

Concept Development and Experimentation: Academic Support

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(<http://www.gcmarshall.bg/sfp981149/>)

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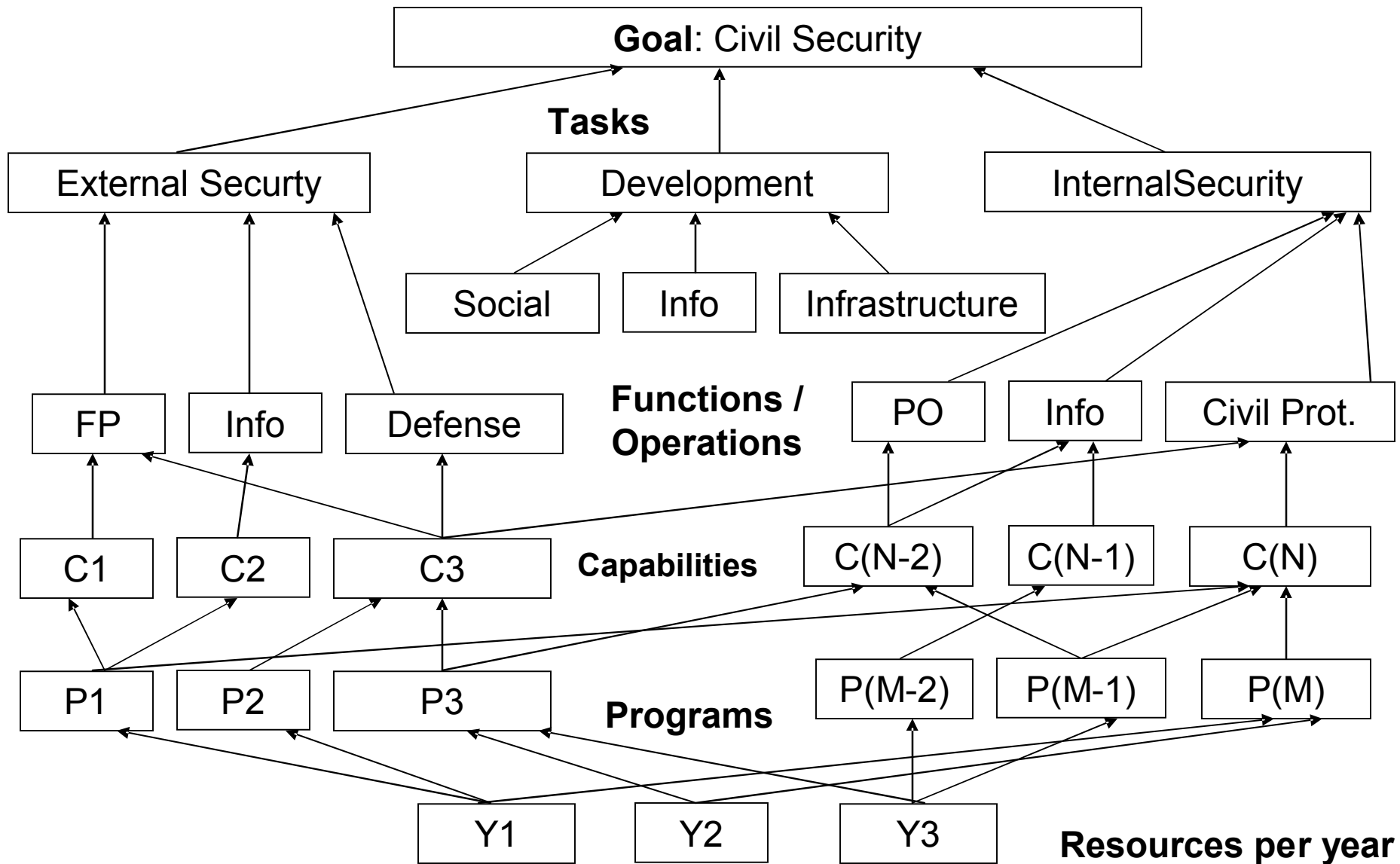
Change Management – First step to Transformation

1. Vision development
2. Team building
3. Planning and costing
4. Achieving “small successes”
5. Awarding the agents of change
6. Isolation of the opponents of change
7. Securing and development of successes by integrating them in an intelligent network

Islands of Excellence – Agents of Change

1. Defense Reform Working Group (1998)
2. Defence Planning Directorate – Programming Council – PPBS Manual (1999)
3. Euroatlantic Integration Directorate – Integration Council (1999)
4. Situation Center (1999)
5. Interoperability Center (1999)
6. C4 Review Group – CIO Institution – C4 Systems Life Cycle Management Manual (2000)
7. Armaments Policy Directorate – Modernization Council (2001)

Transformation – general systematic view



Methodology

National Strategy:

1. Development of planning framework: Goal, tasks, functions, operations, capabilities, programs, resources per year.
2. Definition of the influence of the tasks over the Goal.

