

Executive Summary

Purpose of the Project: CFC-A Request for Assistance

On June 12, 2005, the Commanding General (CG), Combined Forces Command-Afghanistan (CFC-A), requested the Department of Defense Inspector General's (DoD IG) assistance to create a top-down management decision model (MDM) (see Appendix F) that can be used to conduct periodic assessments of the capability and readiness of the Afghanistan Ministry of Defense (MOD) and the Afghanistan National Army (ANA). The request included requirements that the model be expandable, reusable, and scalable.

Results: Management Decision Model

Considering the request for assistance and the proposed application of the MDM, the DoD IG Team created a "universal" model that can be used to assess the capability and capacity of any organization founded on democratic principles and the "Rule of Law." For the purposes of this model, the definition of "organization" includes the full spectrum of organizational structures—from a nation-state to any type of government-, military-, or business-related entity. Consequently, the DoD IG Team built the attached model and identified the high-level elements common to most organizations that should be considered to establish a viable, stable, and self-sustaining institution. This document, therefore, includes the Management Decision Model, instructions on how to use the model, and a comprehensive description of the various elements embedded in the model's architecture.

Background: Supporting the CFC-A MOD/ANA Study Team

On June 11, 2005, the CFC-A Deputy Commanding General established the MOD/ANA Study Team (see Appendix C) to conduct a joint CFC-A and MOD "health check" of the ANA, and as a result of that study, to review the Office of Military Cooperation-Afghanistan (OMC-A) and its subordinate commands. Consistent with the CG request for assistance, the DoD IG Team conducted "teach and train" sessions with the Study Team and assisted them in developing their Phase 1 and Phase 2 assessment plans. Phase 1 is a "Bottom-Up" review of the ANA organization from the field to the Corps level. Phase 2 is a "Top-Down" review of the Ministry of Defense from the headquarters level down to the Corps level. The MDM was designed to support Phase 2. The IG Team and the Study Team mutually agreed to use the "DOTMLPF"¹ analysis technique (see Appendix D) to ensure that the assessment processes of Phases 1 and 2 are consistent and compatible.

Methodology: Applying Decision Making Principles

The DoD IG Team developed a set of criteria to design the MDM architecture and guide the development of the various sections and selection of the subordinate elements. The criteria included four considerations: (1) Define Strategic Context; (2) Delineate Roles; (3) Establish Processes, Systems, and Procedures; and (4) Integrate Management Actions and Controls. Using these decision making perspectives in combination with the DOTMLPF analysis technique, the DoD IG Team completed the MDM with over 660 vital high-level elements that should be considered to establish a viable, stable, and self-sustaining institution.

Benefits of the MDM:

- Promotes cooperation and collaboration among functional managers, process owners, and decision makers;
- Encourages establishment and maintenance of a system of metrics;
- Identifies gaps and risks;
- Provides a mechanism to identify resource requirements and to articulate short-term and long-term budget priorities; and
- Presents scenarios to prioritize management and leadership actions.



The Management Decision
Model Assistance Visit
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¹ Doctrine, Organization Structure, Training, Material, Leadership, Personnel, Facilities.