

*Dwight D. Eisenhower School
for National Security and Resource Strategy*

Conceptual Approach to Relationships

***Towards a Unified Framework of
Defense Acquisition***

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Behind the Framework

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- **A framework is a key tool to analyze and understand a complex problem or system**
- **There are various overlapping studies and analysis of defense acquisitions, all hold a piece of the puzzle, but the elephant looks different depending on what part you hold**
- **This framework is a critical first step in building a unified theory of defense acquisition.**

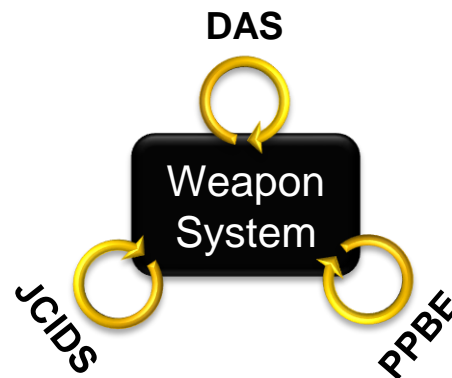


Our Understanding of DoD Acquisition

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“Every weapon system in the U.S. arsenal is intended to satisfy a specific military need (often referred to as a requirement), must be paid for by the federal budget, and is designed and built within an acquisition system. From concept to deployment, a weapon system must go through the three-step process of identifying the required weapon system [**JCIDS**], establishing a budget [**PPBE**], and acquiring the system [**DAS**].”

– Schwartz, 2014, pp.2-3



JCIDS: Joint Capabilities Integration and Development System

PPBE: The Planning, Programming, Budgeting, and Execution System

DAS: Defense Acquisition System



Our Understanding of DoD Acquisition

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“Buying Aircraft presents one thesis above all others: the procurement process itself is a **weapon of war** no less significant than the guns, the airplanes, and the rockets turned out by the arsenals of democracy.”

– Holley, 1964, p.569

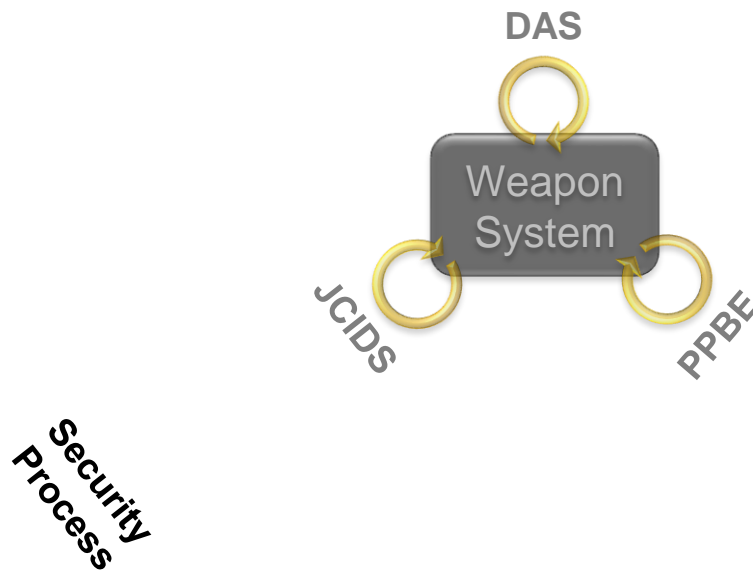


Figure 2



Our Understanding of DoD Acquisition

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“it is necessary to see weapons acquisition as both a **technical** and a **political** process—technical, in that it involves the development and production of sophisticated weapons, and political, because it uses public money to supply part of a public good called national security.”