Security Strategy:

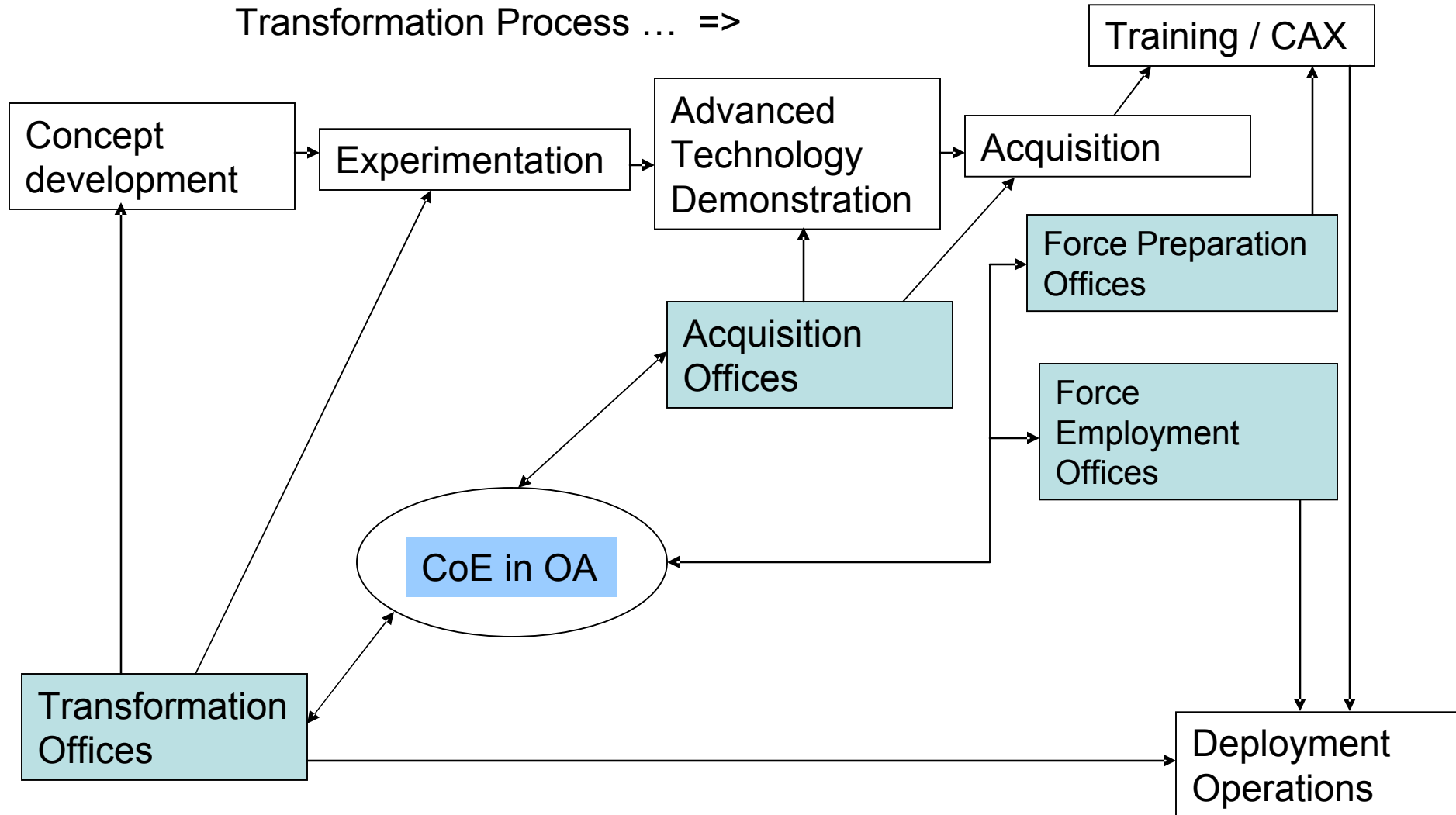
1. Definition of the influence of the functions over the tasks.
2. Definition of the influence of the operations over the functions.
3. Definition of the influence of the capabilities over the operations.

