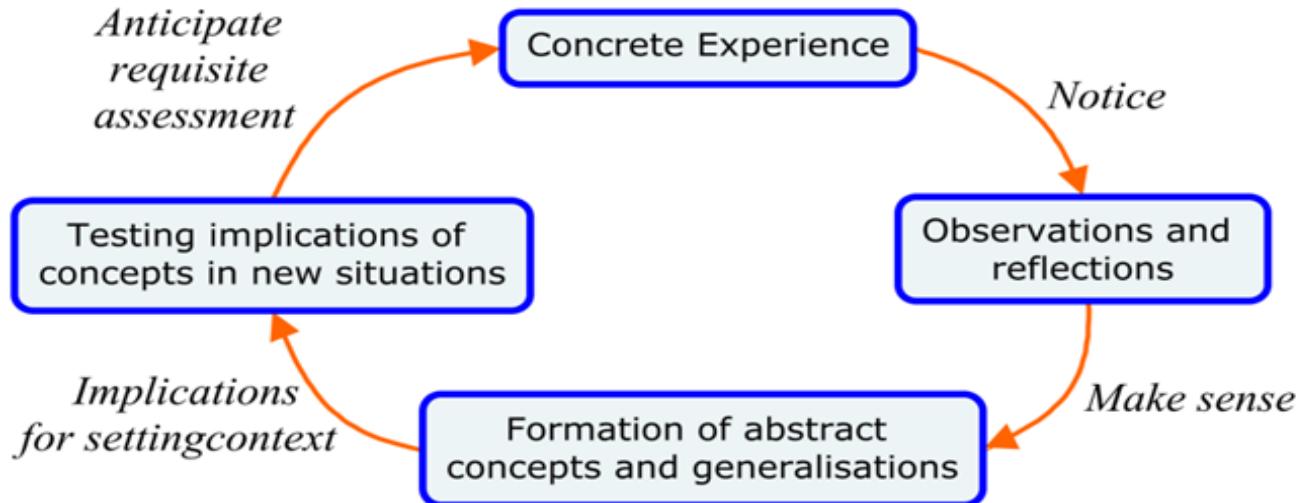
# Capability Integration Framework (IOCD v2.1).



# The IOs and CIF



# Co-learning and collaboration

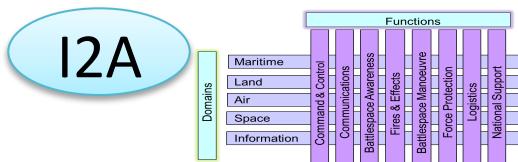


*The Path of Learning adapted from (Kolb, 1984).*

*D.A. Kolb, "Experiential learning: experience as the source of learning and development", 1984*

# Parameters for IOCD Implementation

Committee  
Level



Project Integration representations  
(summaries of integration risks and issues)

Intermediate  
Level

IOCD parameters

Architecture  
Level

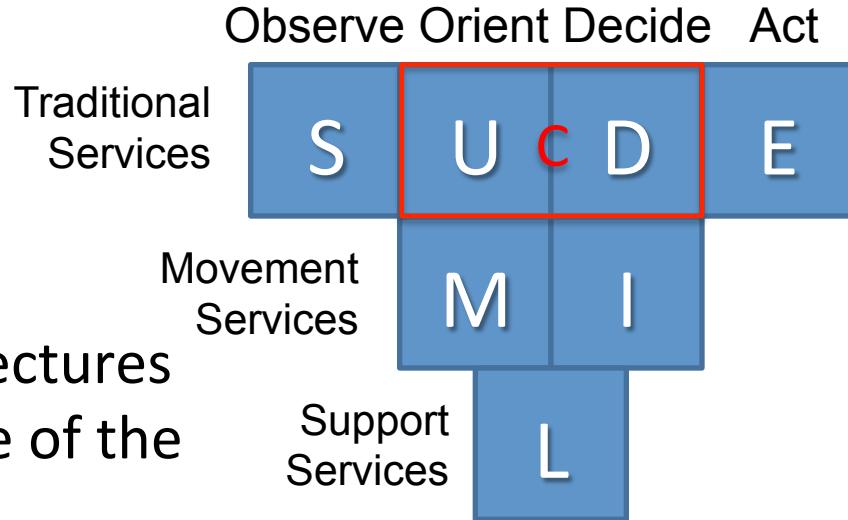
Parameters linked to DODAF, UPDM,  
SE Standards and Architectures

# Application of these parameters

- Used by several “Pilot” projects that were in the early phases of the CLC.
- One particular Project took about 5 People 27 hours over about 10 sessions, over a couple of months.
- Not all parameters were used. Assessment of IOCD Integration Needs centred on a few key parameters.

# Latest Work

- Continue to develop middle level support tools
  - SUDEMIL/SCMILE
- Mature the underlying architectures to capture the detailed nature of the relationships.
- Continue to develop SUDEMIL with the client
- Start applying SUDEMIL to a number of Pilot Projects and Programs.



# Future work: More Middle Level Support Tools and Guidance

SE Decision Making



Middle Level  
SE Decision Support  
And Analysis



Investment  
Committee

More work is required to ensure there are clear links between the information being presented at committees, the analysis of the information and the architecture representation of the information.

Model Based  
Systems Engineering

DODAF, UPDM, SE Standards  
and Architectures