– McNaugher, 1987, p.65

Technical Process

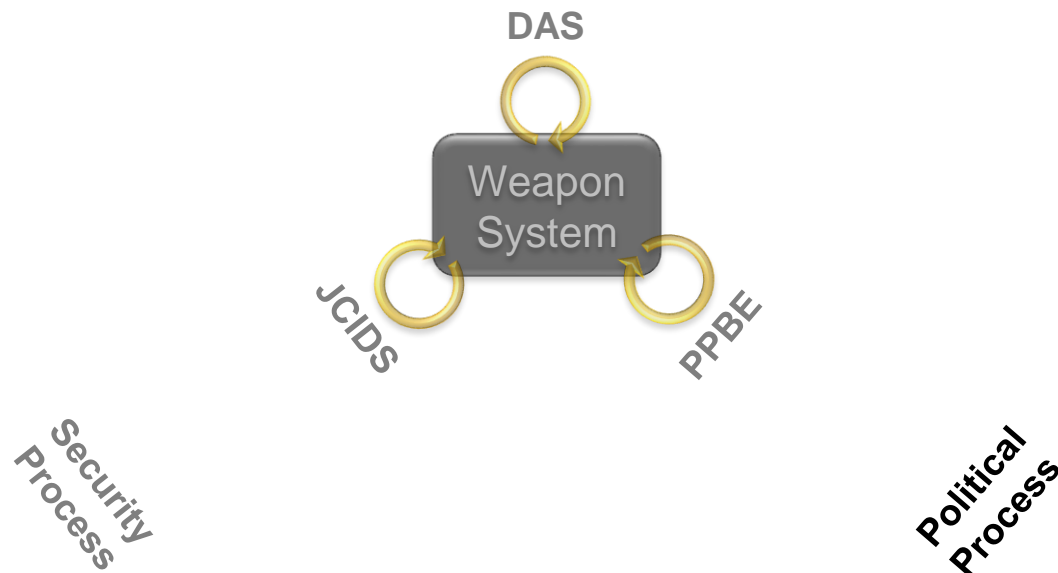


Figure 3



Our Understanding of DoD Acquisition

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“So what accounts for America’s transformative capacity? Where do its breakthrough innovations come from? My answer traces the relationship between high technology, national security, and political culture. It advances **three interlinked** propositions regarding the role of the NSS as **technology enterprise and commercialization engine; its geopolitical drivers; and the institutional consequences of an antistatist constraint.**”
– Weiss, 2014, p.4