Force development plan:

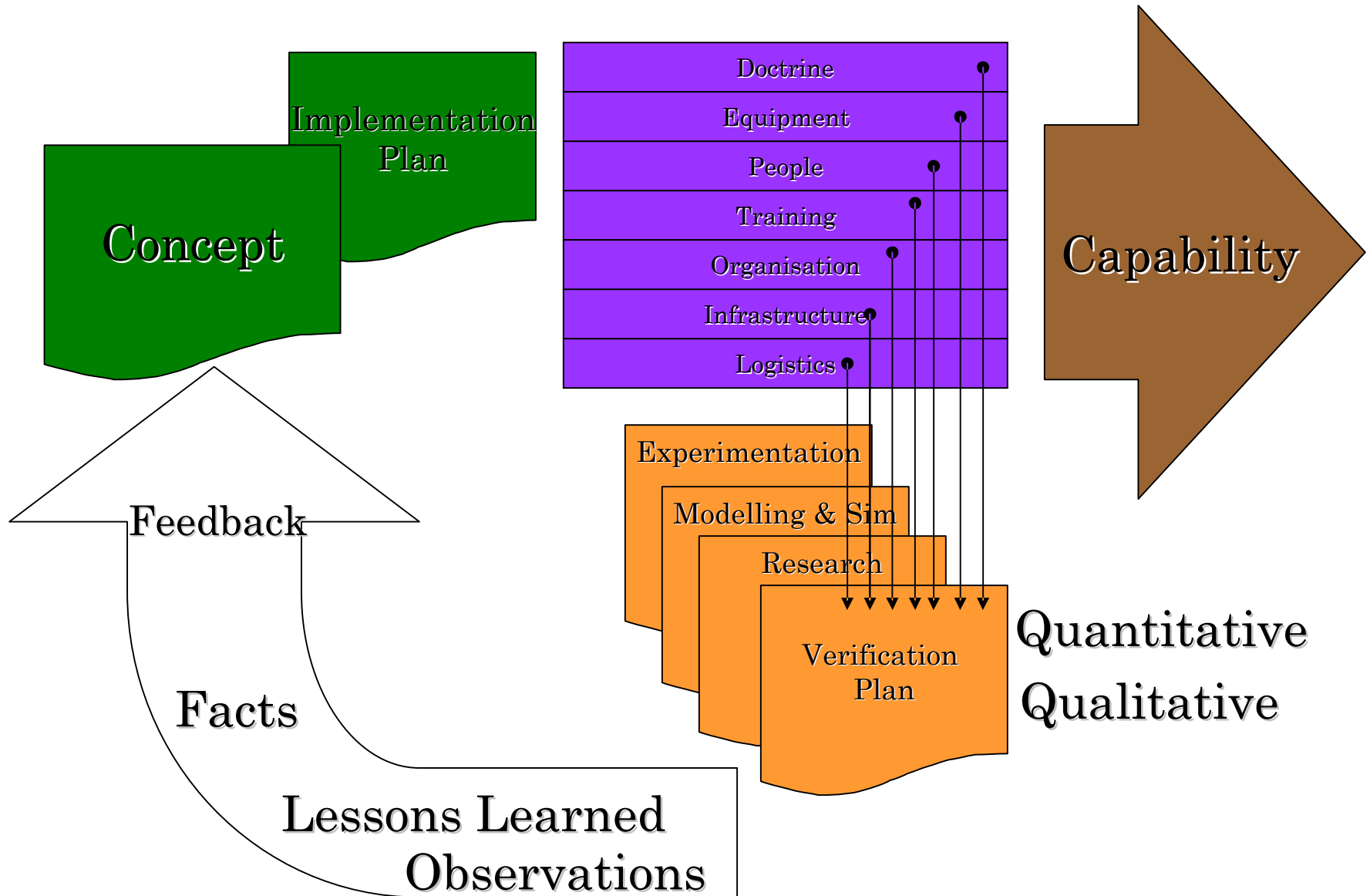
1. Definition of the influence of the programs over the capabilities.
2. Definition of the influence of the resources over the programs.
3. Optimal distribution of resources to achieve the Goal.
4. Program Management.

