CNA ORGANIZATIONAL AND PROCESS DESIGN

Military organizations today must be able to process increasingly complex and voluminous information and quickly adapt to changes in the operating environment and tasking. They must do this within budget constraints, increasing congressional oversight and influence, and changing workforce demographics—all while maintaining trust with and accountability to the nation they serve. Military organizations are also increasingly interested in adopting successful practices developed in the private sector and leveraging the speed and innovation of the tech industry, though distinct differences between the motivations and constraints of the business world and those of the military can challenge this adoption.

Given these ambitions and constraints, military organizations must sometimes adapt their organizational structures and processes in order to continue to meet mission requirements. As a federally funded research and development center operating in the space of ill-defined and complex problems, *we employ a tailored approach to each organizational transition.* Based on the contingency theory of organizational design, our analyses are shaped to the particular circumstances and requirements of each organization. We also empower leaders with the tools and data they need to undertake subsequent organizational change on their own. In contrast, commercial vendors addressing organizational change typically apply proprietary models or templates with routine measures—yielding "black box" results without the underpinning of analytical insights about the organization.

We understand the mission and the conditions under which our military sponsors operate; CNA analysts have deployed alongside staffs and operational units and have embedded in support roles at commands throughout the globe. Through our analysis of numerous commands at multiple echelons and in a variety of roles, we have gained experience in common military organizational pitfalls and where and when business practices are appropriately applied.

OUR SERVICES

ORGANIZATIONAL REDESIGNS TO IMPROVE EFFICIENCY, EFFECTIVENESS, OR ADDRESS CHANGING RESPONSIBILITIES

For many of our sponsors, the drive to reorganize comes from a need to get smaller, better, or do more or different things. We identify organizational challenges that must be mitigated to achieve these aims and propose structural and/or procedural options, along with evaluations and risk assessments of each, to include ease of implementation. Recent examples include:

- Determining how best to integrate space and cyber operations into maritime operations centers

- Devising reorganization and rescoping options for OPNAV and SECNAV directorates to accommodate congressionally mandated staff cuts

- Examining alternative organizational conformations for the Navy's shore triad (OPNAV N4, CNIC, and NAVFAC) to improve support to the warfighter and to align command and control.

- Exploring new organizational constructs to support naval (Navy and Marine Corps) integration

ORGANIZATIONAL REDESIGNS TO INCREASE ADAPTABILITY

Commands and task forces situated at the operational level of war must function in complex, dynamic environments by effectively commanding and controlling disparate forces, managing information, and changing focus of effort as circumstances and priorities change. We assess the effectiveness of existing staff organizations and processes and provide structural and/or procedural options to improve staff adaptability. Examples include:

- Assessing and devising alternative organizational approaches to transition between steady-state operations and crisis response for Commander, Seventh Fleet

- Devising guidelines for Commander, Sixth Fleet to choose an appropriate JTF structure according to the mission

CREATION OF NEW ORGANIZATIONS

As demands from the DOD, Congress, and the geopolitical environment change, so too must organizational structures. We assist our sponsors in developing new organizations to meet changing demands by identifying appropriate roles, responsibilities, authorities, reporting chains, structures, staffing, and/or physical locations. Examples include:

- Developing an analysis-based independent plan for a Department of the Space Force for the Deputy Secretary of Defense, as directed by the 2018 National Defense Authorization Act

- Outlining missions, functions, and tasks for the new Navy Insider Threat Analysis Hub, identifying candidate organizational homes, and developing a framework for understanding the risks imposed by various resourcing options for the Director of Navy Staff

- Conducting a functional mapping of activities to organization for Joint Staff J7 and developing organizational options for it following the disestablishment of JFCOM

RIGHT-SIZING AND ALIGNING STAFF

Our unique approach combines manpower and organizational subject matter experts, economists, and resource allocation wargaming to explore and validate staff sizes and structures, and to describe decision space regarding appropriate military, civilian, and contractor mix or occupational specialties. Examples include:

- Stress testing and validating the staff size and structure for new organizations, to include a sub-unified command, operational staff, task force, and service headquarters directorate

- Comparing outsourcing and insourcing options for Chief of Naval Air Training's maintenance requirements

- Estimating the size and requirements of a potential executive agent office for OPNAV.

