# System of Systems Engineering Collaborators Information Exchange (SoSECIE)

***August 10, 2021***

***11:00 a.m. to Noon Eastern Time***

**OUSD R&E: USD(R&E) Mission Engineering (ME) State of Practice**

***Mr. Elmer Roman***

#### Abstract

The National Defense Authorization Act of 2017 directed the Secretary of Defense to establish Mission Integration Management activities for mission areas of significance to the Joint Force. Mission Integration Management (MIM) is synchronization of warfighting concepts, technologies, requirements, capabilities, and programs to guide key enterprise decisions focused on the end-to-end mission. The key functions associated with MIM are: establish technical infrastructure and expertise for engineering, analysis, and testing to improve Joint mission integration; including the data, tools, and workforce training required for support; develop mission-based inputs for the requirements process, assessment of concepts, prototypes, design options, budgeting and resource allocation, program and portfolio management to drive integration across defense systems; coordinating with the Joint Staff, Combatant Commands, and Services on the development of concepts of operation and operational plans; Support the ability to rapidly re-engineer systems across their lifecycle to improve joint mission effectiveness, including the management of system interfaces and advocate for Modular Open Systems Approach (MOSA)\* to sustain innovation and interoperability. The Mission Integration Directorate was established in 2020 and organized with three Chief Engineering sections: Concept Maturation, Mission Engineering, and Capabilities Integration.

#### Biography

****Mr. Elmer L. Roman joined the Senior Executive Service in August 2020 to serve as Director of Mission Integration in the Office of the Under Secretary of Defense for Research and Engineering (OUSD(R&E)). The role of Mission Integration is to develop mission-based inputs for the requirements process, improve Joint Force capability integration and experimentation, and inform maturation of joint warfighting concepts and operational plans. Previously, Mr. Roman served as Lieutenant Governor, Secretary of State, and Secretary of Public Safety of the Commonwealth of Puerto Rico. He was also the Homeland Security Advisor to the Governor of Puerto Rico.

Mr. Roman’s experience includes serving as Director of the Joint Capability Technology Demonstration (JCTD) Program within OUSD(R&E), for which he directed the planning and transition of new capabilities to the Joint Forces and National Security Agencies. He served as Oversight Executive for International Cooperation and Asymmetric Warfare programs, implementing Department of Defense efforts in security cooperation, humanitarian assistance and disaster management, fighting transnational organized crime, and capacity building for allied countries. From 2005 to 2010, Mr. Roman served in a diplomatic assignment as Regional Director of the Office of Naval Research Global at the United States Embassy in Santiago, Chile.

Mr. Roman is also a Captain in the United States Navy Reserve where he serves as the commanding officer of the Office of Naval Research S&T 204 Unit. He has led heavy lift salvage support missions worldwide including heavy lift operations of destroyers USS John S. McCain (DDG 56) and USS Fitzgerald (DDG 62) after collisions in 2017. Mr. Roman served in Operation Iraqi Freedom in 2009.