Transformation process – capability development

Transformation Process ... =>



Concept Development



... and experimentation

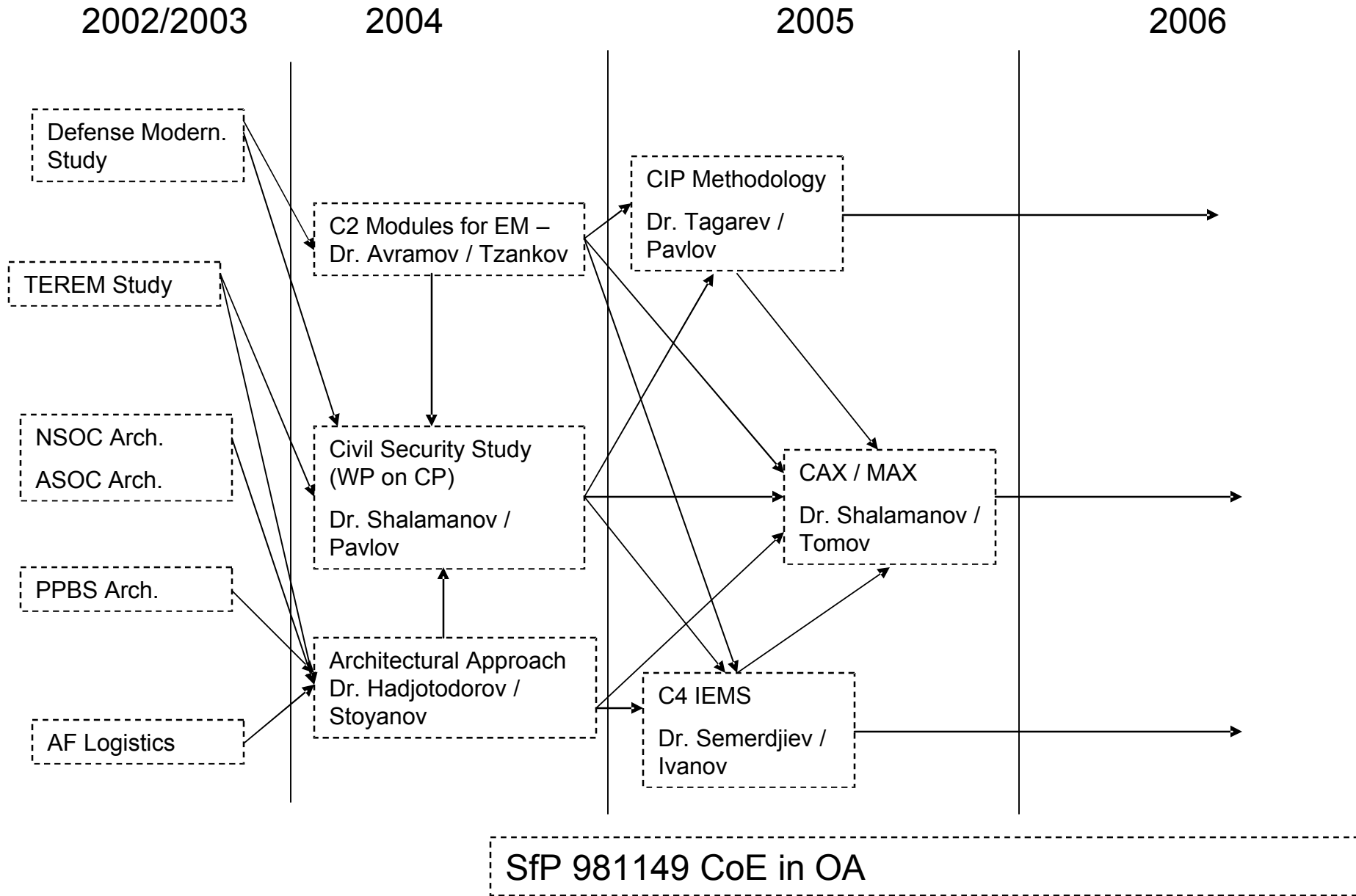
“The process of exploring innovative methods to improve current capabilities and methods of operation, especially to assess the innovative method’s feasibility, utility, and limits.”

Key method for experimentation is ATD!

Islands outside MoD

1. MoD-BAS R&D Coordination Council (1999)
2. Center for NS and Defense Research – BAS (2002)
3. Security Sector Reform Coalition (2002)
4. National Science Coordination Council of the Permanent Government Commission on Protection of Population with 7 Expert Councils (2003)

