



Foundational Learning



Workflow Learning



Performance Learning

Date: 2 Dec 2015

Presenters:

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# Agenda

- **1230-1235 EST            Introduction**
  - **General Selva, VCJCS - Welcome to Requirements Management Video**
  - **Requirements Management Certification Training**
  - **DAU Requirements Department Mission**
  - **Joint Staff J8 Partnership**
- **1235-1335                    Road Show Presentation**
- **1335-1400                    Q&A**

**NOTE: this briefing can be found at the following URL:  
<https://dap.dau.mil/cop/daullblog/default.aspx>**



# Vice-Chairman of the Joint Chiefs of Staff

## Welcome to Requirements Management

The video can be viewed by

[clicking here](#)



Foundational Learning



Workflow Learning



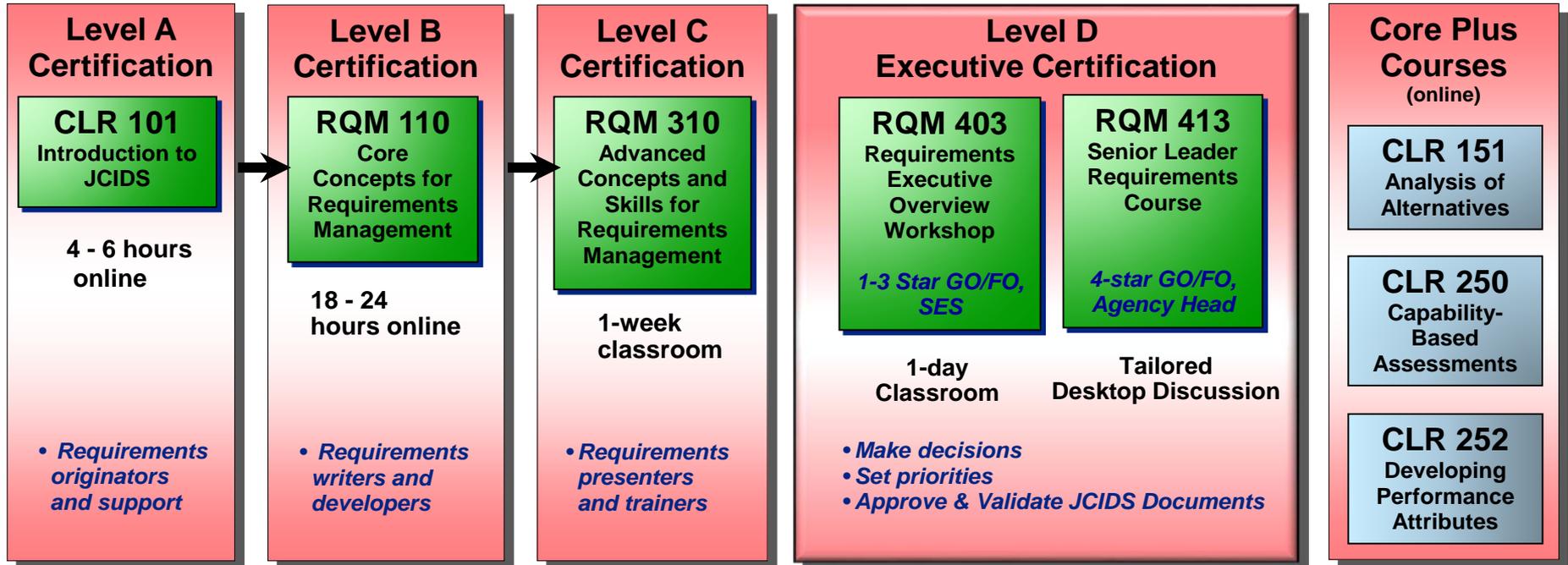
Performance Learning

To access various online Requirements Management resources, go to

<https://dap.dau.mil/career/rm/Pages/Default.aspx>



# Requirements Management Training— Course and Curriculum Overview



 Core Courses – Mandatory for RM Certification

 Core Plus Courses (aka “Just-In-Time”) -- Not Required for Cert Unless Directed by Component

**Unlike the Defense Acquisition Workforce, the Requirements Management Certification Construct is Rank/Grade Agnostic**



# Requirements Management Training— Certification Framework

<b>CLR 101</b> Introduction to JCIDS	<b>RQM 110</b> Core Concepts for Requirements Management	<b>RQM 310</b> Advanced Concepts and Skills	<b>RQM 403</b> Requirements Executive Overview Workshop	<b>RQM 413</b> Senior Leader Requirements Course
4 - 6 hours	18 - 24 hours	1-Week	1 day	Tailored
A, B, C	B, C	C	D (1-3 Star / SES)	D (4-Star / Agency Head)

## Certification Level Guidelines

<b>A</b>	<b><i>Requirements Originators and Support</i></b> – Contribute to Requirements generation and capability development in various capacities to include: Stating users’ needs, analysis, subject matter or domain expertise, document staffing and coordination, administrative support
<b>B</b>	<b><i>Requirements Writers and Developers</i></b> – Write requirements and requirements documents; Fill specific capacities to include: Lead study elements, adjudicate comments, facilitate document development and coordination across organizations
<b>C</b>	<b><i>Requirements Core Expertise</i></b> – Support the creation, staffing, or validation of requirements documents; Train others on “Big A” acquisition topics; Represent Services, Agencies, or CCMDs in requirements, acquisition, or resourcing forums; Support presentations at FCBs or at Service-level Requirements Councils
<b>D</b>	<b><i>Requirements Validators and Prioritizers</i></b> at the GO/FO/SES level – Validate and approve documents; Provide senior leadership and oversight of JCIDS analysis and staffing; Enforce requirements standards and accountability



# 2015 JROC / JCIDS Overview and 2015 Updates

2 Dec 2015

**Dr. Scott Maley**

Deputy Chief, Joint Requirements Assessment Division

Joint Staff, J-8, DDR

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- **The big picture?** *Why we have requirements...*
- **The prior JCIDS update?** *Quick review of Jan 2012 changes...*
- **The recent JCIDS update?** *Continuing evolution for 2015...*
- **Capability Requirement Portfolio Management...**

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**Status:**

**CJCSI 5123.01 – Charter of the Joint Requirements Oversight Council**

*version “G” signed out by DJS 12 Feb 2015*

**CJCSI 3170.01 – Joint Capabilities Integration and Development System**

*version “I” signed out by DJS 23 Jan 2015*

**Manual for the Operation of the Joint Capabilities Integration and Development System (JCIDS Manual)**

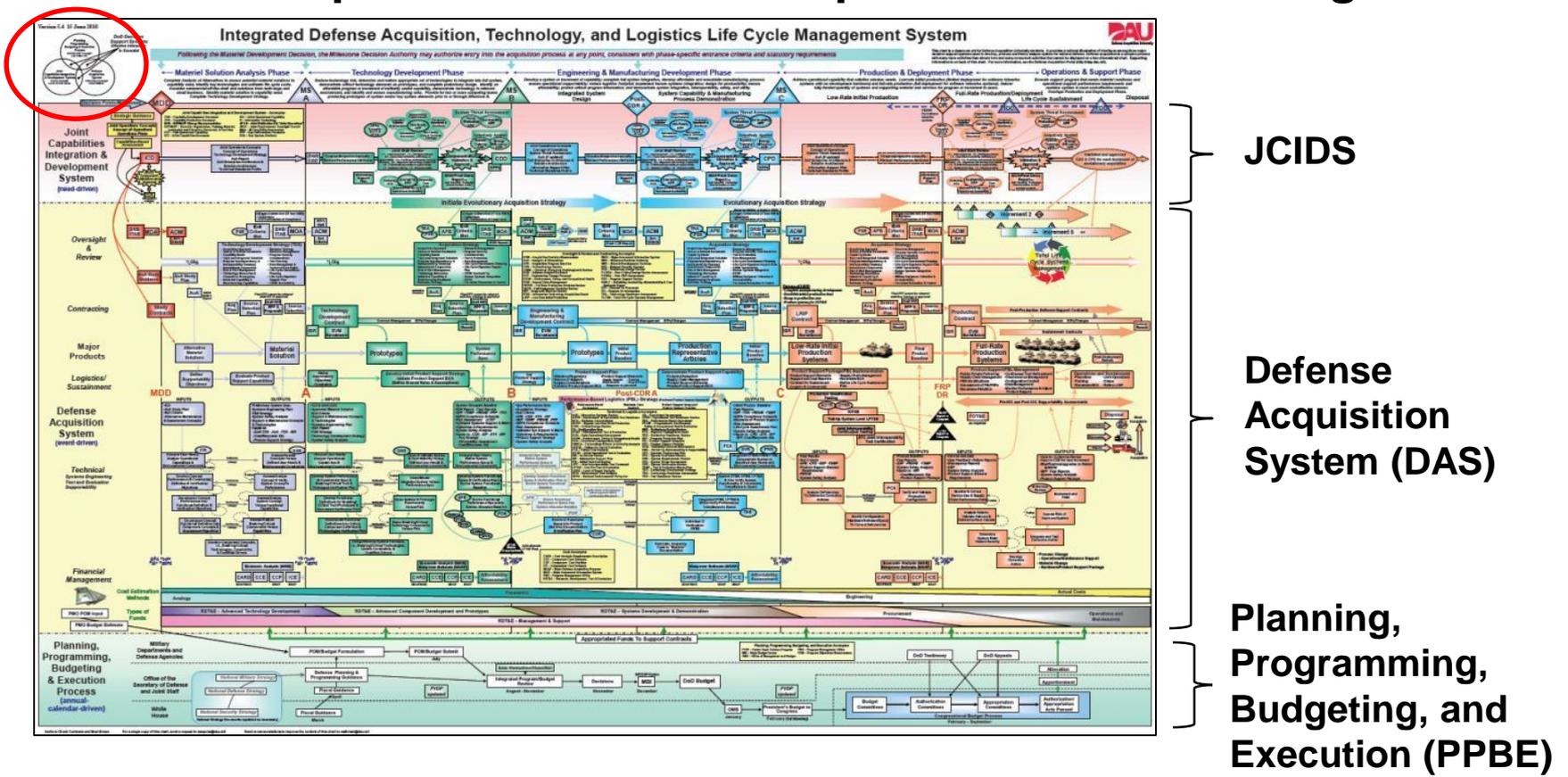
*JROCM signed, final version released 12 Feb 2015*