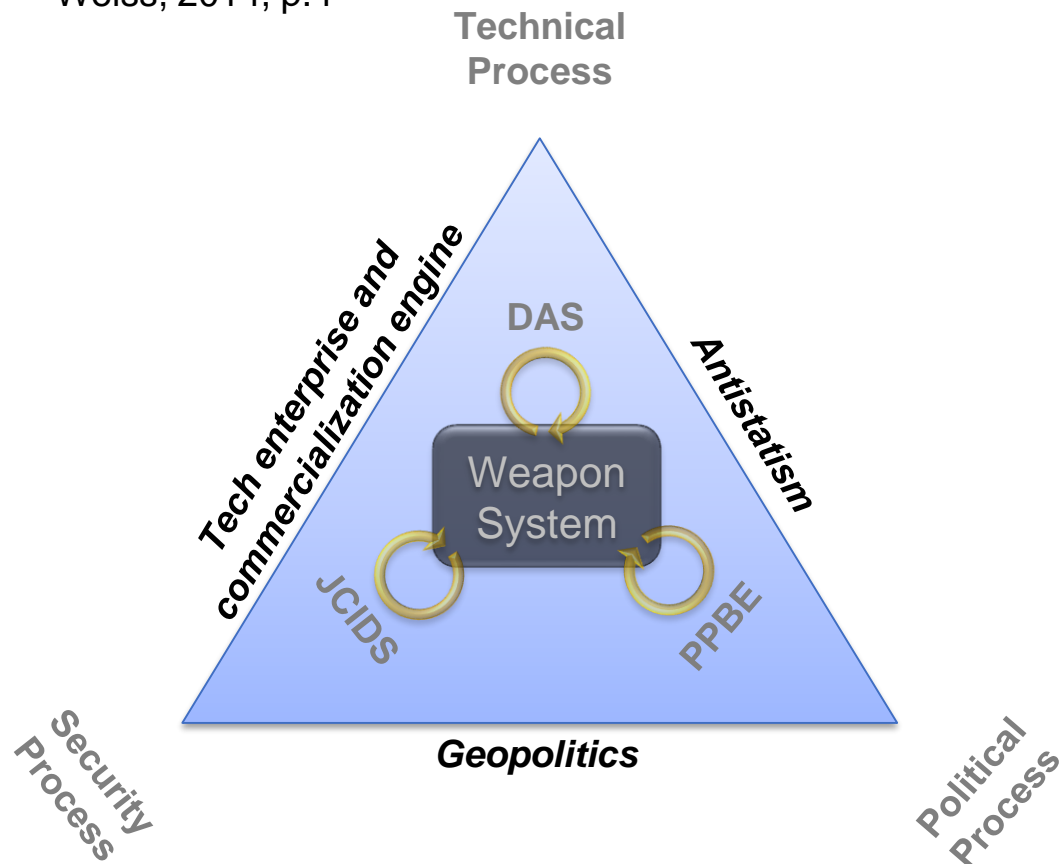


Figure 4



Our Understanding of DoD Acquisition

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“Three major interests drive defense acquisition decisions: **private companies** [industry], the **military services** [bureaucracy], and **Congress**. ... Getting beyond the handy-but-wrong theories, scholars should ask where military power actually comes from. The answer is the political economy of defense. **Interest groups**—parochial interests, whether in the private sector or in government—are key to explaining the size, readiness, technological sophistication, and trajectory of American military power.”

– Gholz and Sapolsky, 2020, p.2,8

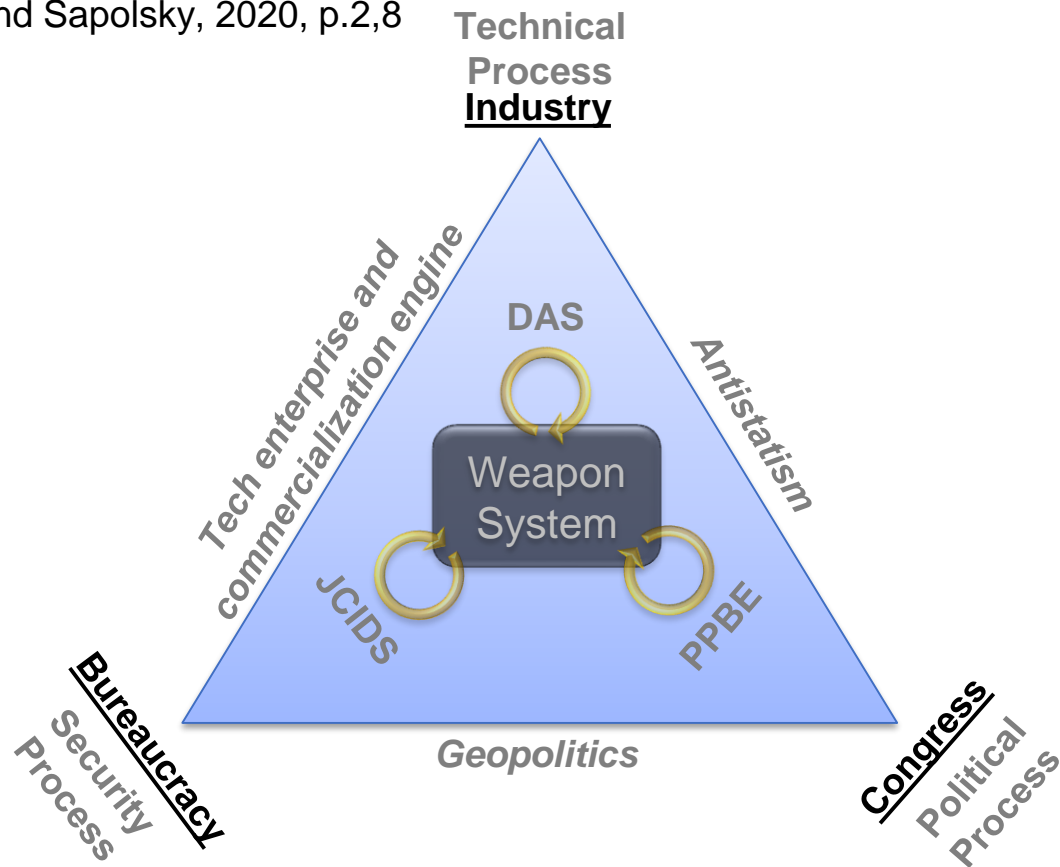


Figure 5



Our Understanding of DoD Acquisition

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The Gholz Sapolsky corollary: If Interest groups are the source of power in the U.S. then we must understand what motivates those interest groups and how they behave