Organization of CNSDR / EC#7 Projects in OA



Mission, Vision, Strategy of the CoE on OA – new agent of change and integration

- Mission

Be Key Partner in Decision Making and CDE/ATD for Security Sector Transformation

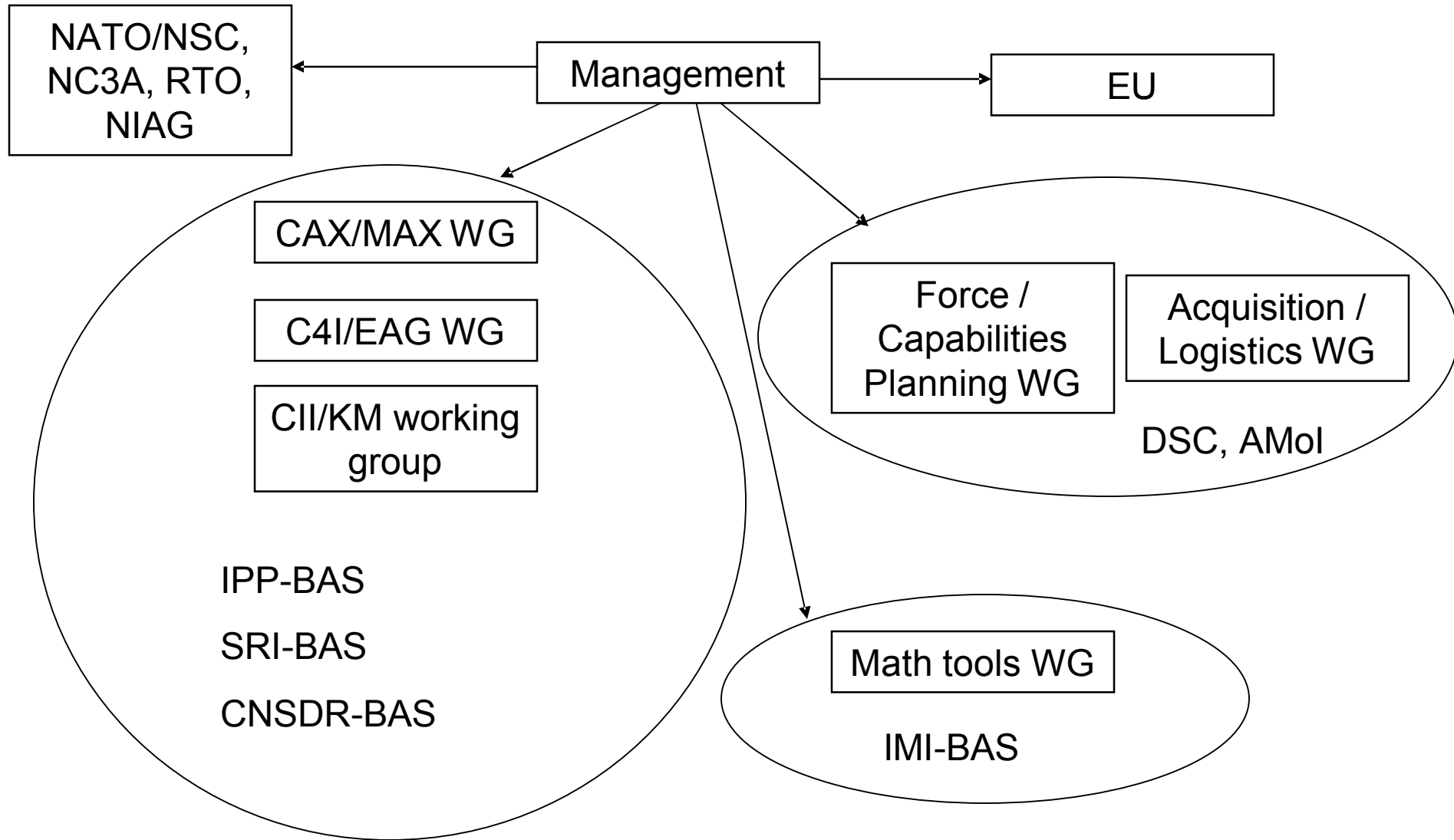
- Vision

Provide a Transparent, network enabled, knowledge based Research & Technology organization