*(errata versions available via JCIDS Wiki – NIPR and SIPR)*



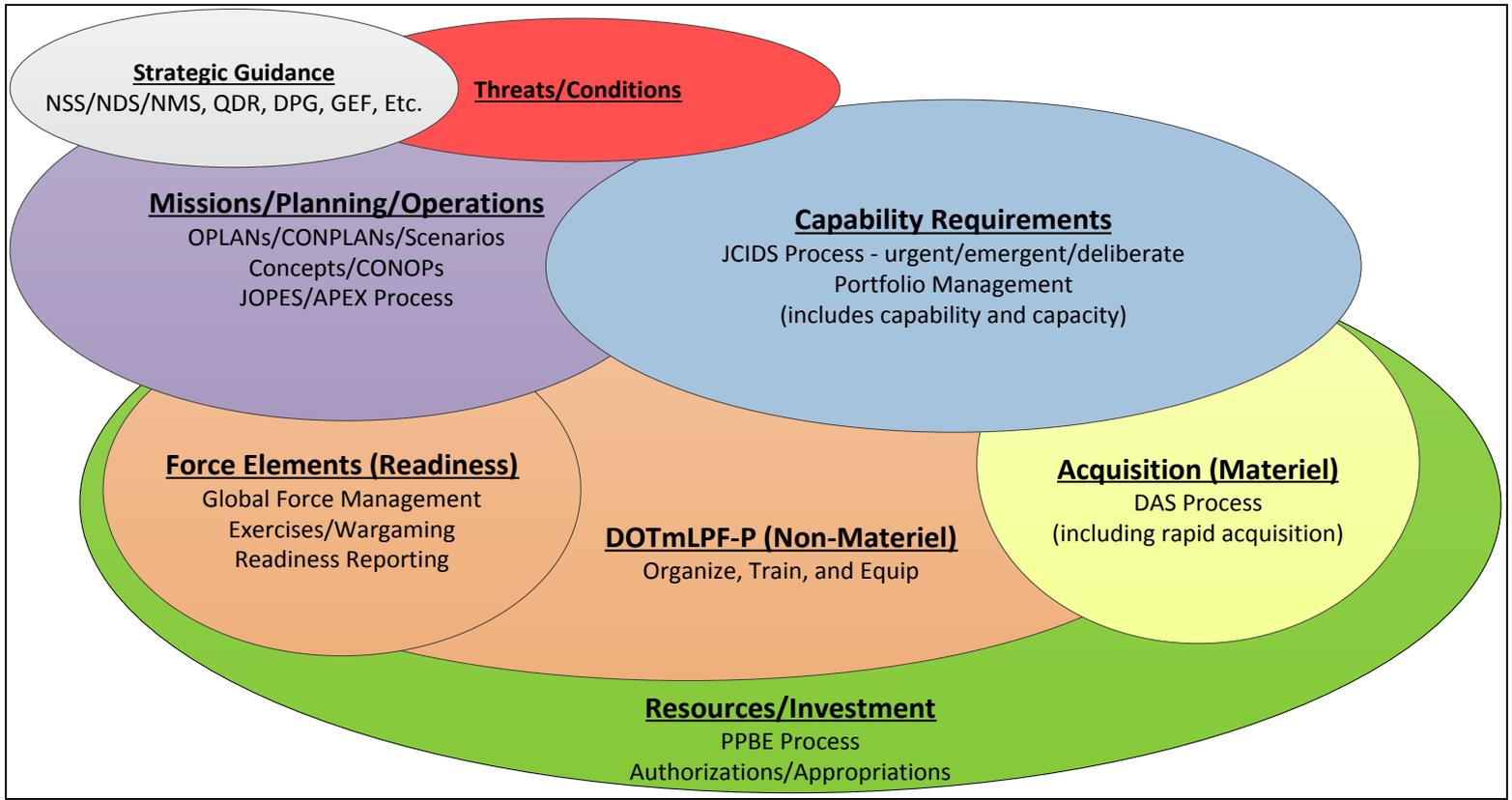
# Why do we have the JROC and JCIDS?

- One reason: acquisition of materiel capabilities for the warfighter



- But supporting acquisition is only part of the picture... More than any other body, the JROC is charged with shaping the force

# Departmental Process Interactions





# Requirements Tradeoffs

## Finding the balance between:

Combatant Command near-term requirements to support OPLANs and current missions

and

DoD Force Planning Scenarios to inform long range investment plans

Versatile, joint systems

and

Systems optimized for service missions

Growing demands

and

Fiscal & political constraints

Geographic specificity

and

Worldwide applicability

Ambitious requirements

and

Achievable acquisition strategy

Quantity matters

and

Quality (High-end capabilities)

Risk to mission

and

Risk to force

**COST**

and

**PERFORMANCE**  
(acceptable risk)



# 10 USC 181 (JROC)

## JROC Mission/Responsibilities (10 USC 181)

Assist the Chairman of the Joint Chiefs of Staff in:

**Identifying, assessing, and approving joint military requirements\*** (including existing systems and equipment) to meet the National Military Strategy

**Identifying the core mission area** associated with each such requirement

**Establishing and assigning priority levels** for joint military requirements\*

**In consultation with the advisors to the JROC:**

**Ensuring that appropriate trade-offs are made among life-cycle cost, schedule, performance, and procurement quantity objectives** in the establishment and approval of military requirements

**reviewing the estimated level of resources required** in the fulfillment of each joint military requirement\* and in **ensuring that the total cost of such resources is consistent with the level of priority** assigned to such requirement

**In consultation with the COCOMs and the USD(AT&L):**

**Establishing an objective for the overall period of time within which an initial operational capability should be delivered** to meet each joint military requirement\*

**Assist acquisition officials in identifying alternatives to any acquisition program** that meet joint military requirements\* for the purposes of section 2366a(b), section 2366b(a)(4), and section 2433(e)(2)

**Conduct periodic reviews of joint military requirements\*** within a core mission area of the Department of Defense. In any such review of a core mission area, the officer or official assigned to lead the review shall have a deputy from a different military department.

**Address other matters assigned to it by the President or Secretary of Defense**

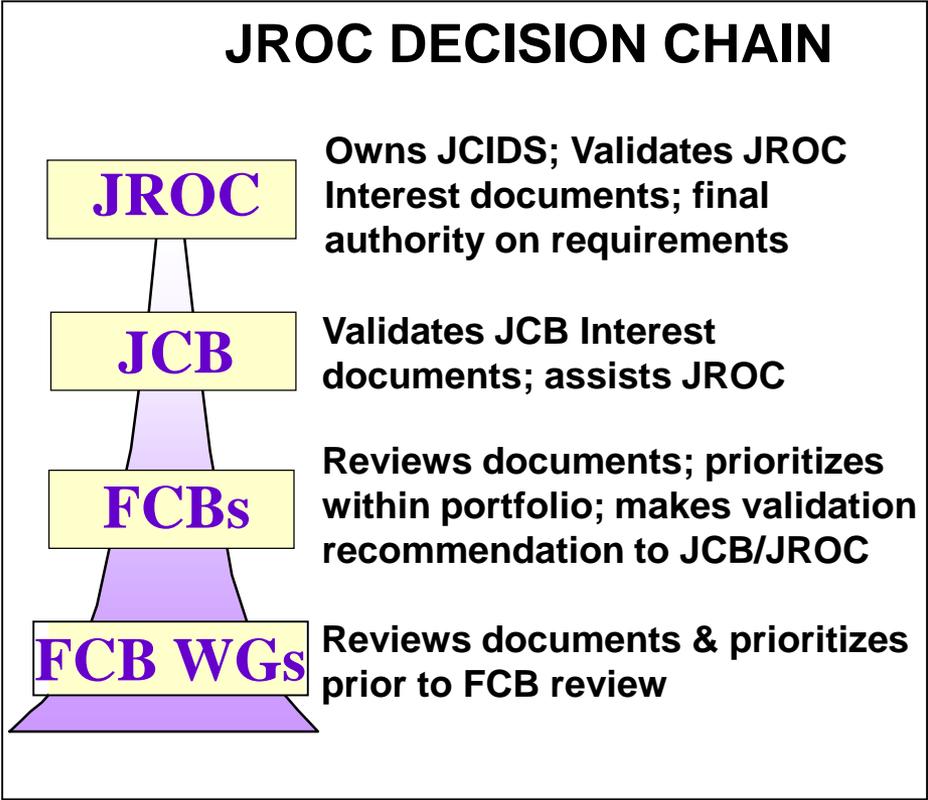
\* As defined in 10 USC 181, the term joint military requirement means a capability necessary to fulfill a gap in a core mission area of the Department of Defense. The term core mission area means a core mission area of the Department of Defense identified under the most recent quadrennial roles and missions review.

