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Resourcing Defense Innovation: The role of organizational values

Jonathan P. Wong, PhD

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Research overview



PPBE is on everyone's mind

Contemporary proposals to reform the PPBE process largely focus on enabling easier adoption of commercial technologies



What values are PPBE reform proposals emphasizing?

Lost in the debate are the values that PPBE emphasizes versus the ones highlighted by reform proposals



A thematic analysis approach

To explore this topic, literature review and pile sorting methods we used to identify and group values and proposals.

Analysis indicates key values and reform proposals

Values

Consistency
Agility
Coherence
Transparency

Reform proposals

- More efficient execution of existing PPBE process
- Broader or different units of analysis
- Integrated portfolios
- Removal of RDT&E from the FYDP
- More powerful reprogramming

Consistency and agility are key tensions in most proposals

Will proposals likely result in an increase or decrease of emphasis on policy values?

	Consistency	Agility	Coherence	Transparency
More efficient execution of existing PPBE process	↔	↔	↑	↔
Broader or different units of analysis	↓	↑	↔	↓
Integrated portfolios	↓	↑	↑	↓
Removal of RDT&E from the FYDP	↓	↑	↔	↔
More powerful reprogramming	↓	↑	↓	↓

Agility and consistency tension
means coherence, transparency will likely be key differentiation

No clear choice among options
until prioritization of values is established

Explicitly characterizing values
will be key to PPBE reform



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