- Strategy

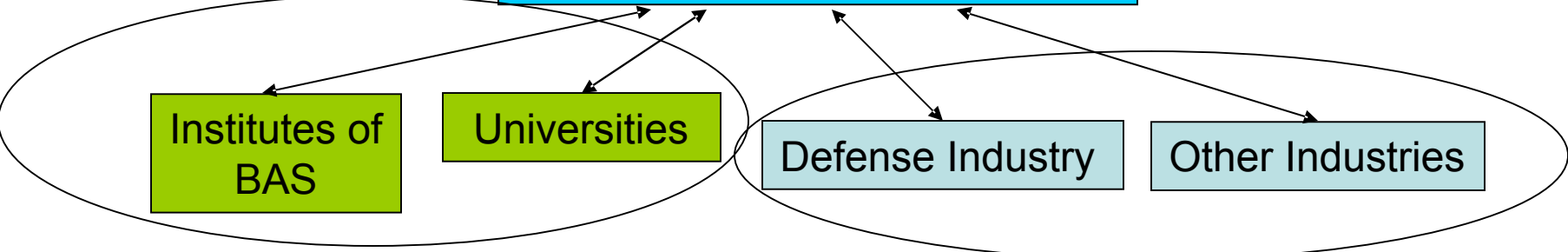
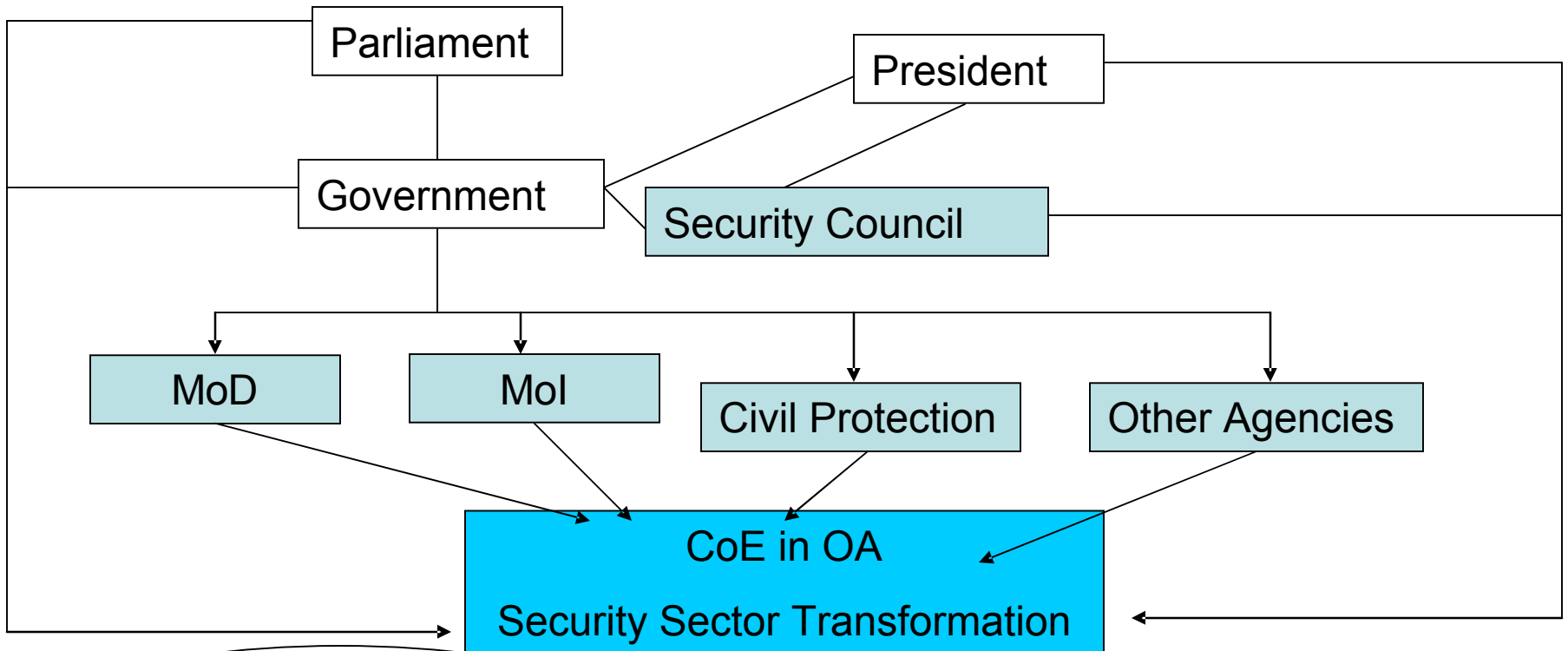
Institutional support from BAS, financial and technology contributions from NATO and EU, recognition from the Bulgarian Security Sector, integration in NATO/EU science, research and technology community, strong partnership with industry

Organization of the CoE on OA



Where is the CoE situated among other organizations?