The core mission areas identified in the 2009 QRMR are: Homeland Defense and Civil Support (HD/CS); Deterrence Operations; Major Combat Operations (MCOs); Irregular Warfare; Military Support to Stabilization Security, Transition, and Reconstruction Operations; and Military Contribution to Cooperative Security.



# Requirements Decision Chain

## JROC DECISION CHAIN



## JROC MEMBERSHIP

**Chair:** VCJCS. Advises the CJCS

**Statutory Council Members:**

- Vice Chief of Staff, Army
- Vice Chief of Naval Operations
- Vice Chief of Staff, Air Force
- Assistant Commandant of the Marine Corps
- Combatant Commands (CCMDs)\*  
(Commander or Deputy Commander)

**Statutory Advisors:**

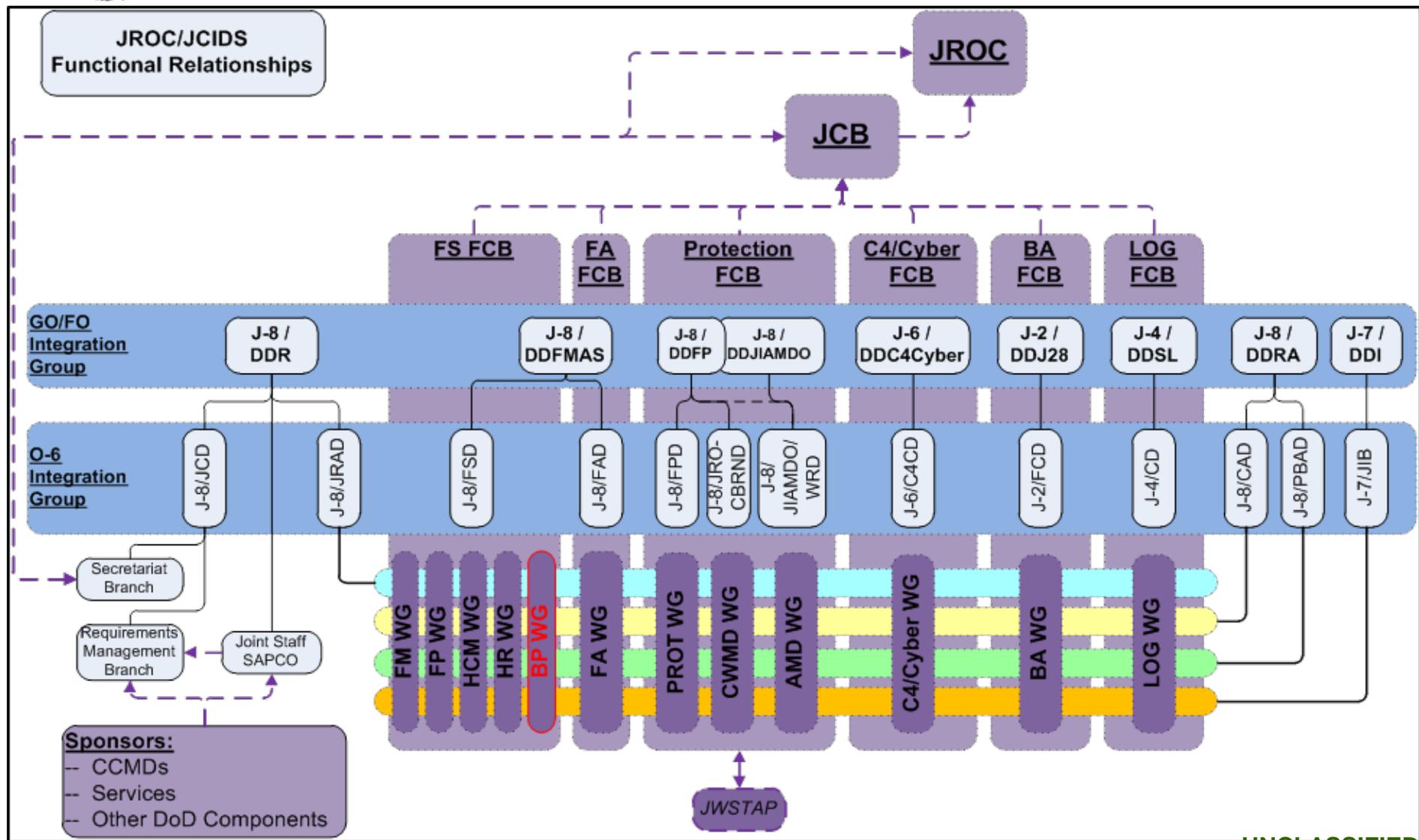
- USD (Acquisition, Technology, and Logistics)
- USD (Comptroller)
- USD (Policy)
- Director, Cost Analysis & Program Evaluation
- Director, Operational Test & Evaluation

**JROC:** Joint Requirements Oversight Council  
**JCB:** Joint Capability Board  
**FCBs:** Functional Capability Boards (Force Support, Battlespace Awareness, Force Application, Logistics, Protection, C4/Cyber.)  
**FCB WGs:** FCB Working Groups

\* Unless otherwise directed to participate by the JROC Chairman, CCMD representatives are highly encouraged to participate as members of the JROC when matters related to that command will be under consideration by the JROC.  
 \* Non-statutory advisors: USD (Intelligence), USD (Personnel & Readiness), DoD Chief Information Officer, Deputy Chief Management Officer