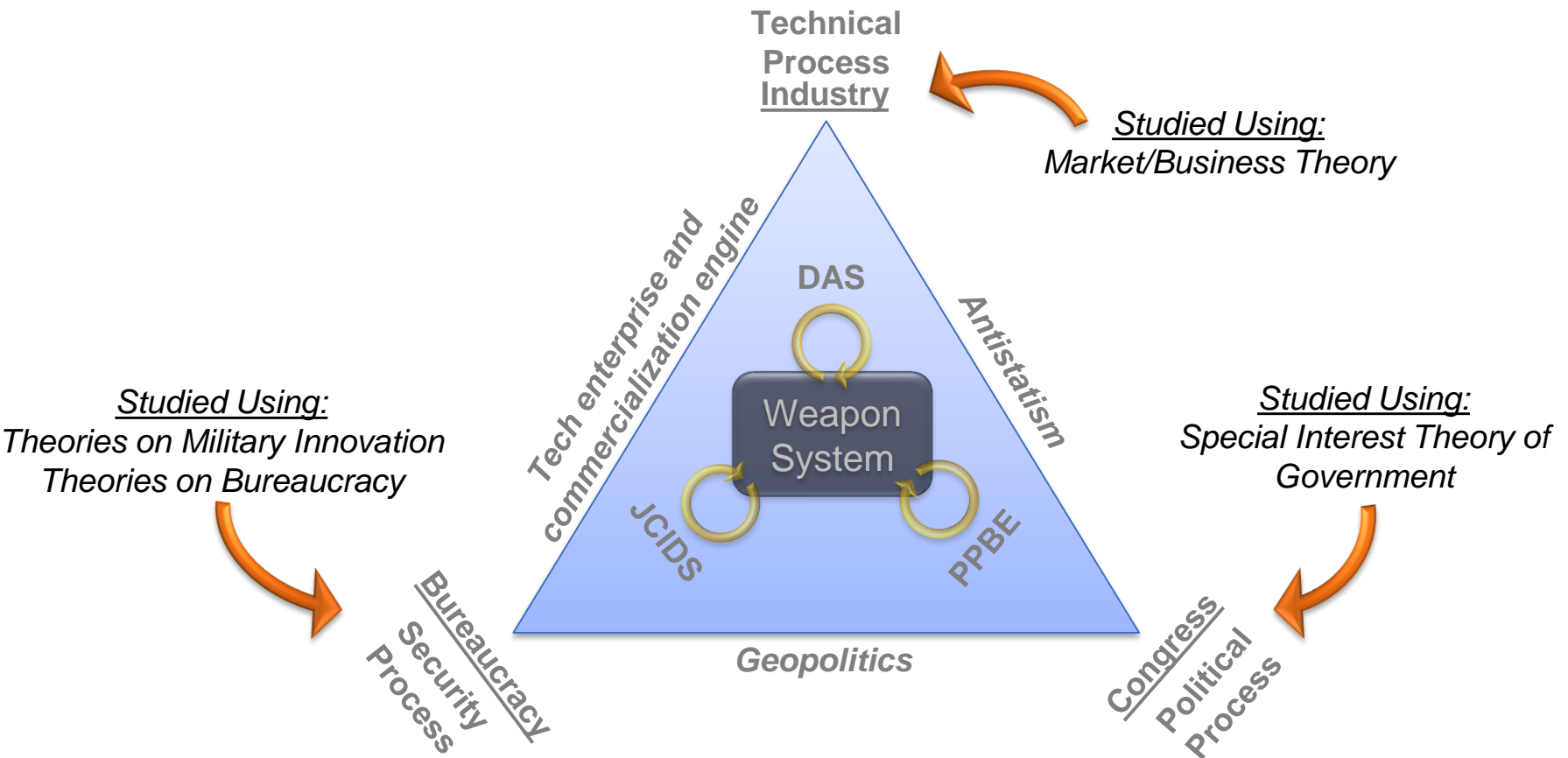


Figure 6



Our Understanding of DoD Acquisition

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“...the prevalence of process-oriented controls in defense acquisition stems...from the nature of the procurement environment as a whole, which has several important characteristics... First, the process is controlled by **multiple principals**, each of whom has the ability to shape the choice of goals the system must fulfill.”