Governance / Costumers



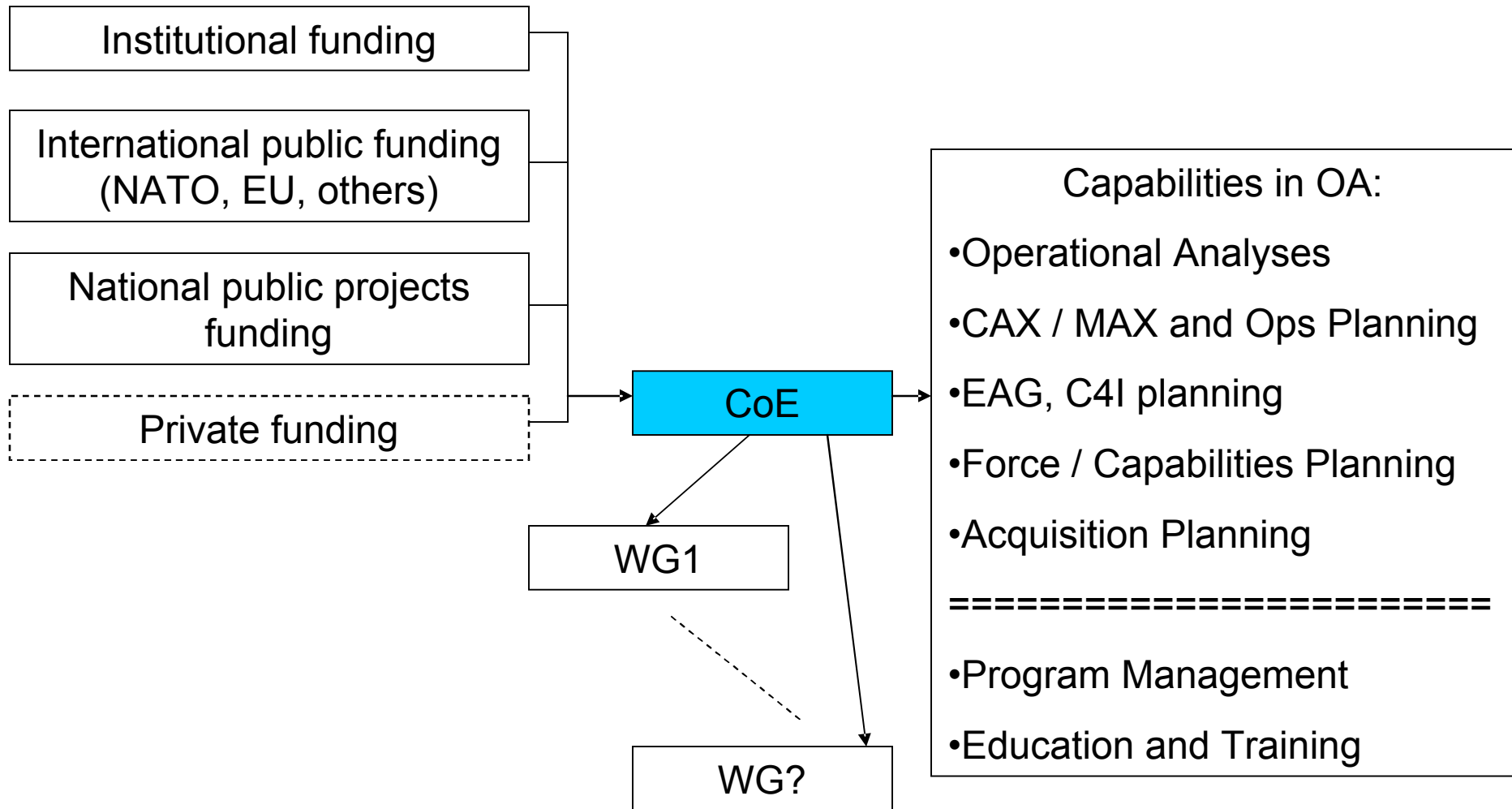
Back office

Implementation / Competition

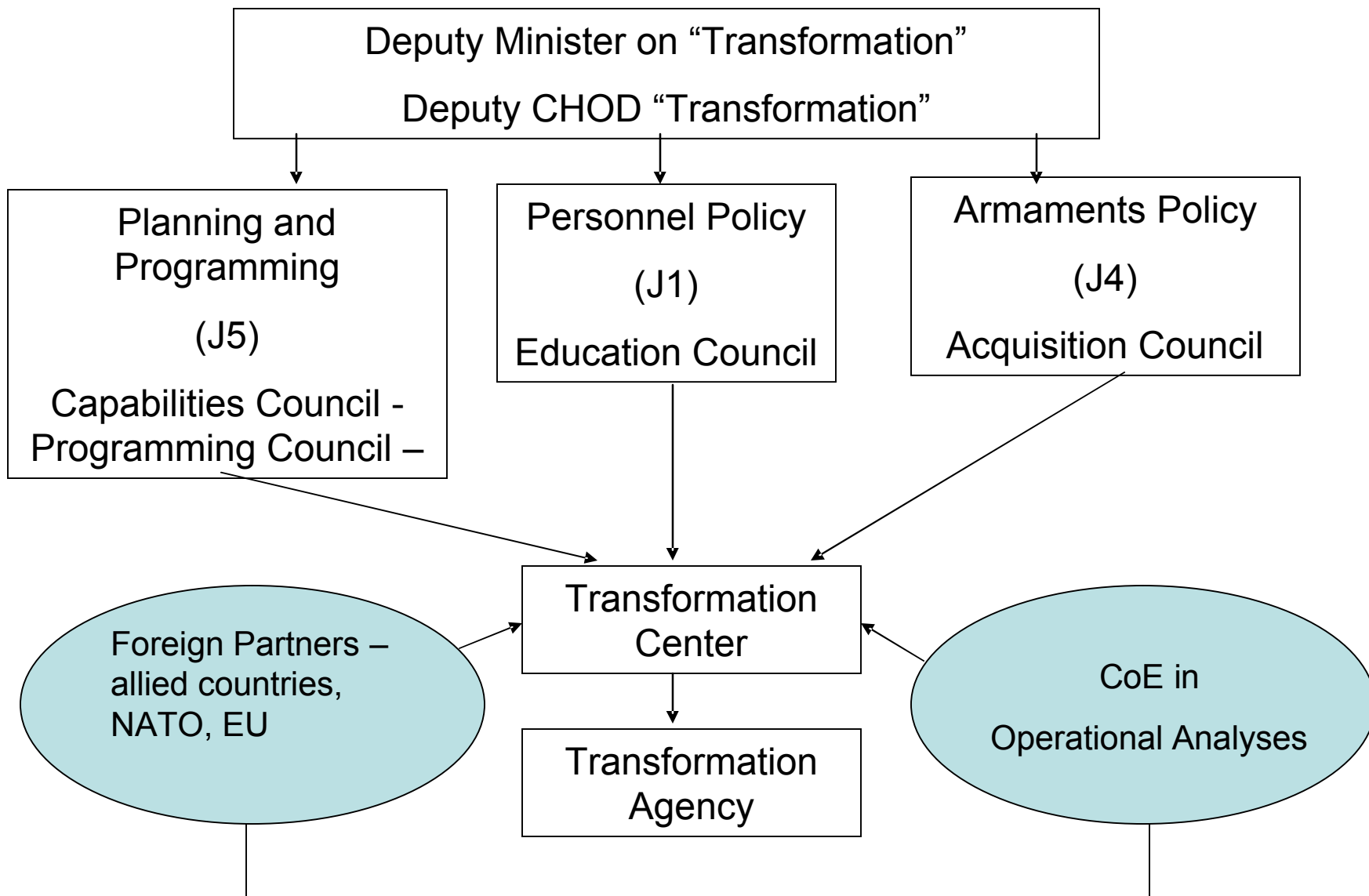
Customers

Partners

How is CoE funded?



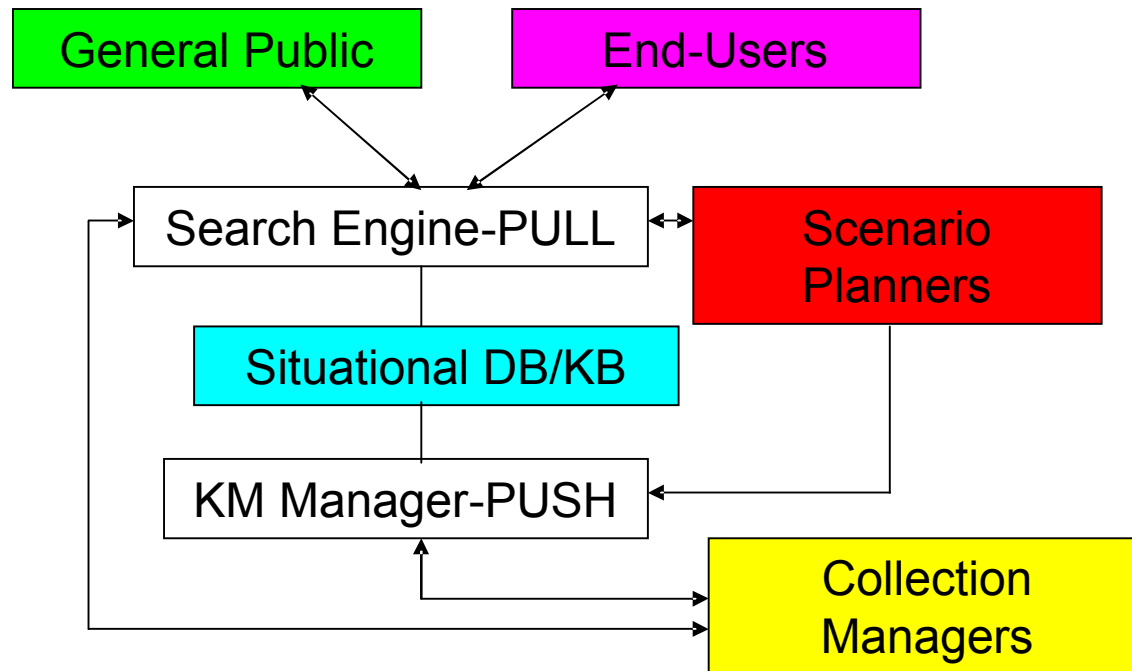
Transformation Management Model



Possible implementation steps

1. Implementation of Security Sector Review with support from allied countries and NATO.
2. Establishing of ad-hoc group on transformation around the Deputy Minister on Transformation
3. National preparation projects
 1. Concept and architecture of the Transformation center
 2. Knowledge management and project management environment in support of transformation
 3. Concept and architecture of the Transformation Agency
4. Establishing of the Transformation center
5. Institutionalizing of the CoE in Operational Analyses as academic support tool for Transformation Center
6. Establishing of Transformation Agency and approval of Modernization Law
7. Integration of the Bulgarian transformation system in ACT and EDA

Knowledge Management in the Transformation Process



CAX – the key method for change management

1. Knowledge acquisition
2. Knowledge verification
3. Knowledge generation
4. Knowledge transfer
5. Documenting of the knowledge
6. Team building
7. Understanding and decision making

Conclusion: Contribution through SfP981149 NATO Project

1. Brings together DSC, AMoI, SACP and BAS institutes under NATO framework for joint research and transfer of know-how from NATO/NATO countries
2. Generates other projects to NATO, EU, MoD, MoI, SACP
3. Selects, Trains and Promotes Young Scientists
4. Develops Links with the Industry
5. Develops National Understanding and Capacity in Transformation (ACT, EDA)
6. Creates Environment for CAX based Research and Training
7. Consolidates Existing Experience and Builds Theory and Tool for Knowledge Based, Network Enabled Change Management in the Security Sector and its Transformation