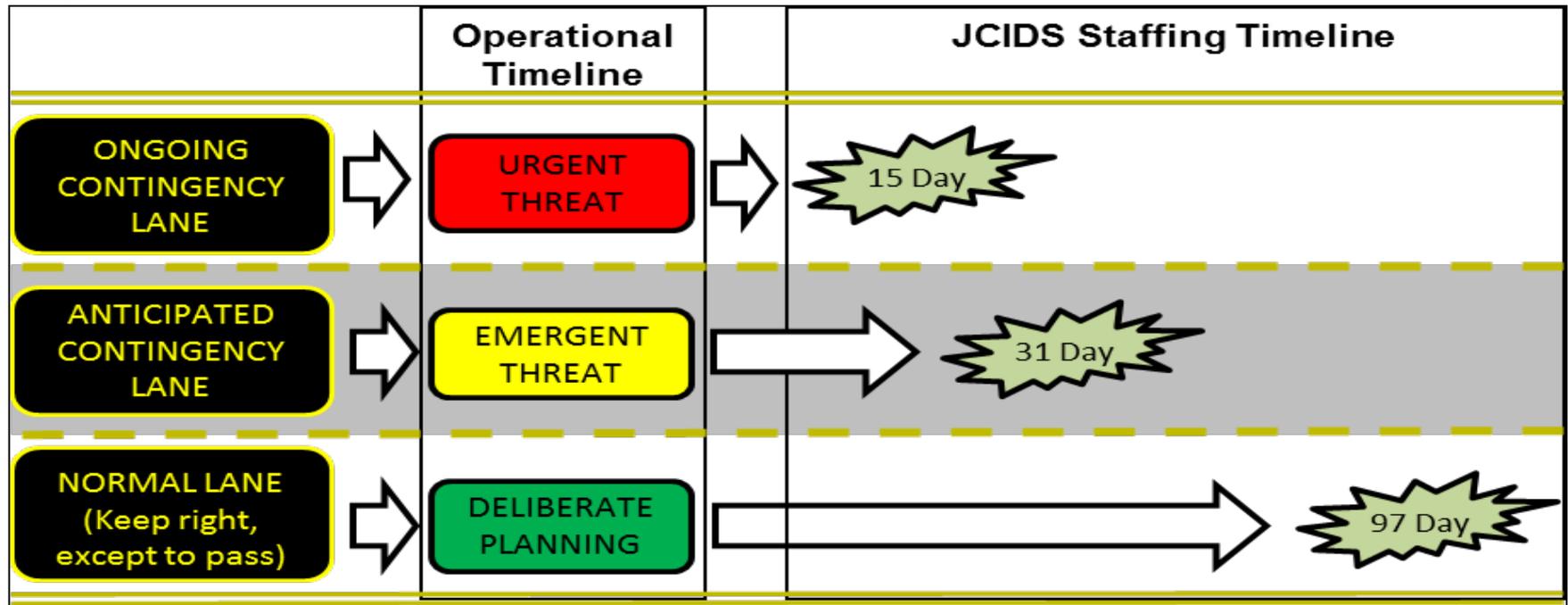


# Organizational Construct for the JROC





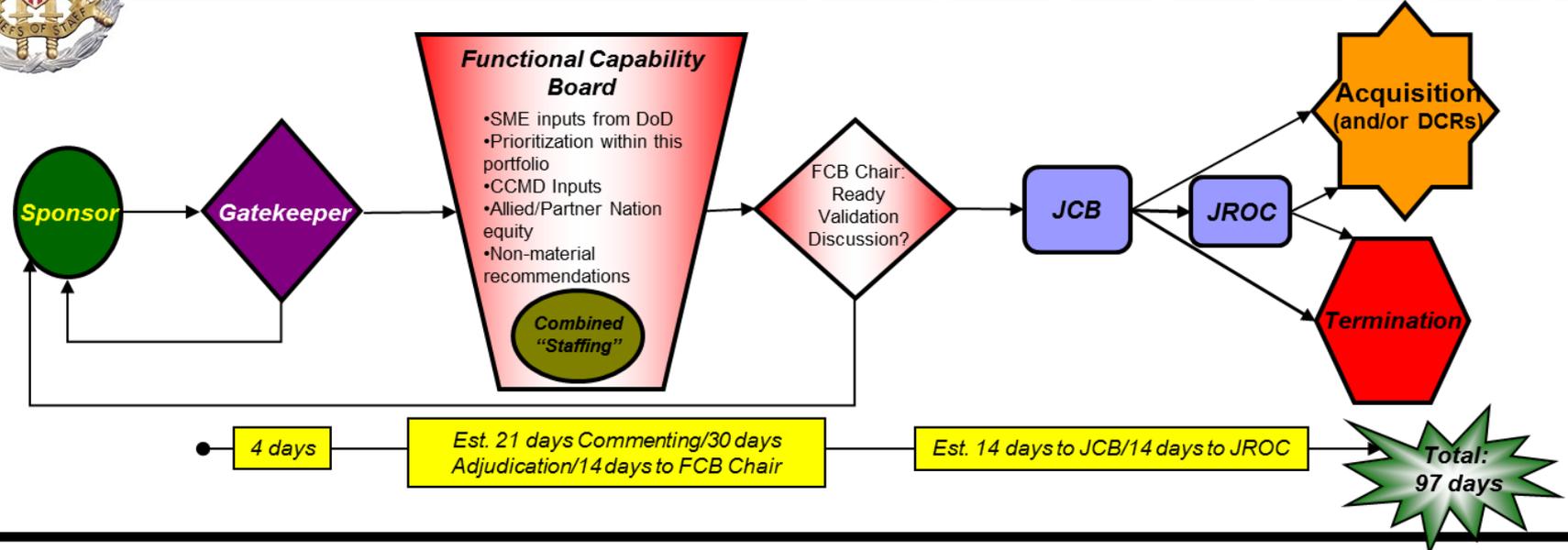
# Process Lanes



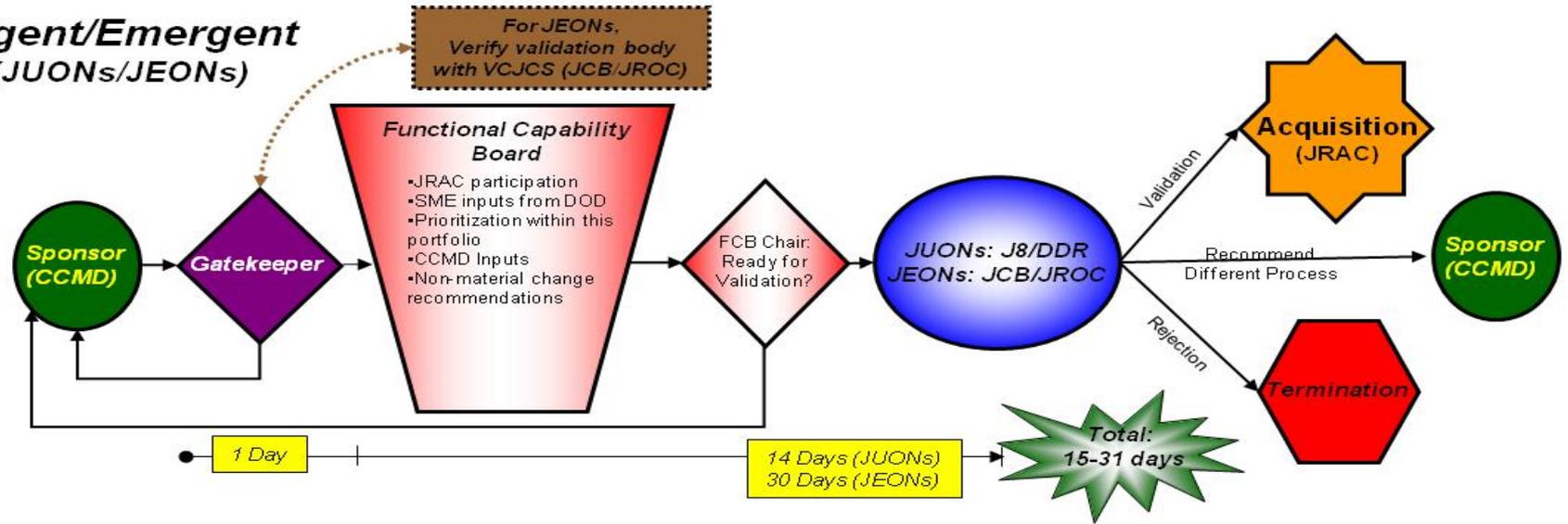
- **Urgent Threat:** CCMD Driven. Urgent and compelling to prevent loss of life and/or mission failure during current operations. Require little tech development and can be resolved in less than two years. The J8 Deputy Director for Requirements (DDR) validates
- **Emergent Threat:** CCMD Driven. Supports accelerated acquisition of capabilities needed for an anticipated or pending contingency operation. VCJCS verifies, JCB or JROC validates
- **Deliberate Planning:** Service, CCMD or Agency Driven. Traditional route for capabilities that require significant tech development and/or are not urgent or compelling in nature.



# Deliberate vs Urgent/Emergent Process

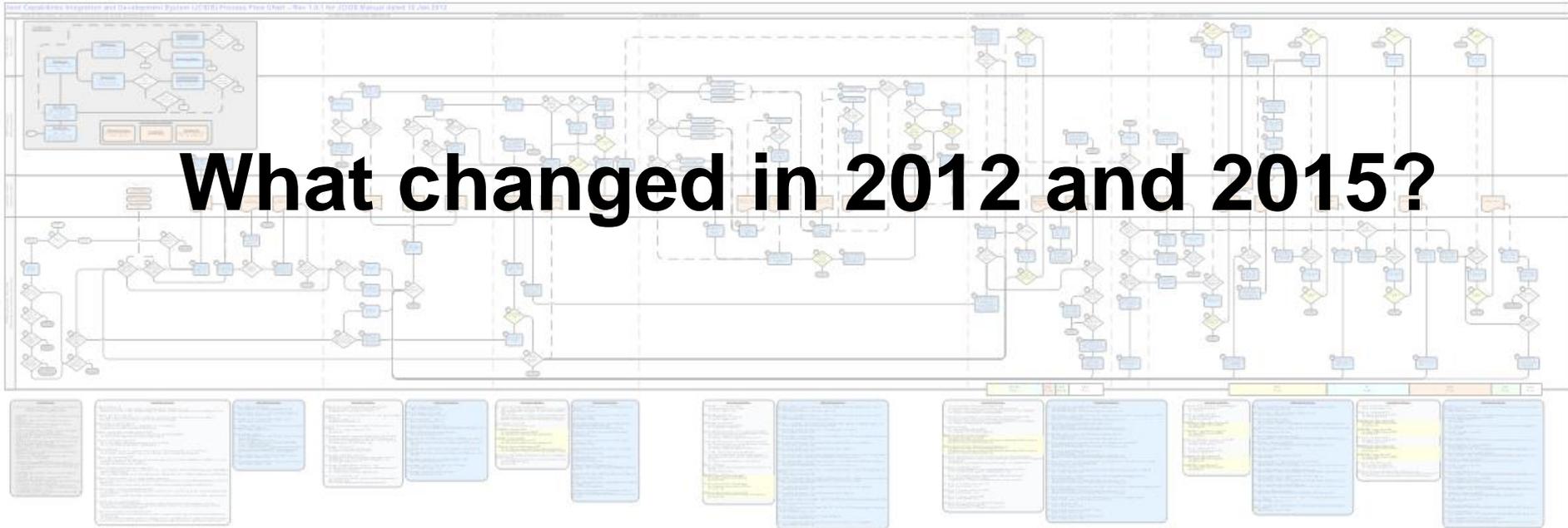


## Urgent/Emergent (JUONs/JEONs)





**What changed in 2012 and 2015?**





# *Focus/Intent of Recent Updates*

## What we were able to improve:

- Debate the difficult issues and make difficult choices earlier
- Better upfront fidelity on cost/schedule/performance tradeoffs
- More analytic rigor and risk/portfolio analysis
- Enabling leadership to prioritize capability requirements
- Better end-to-end traceability to facilitate decision making: Missions – Requirements – Acquisition and non-Materiel – Budget.
- More dynamic/iterative process throughout a program's lifecycle. (Revisit as necessary...strategy shifts, threat changes, etc.)