- Mayer and Khademian, 1996, p.84

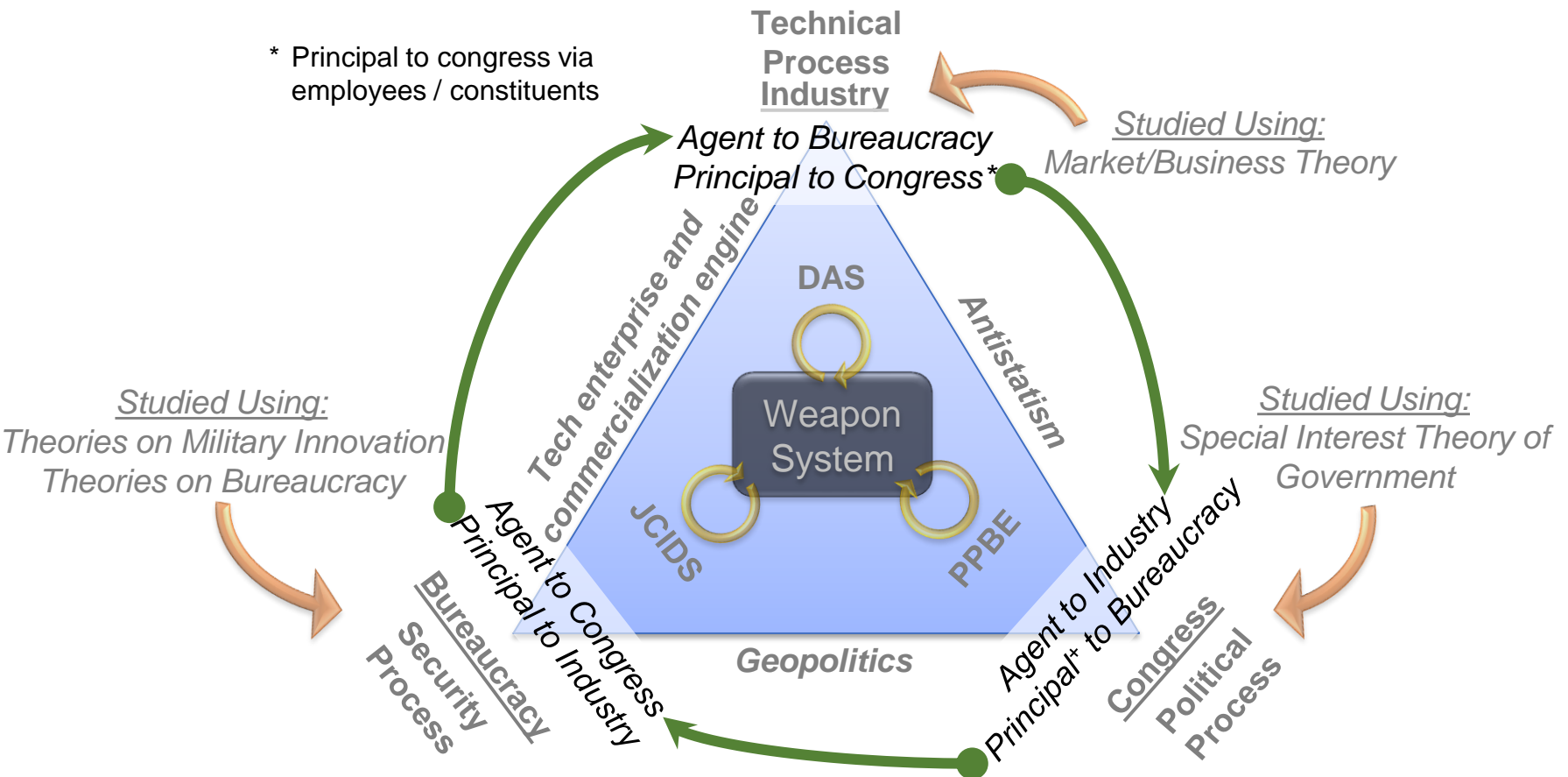


Figure 7

+ Multiple competing principals to bureaucratic agent 9



Key Topics For Study

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- Geopolitics, Antistatism, and Tech Enterprise provide constraints and enablers for the system
- Interest Group motivation theories (Market/Business Theory, Special Interest Theory of Government, Theories on Military Innovation, Theories on Bureaucracy) to understand how key actors are motivated
- Principal-Agent Theory (Political-Economic) explains the relationship between the nodes of the system
- *These are all manifested into weapon system development through DAS, PPBE, and JCIDS processes*