- Tracking changes in the size and composition of the Navy's civilian workforce both over time and in relation to workload metrics for OPNAV N81

BUSINESS PROCESS DEVELOPMENT AND ASSESSMENT

In order to execute their warfighting responsibilities, all of our military sponsors must also attend to the "business" of running their organizations. This includes processes for developing and assessing budgets, as well as for manning, training, and equipping the force. We employ a critical, analytical perspective and a combination of quantitative and qualitative information to examine business process effectiveness and offer recommendations for improvement, or devise new processes and implementation plans. In all cases, we are focused on process outcomes, rather than process improvement for process's sake. Examples include:

- Describing current practices and providing a framework for more robust data governance for the Navy's Digital Warfare Office.

- Assessing the effectiveness of OPNAV's new POM process for developing a strategy-driven budget and suggesting process changes and options for subsequent budget years

- Creating an implementation plan for the Navy's Expeditionary Warfighting Development Command (EXWDC) to take on anti-terrorism/force protection doctrine and tactics development within highly constrained resources

- Examining and making recommendations to improve efficiency and effectiveness of the Defense Forensics Enterprise for the Office of the Director Defense Biometrics and Forensics
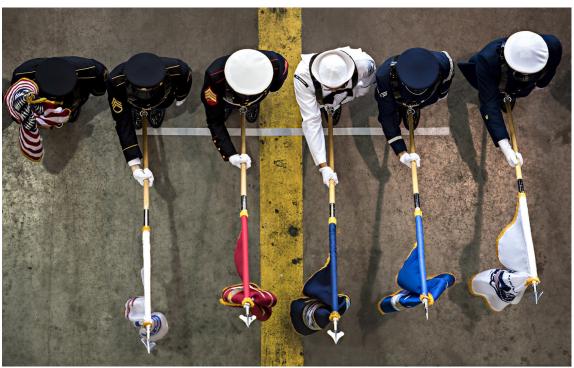

Photo courtesy of DoD.gov. 170619-F-TY749=087G.jpg https://media.defense.gov/2017/Jun/22/2001767204/-1/-1/0/17

"I have seen numerous outside consultant products on data governance, but the CNA team married the best of breed from industry with their knowledge of Navy organizations and cultures. No other provider could have done that and met our decision timeline."

OUR APPROACH

We help sponsors define and communicate their value. Through our assessment of the "as-is" organization we provide an independent look at an organization's strengths, challenges, and value to the larger military mission. We do this via: 1) extensive discussions with organizational leadership, action officers, "customers," and key fans and critics; 2) review of organizational history and historical billet files and budgets; and 3) examination of formal documentation such as MFTs, SORMs, command briefs, and other instructions. To these data, we apply qualitative and quantitative analytic techniques and software, combined with appropriate insights from business and government literature and theory. Through this process, we provide leaders with the language and concepts to communicate the organization's niche and value.

We draw from diverse disciplines. Rather than limiting our focus to other military services in the same line of work, we expand our search for best practices and alternative organizational approaches to include military, government, or corporate entities experiencing similar dynamics—even if their products or services are dissimilar. In our experience, it is these dynamically similar—but topically different—organizations that provide the most useful insights and original approaches. Recent examples include applying European and Japanese government experiences with "agencification" to the Marine Air-Ground Task Force Training Command as well as leveraging construction industry insights for the Navy's shore enterprise. CNA analysts have a diversity of academic backgrounds and first-hand operational experiences that bring varied perspectives to addressing organizational challenges.

We engage sponsors. Organizational culture and institutional knowledge are complex, and data gathering alone can miss institutional subtleties. Thus, we use in-progress reviews throughout our analysis to receive crucial insider feedback on preliminary findings and progress—to ultimately arrive at options that are relevant and accurately reflect the organization and its issues.

We describe the decision space and make it actionable. Ultimately, there is rarely one "best" organizational option. Our job is to effectively scope and describe the options available to leadership that will address challenges and organizational goals, each with different value emphases and risks. Inherent in this task is the description of specific, actionable recommendations and risk mitigations.

ABOUT CNA CORPORATION

CNA is a nonprofit research and analysis organization dedicated to the safety and security of the nation. It operates the Center for Naval Analyses — the only Federally Funded Research and Development Center (FFRDC) serving the Department of the Navy — as well as the Institute for Public Research. CNA is dedicated to developing actionable solutions to complex problems of national importance. With nearly 700 scientists, analysts and professional staff, CNA takes a real-world approach to gathering data. Its one-of-a-kind field program places analysts on carriers and military bases, in squad rooms and crisis centers, working side-by-side with operators and decision-makers around the world. CNA supports naval operations, fleet readiness and great power competition. Its non-defense research portfolio includes criminal justice, homeland security and data management.

For more information please contact:

Simone Robers
Director, Organizations Roles and Missions
roberss@cna.org
703-786-9407