Take the Lead in Shaping the Force – *Back to JROC and CJCS Title 10*



# 2012 and 2015 Changes (part 1 of 2)

## • Consolidated Guidance:

- CJCSI 5123.01 (JROC Charter), CJCSI 3170.01 (JCIDS), and the JCIDS Manual are the core products
- CJCSI 3137.01 (Functional Capability Boards), CJCSI 3470.01 (Joint Urgent Operational Needs) CJCSI 3312.01 (Intelligence Supportability Certification), CJCSI 6212.01 (Net-Ready KPP Certification), and the Joint Weapon Safety Technical Advisory Panel (JWSTAP) Charter (Weapon Safety Endorsement) cancelled, with content absorbed into the three core documents

## • Requirements Training:

- Mandated Requirements Management Certification Training (RMCT)

## • Improved visibility for all requirements:

- Centralized repository for Capabilities Based Assessments (CBAs) and other studies/analyses supporting JCIDS documents to facilitate visibility, collaboration, and re-use
- Clarified submission of higher classification documents/issues – SAP/SAR and ACCM
- Common gatekeeping with DCMO for Defense Business Systems

## • Organizations:

- Added Combatant Commands as full members of JROC
- Disestablished the Building Partnerships Functional Capabilities Board
- Established Joint Requirements Assessment Division (JRAD)
- Clarified Joint Staff J-7 Role and endorsement of Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy (DOTmLPF-P) content
- Expanded guidance for stakeholder roles/responsibilities in CJCSI 5123.01 (JROC Charter)



# 2012 and 2015 Changes (part 2 of 2)

## • Developing Requirements:

- Refined CBA guidance w/ focus on leveraging DoD Architecture Framework (DoDAF) to streamline efforts
- Enable more robust leverage of Science and Technology (S&T) efforts to satisfy requirements
- Increased focus on ensuring attributes are measurable and testable

## • Streamlined Documents:

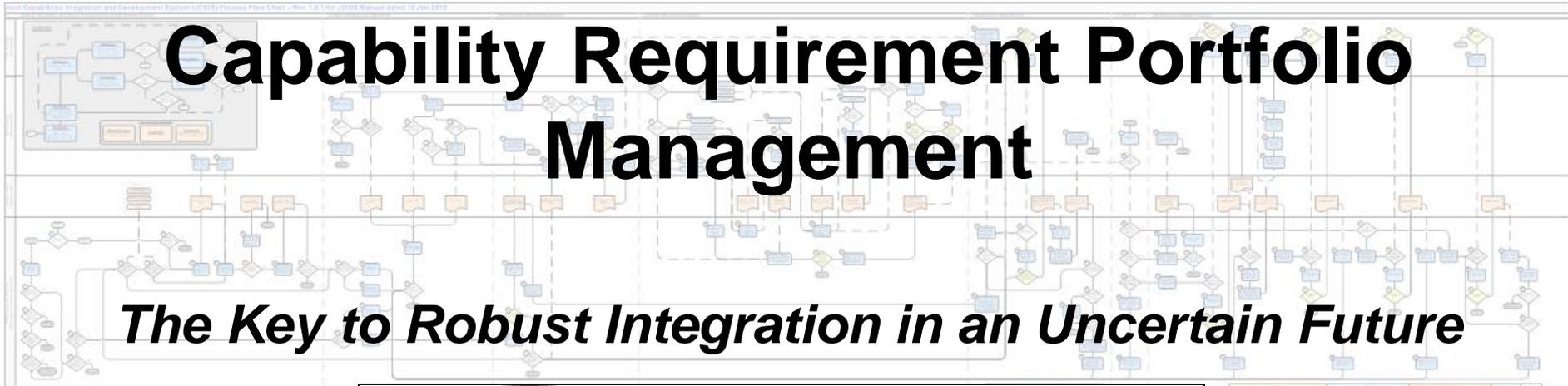
- Page limits: ICD - 10, DCR - 30, CDD - 45, CPD - 40
- Streamlined document formats (starts with June 2012 alternate formats)
- Implemented “IT Box” construct – Information Systems ICD (IS ICD) and IS CDD
- Institutionalized JUONs and Joint Emergent Operational Needs (JEONs)
- Requires “validation page” (and waivers, if applicable) to be combined with JCIDS documents

## • Staffing:

- Streamlined staffing: Deliberate documents: 97 days. Urgent/Emergent documents: 15-31 days
- Placed focus on finding “knee in the curve” tradeoffs
- Post-AoA review of results/recommendations and draft Key Performance Parameter (KPP) review
- Eliminated JSD of Independent

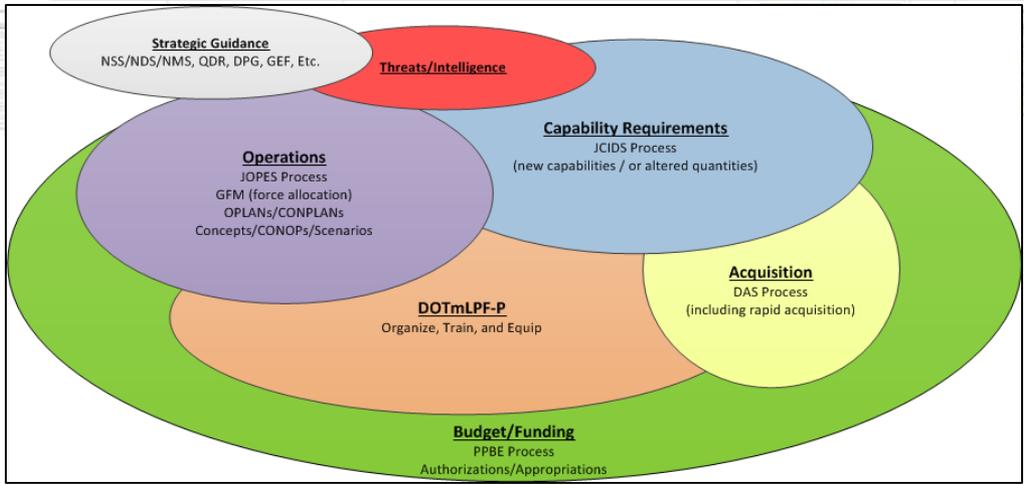
## • Portfolio Management:

- Introduces the Capability-Mission Lattice (CML) as a framework for traceability to operational missions
- More robust Tripwire Process – for cost, schedule, quantity changes.
- Institutionalized Capability Gap Assessment (CGA) Process
- Introduced a post-fielding assessment for JUONs and JEONs



# Capability Requirement Portfolio Management

*The Key to Robust Integration in an Uncertain Future*





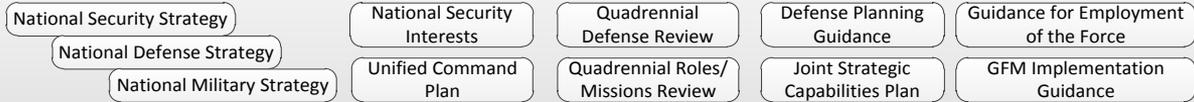
# Capability Requirement Portfolio Management

- **The key objective of the JCIDS process is to facilitate the JROC and its subordinate boards, as informed by other stakeholders:**
  - **Manage/prioritize capability requirements within and across the capability requirement portfolios to inform assessments, processes, and activities across DOD. (Statutory roles of JROC and other stakeholders.)**
  - **Understand capability dependencies, relationship to the Tasks (UJTs) they enable, and the missions they support.**
    - **The CML (chart to follow) provides a logical construct for dependencies and traceability of capability requirements – visualization of what is (and has been) required in narrative of JCIDS documents.**
  - **Maintain awareness of historical decisions and rationale, including past cycles of CGA and PBR, to make informed assessments and decisions.**

# Capability-Mission Lattice 2.0

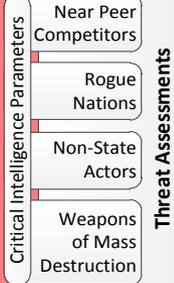
(Ends-Ways-Means)

27 July 2015



## Strategic Guidance

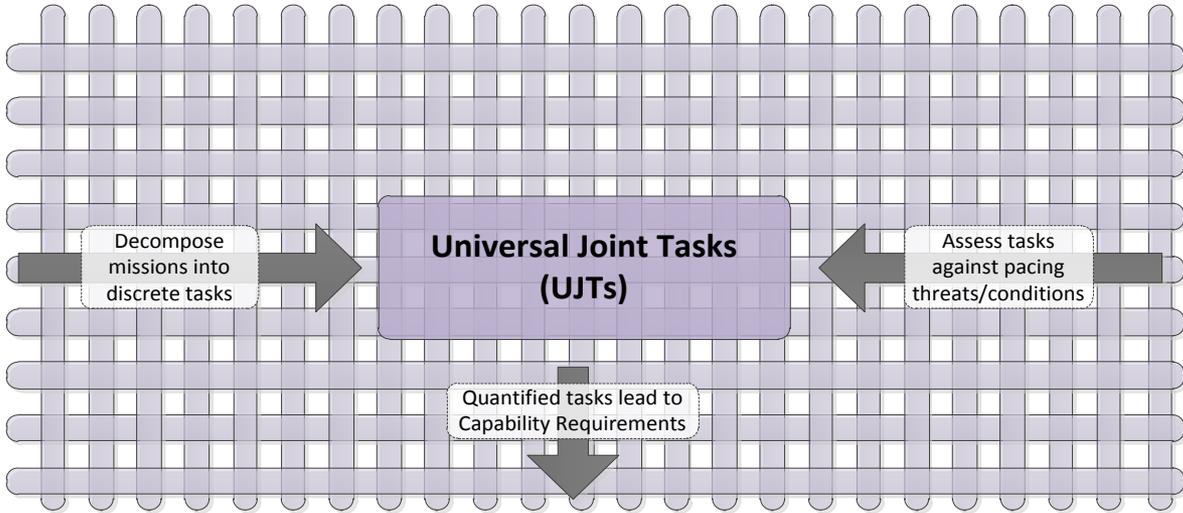
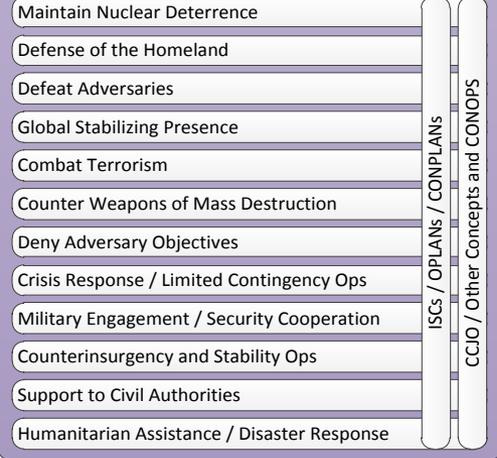
## Threats/Conditions