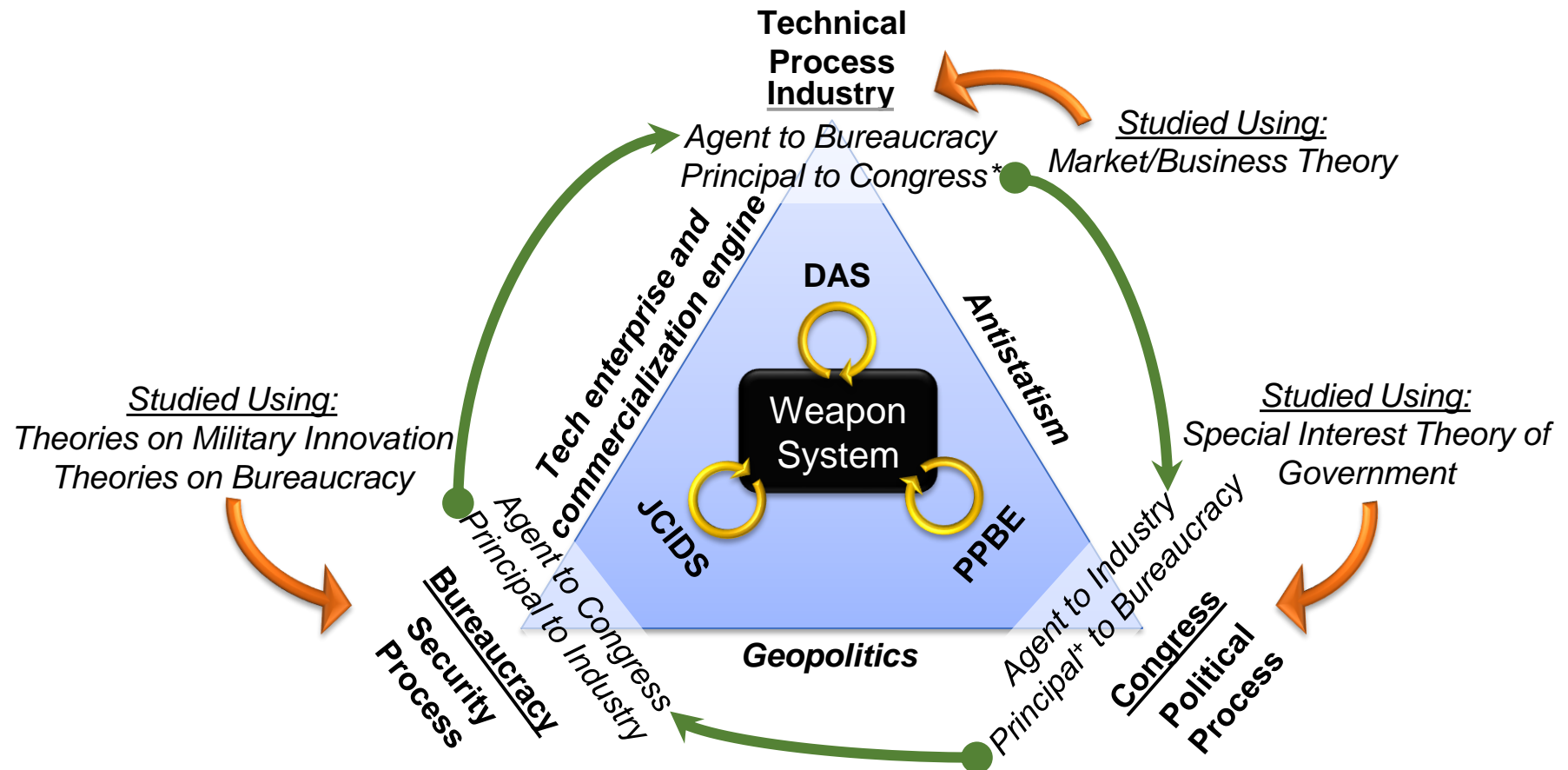


Figure 8



Our Understanding of DoD Acquisition