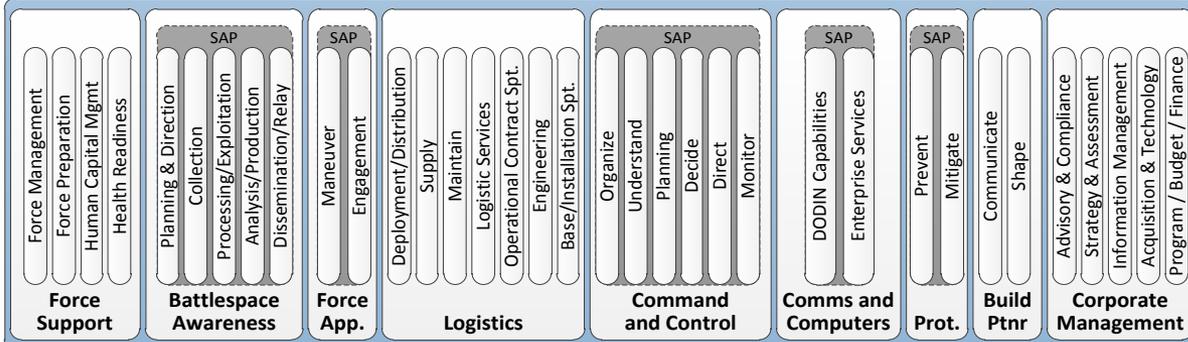
Treaties/Alliances

Environmental / Natural Events

## Missions / Planning / Operations



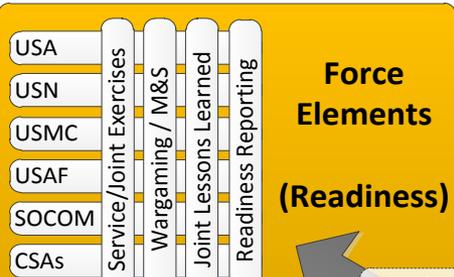
## Capability Requirements (Portfolio Management)



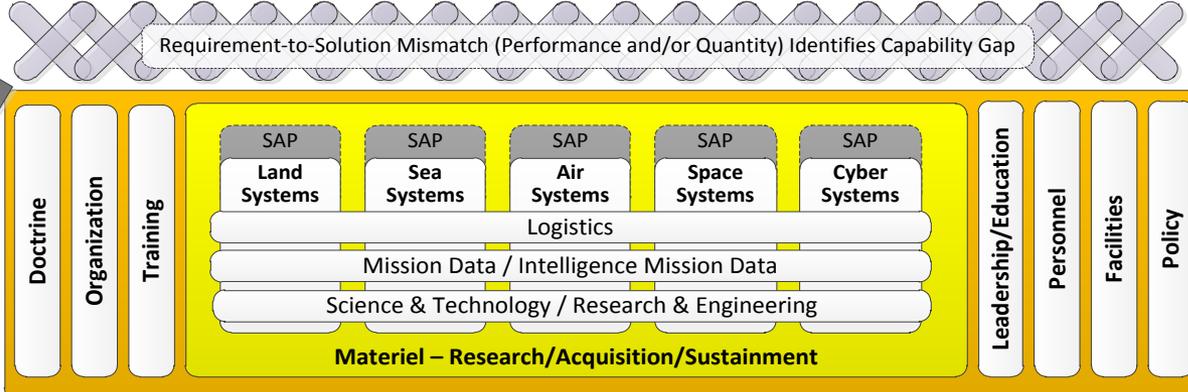
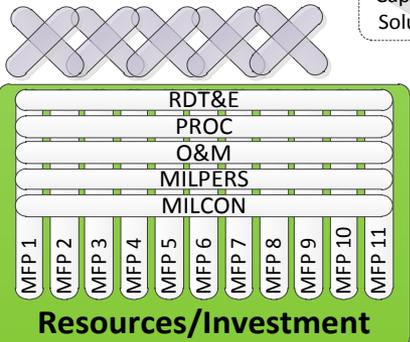
Note: Each CML is a snapshot in time. Can be layered for depth.

Requirement-to-Solution Mismatch (Performance and/or Quantity) Identifies Capability Gap

## Supply of Forces (Global Force Mgmt)



Supply of Capability Solutions

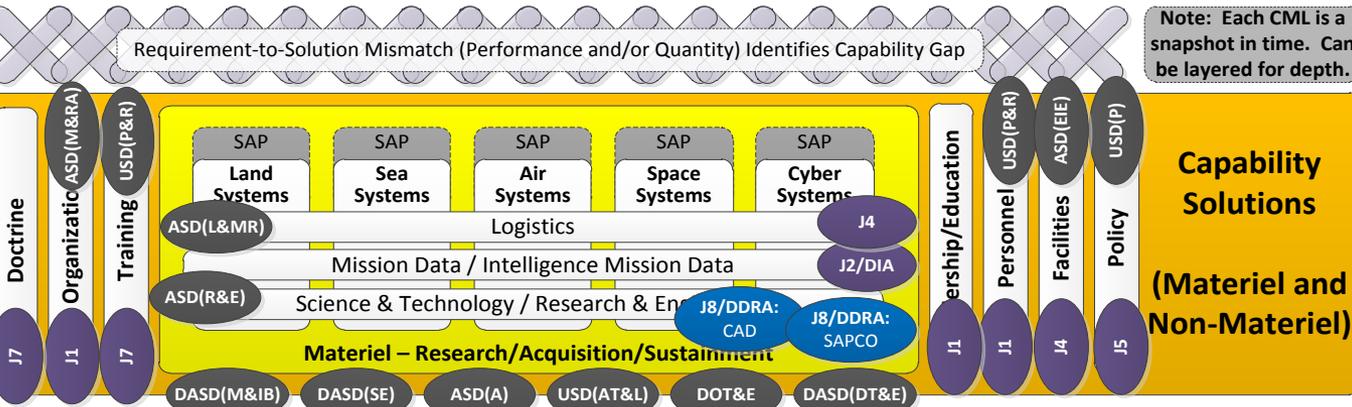
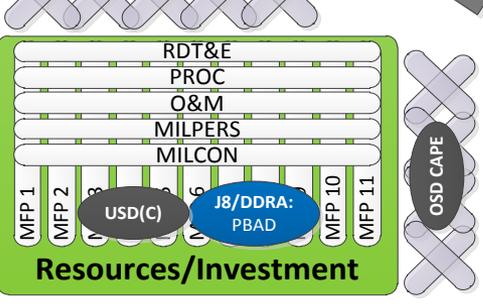
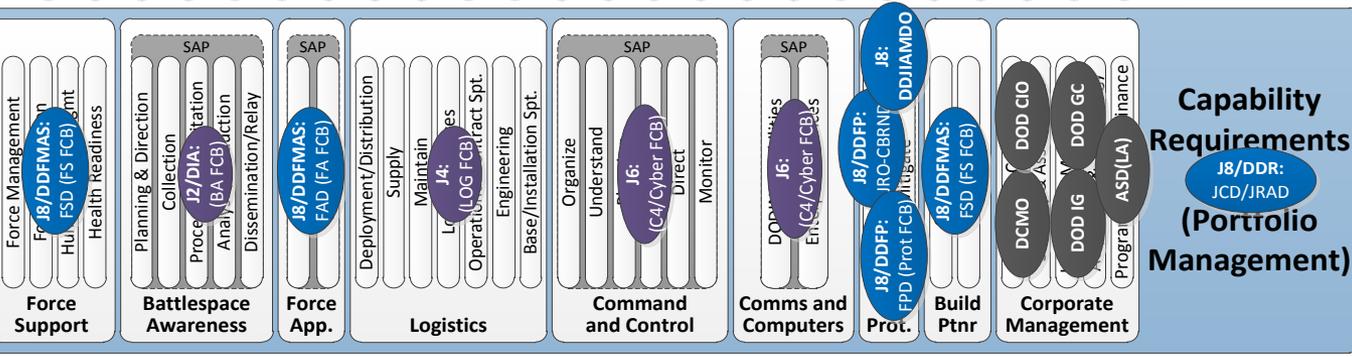
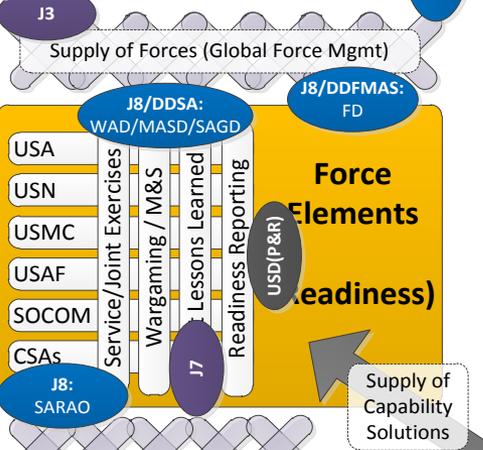
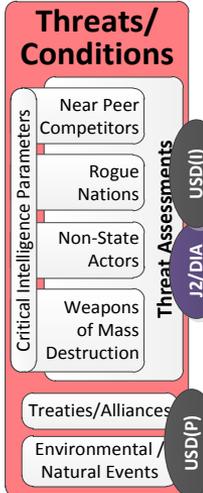
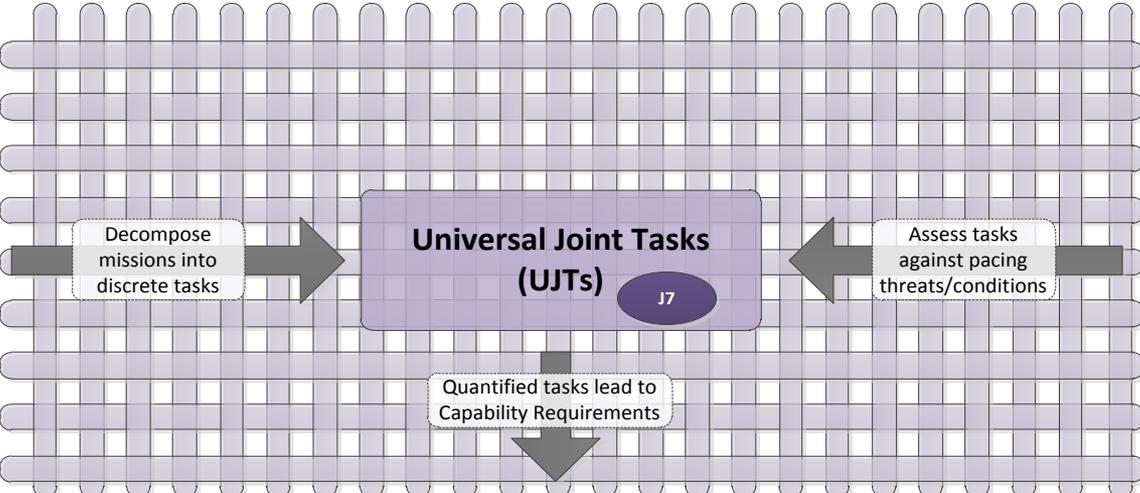


# CML 2.0 Overlay:

J-8/JDIR/Other (27 Jul 2015)



## Missions / Planning / Operations





# ***JRAD Portfolio Tools***

**The portfolio tools in development are designed to integrate, and allow queries against, the following authoritative data:**

- Mapping defense planning scenarios to Universal Joint Tasks (UJTs). (J8/Future CONOPS Division)
- Mapping UJTs to Joint Capability Areas (JCAs). (J7)
- Mapping validated capability requirements to JCAs. (J8)
- Mapping validated capability requirements to acquisition programs. (USD(AT&L) / Defense Acquisition Management Information Retrieval (DAMIR))
- Mapping acquisition programs and force elements to budget data. (OSD CAPE / DoD Resources Data Warehouse (DRDW))
- Mapping current and recently completed S&T efforts to JCAs. (Defense Technical Information Center (DTIC))
- Force element readiness reporting. (USD(P&R) / Defense Readiness Reporting System (DRRS))
- Joint Lessons Learned Program (JLLP). (J7)



# *Continuous Assessment – Dynamic Portfolios*

- **Changes may require reassessment of the capability requirement portfolios to ensure that any impacts are identified and appropriate actions taken to best serve the joint force.**
  - **Revisiting previously validated capability requirements for potential adjustment in light of the updated guidance.**
  - **Initiating studies or analyses to assess identified gaps or overlaps in the capability requirement portfolios.**
  - **Update capability requirement portfolio assessments to inform other Departmental processes or decision making, such as in PBR.**



# Questions?

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Or later/online:

NIPR: <https://www.intelink.gov/wiki/JCIDS>

SIPR: <https://www.intelink.sgov.gov/wiki/JCIDS>

**Analysis - J-8/JRAD (Joint Requirements Assessment Division)**

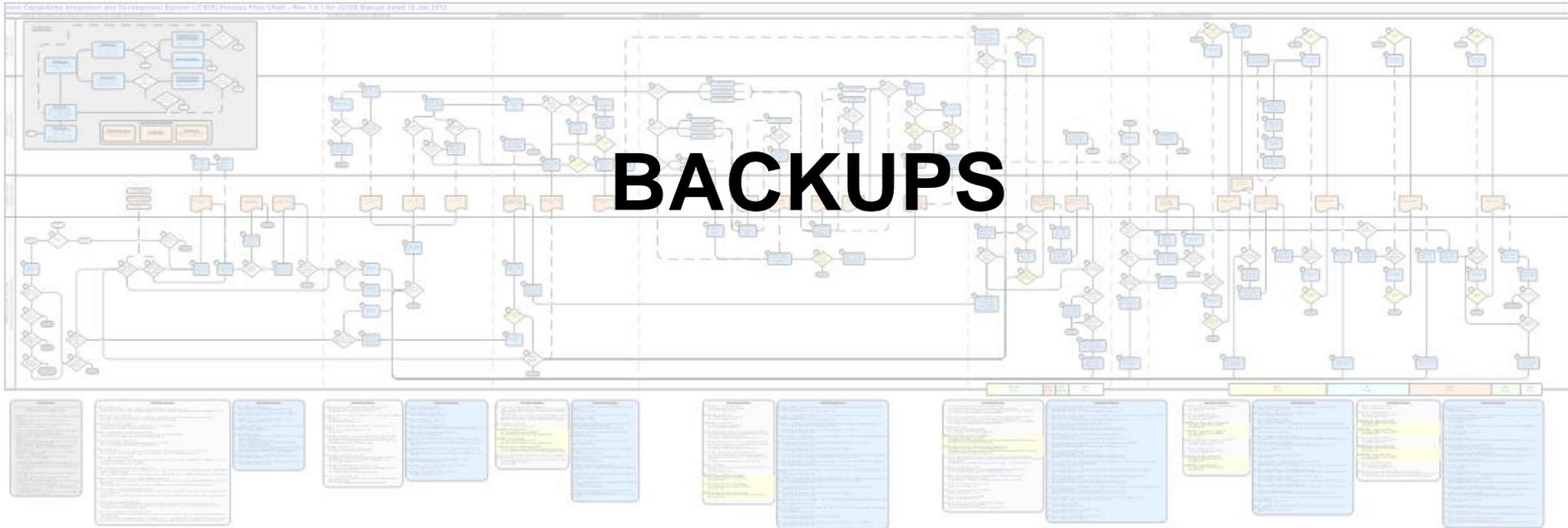
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- Validation Authorities**
- GO/FO Integration Group Membership
  - O6 Integration Group Membership
- Legend**

**JCIDS Wiki (NIPR)**  
<https://www.intelink.gov/wiki/JCIDS>

**JCIDS Wiki (SIPR)**  
 (Includes Links to FCB Wikis)  
<https://www.intelink.sgov.gov/wiki/JCIDS>

**KM/DS Login Page (SIPR)**  
<https://rockmdsbpm.js.smil.mil>

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**Protection FCB Secretariat**  
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**Capability Requirement Portfolio**  
 JCA 1.0: Force Support  
 JCA 8.0: Building Partnerships

**Capability Requirement Portfolio**  
 JCA 3.0: Force Application  
 (Includes Offensive/Defensive Cyber)

**Capability Requirement Portfolio**  
 JCA 7.0: Protection

**Capability Requirement Portfolio**  
 JCA 5.0: Command and Control  
 JCA 6.0: Communications and Computers

**Capability Requirement Portfolio**  
 JCA 2.0: Battlespace Awareness

**Capability Requirement Portfolio**  
 JCA 4.0: Logistics

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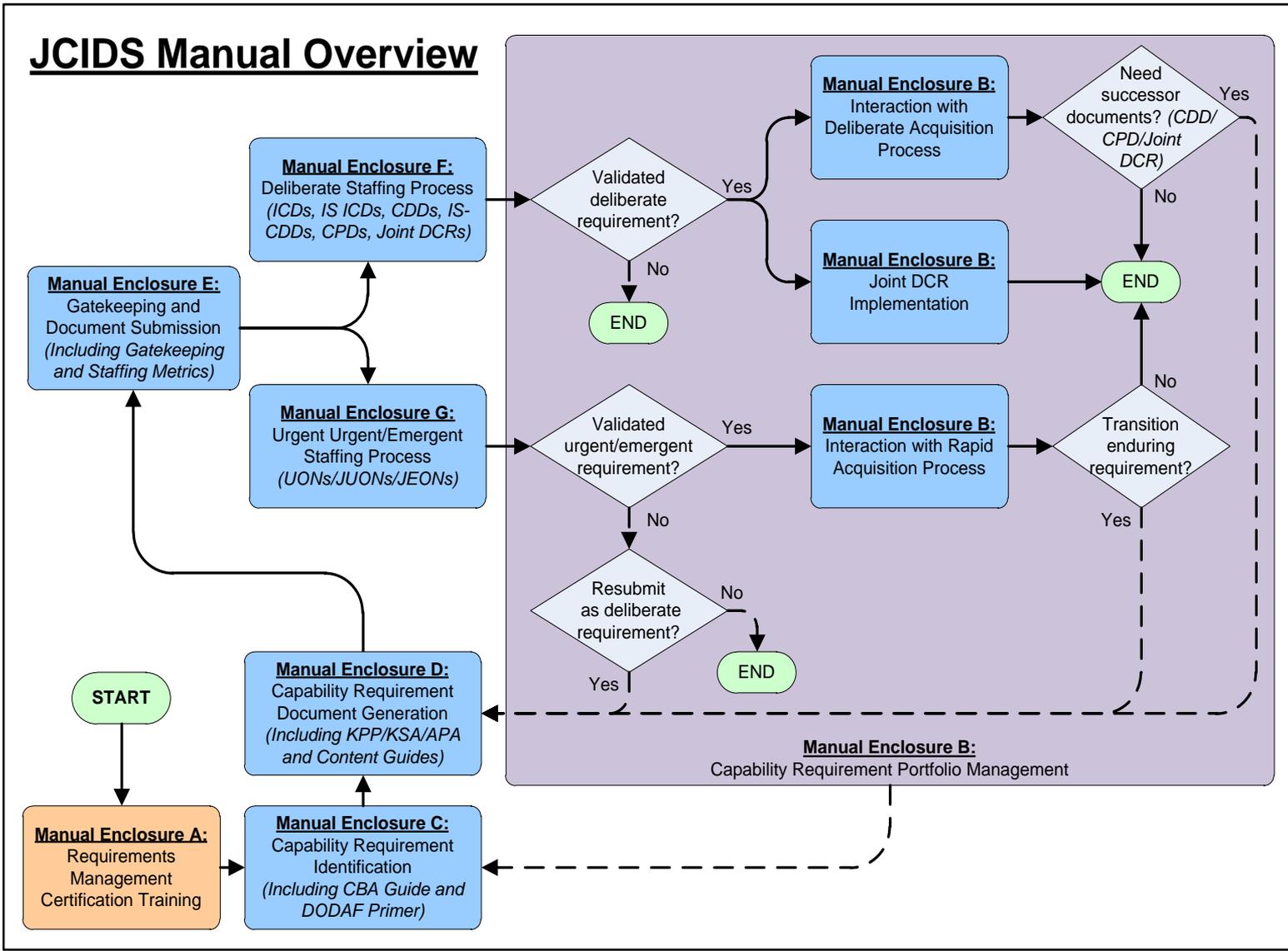