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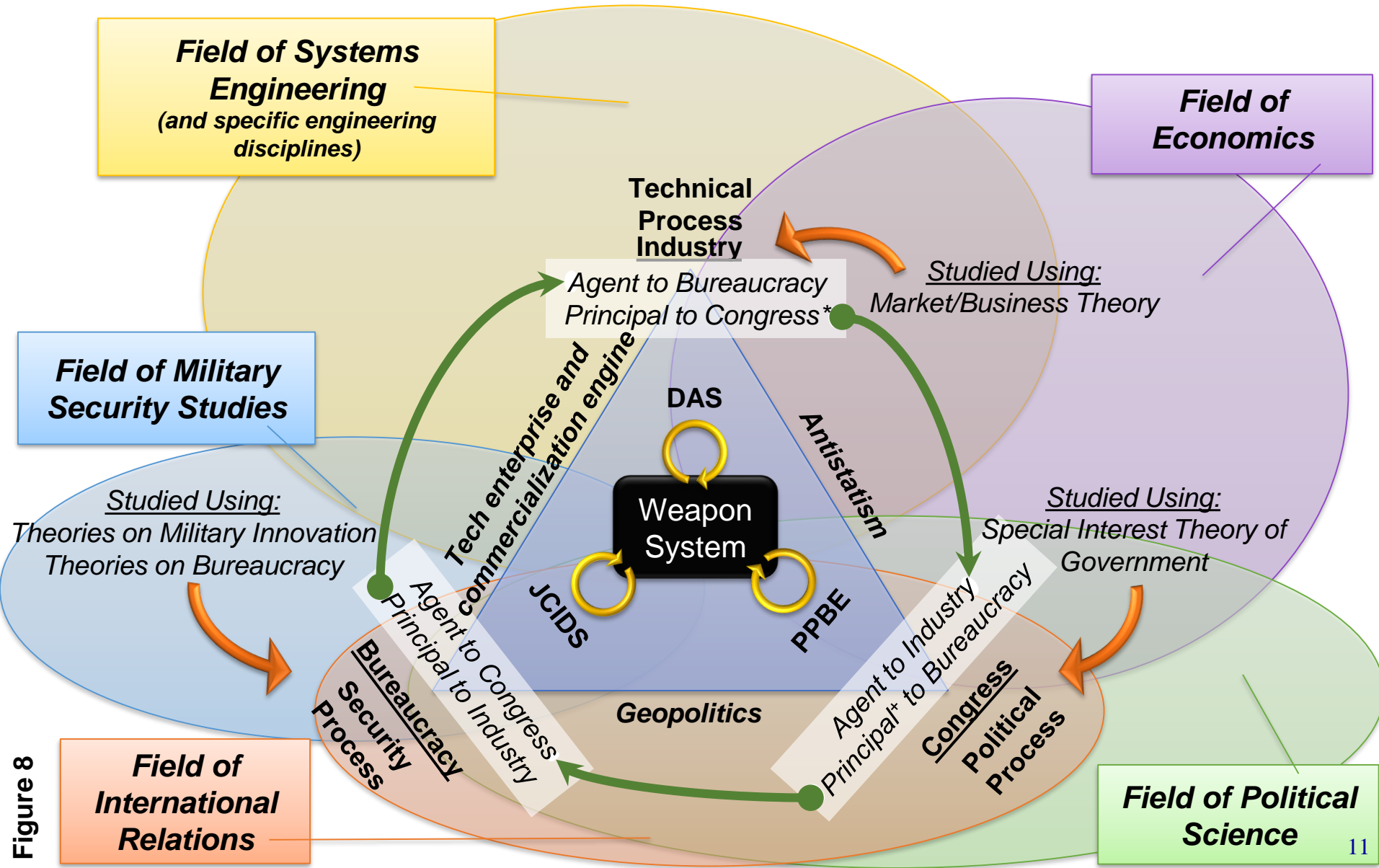


Figure 8



Framework Corollary:

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Curriculum Overview

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Eisenhower School

Strategy
Economics
Acquisition
Industry Analytics
Industry Studies

Field of Systems Engineering
(and specific engineering disciplines)

Field of Economics

Field of Military Security Studies

Studied Using:
Theories on Military Innovation
Theories on Bureaucracy

Field of International Relations

Field of Political Science

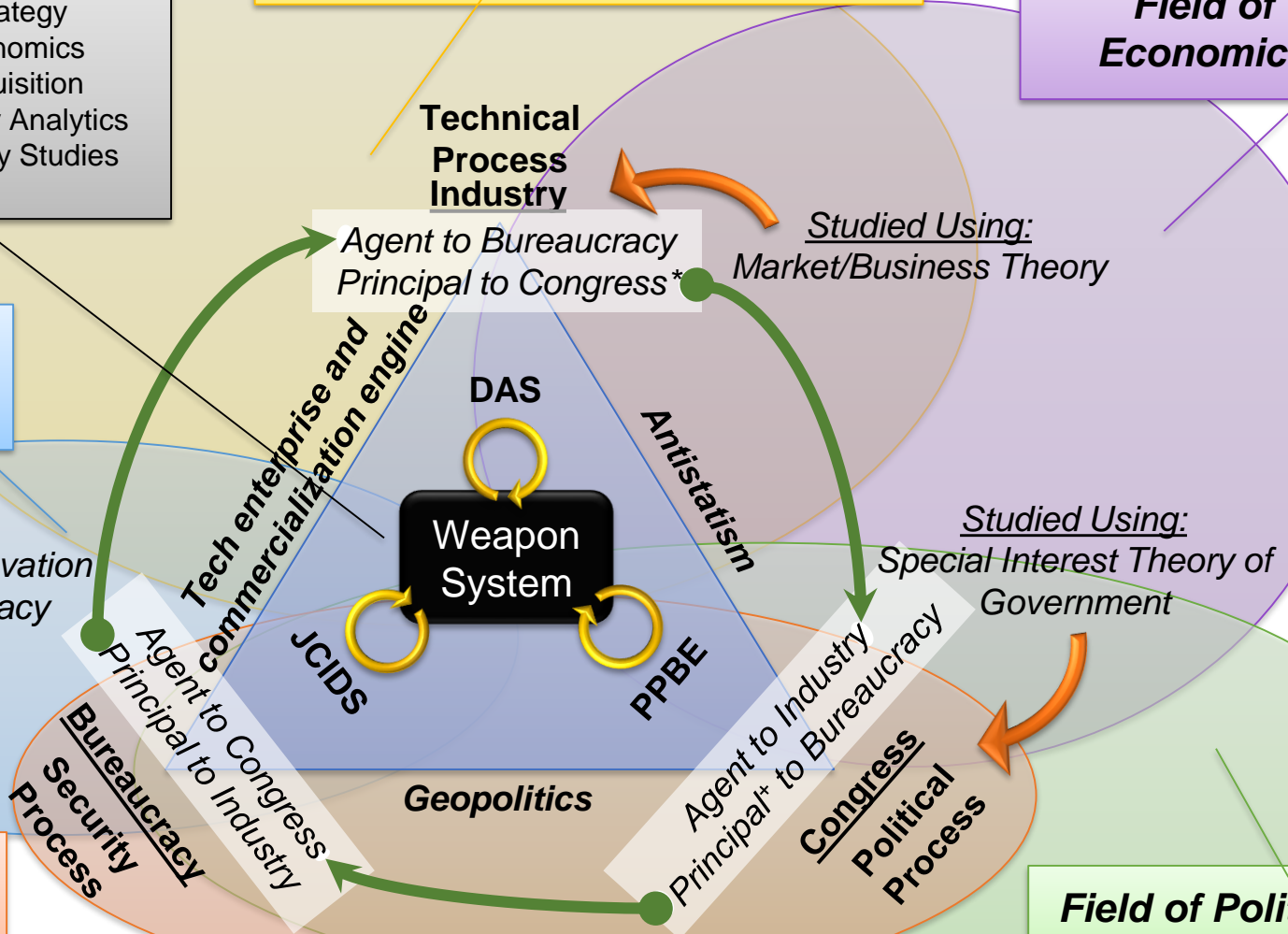


Figure 8