# JCIDS Guidance Documents

## JCIDS Manual Overview

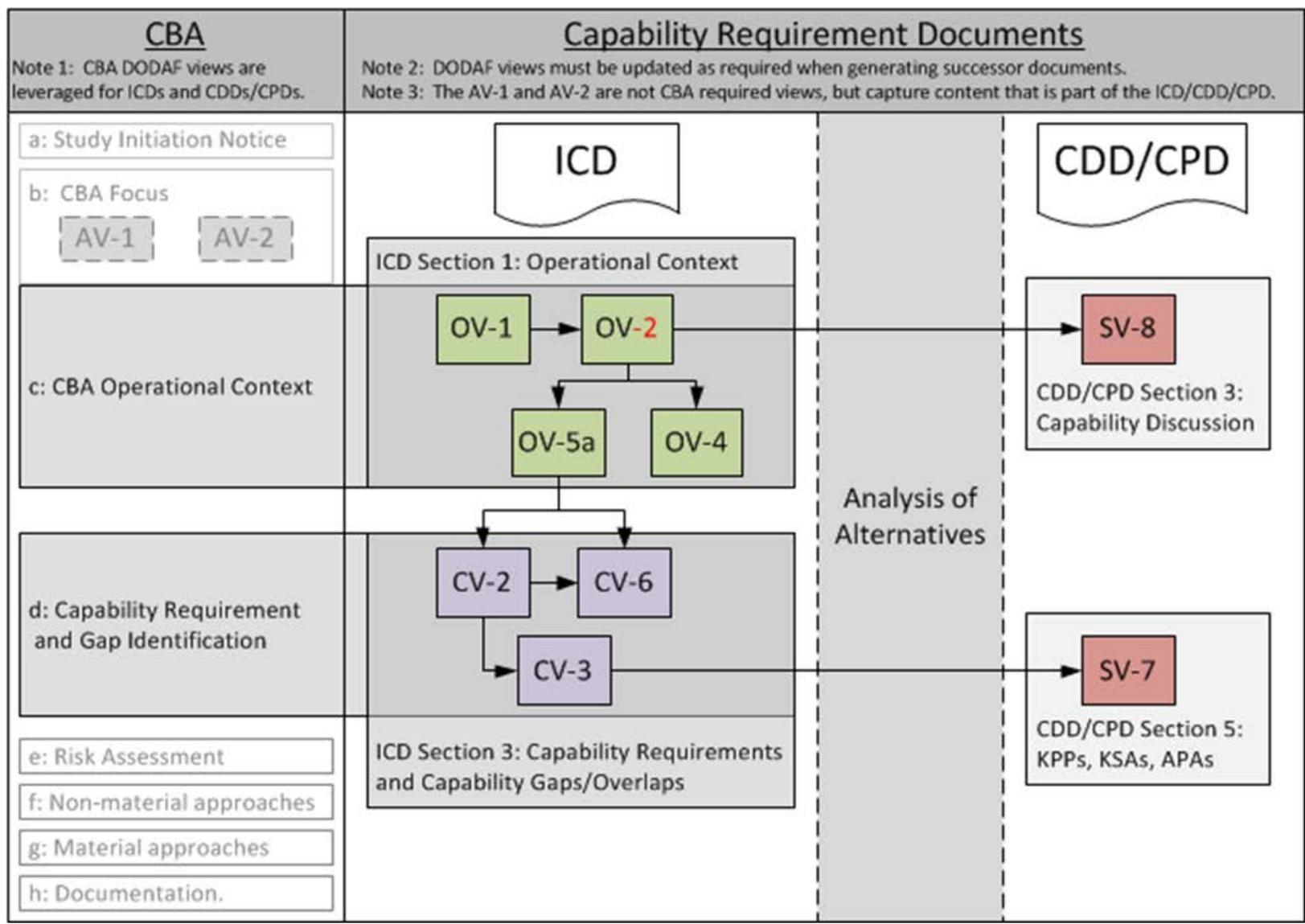
**CJCSI 5123.01G:**  
JROC Charter  
(Including Roles and Responsibilities for JROC/JCIDS)

**CJCSI 3170.01:**  
JCIDS Instruction  
(Overview)



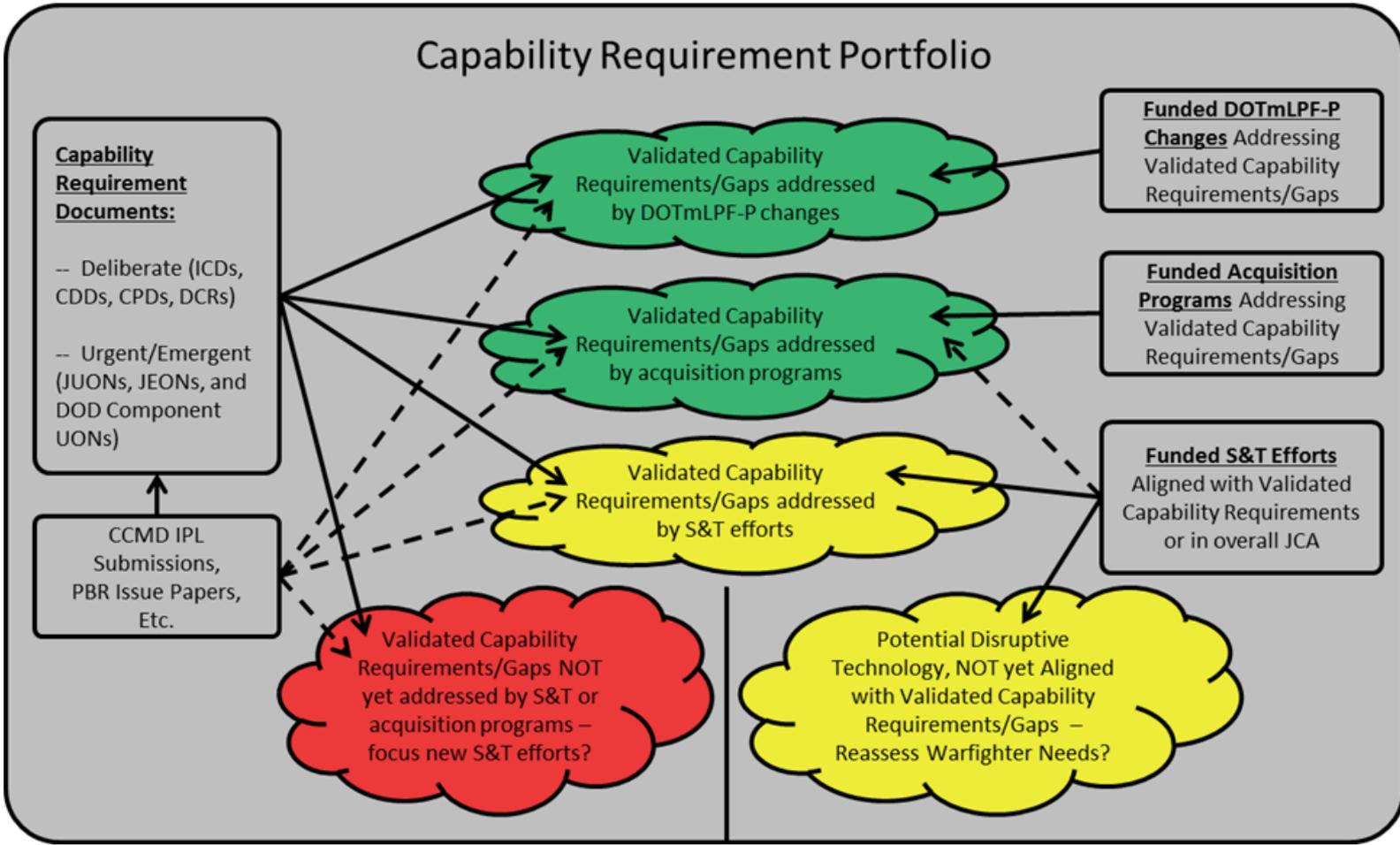


# DODAF Architecture Views





# Innovation through S&T Integration





# Primary Stakeholders/Equities

Capability Requirement Documents			Section Primary Equities	
ICD	Joint DCR	CDD/CPD	Joint Staff	Other/Advisors
Operational Context	Operational Context	Operational Context	J3/J5	CAPE (for ISCs)
Threat Summary	Threat Summary	Threat Summary	J-2/IRCO	USD(I)
Capability Requirements / Capability Gaps	Capability Discussion	Capability Discussion	FCBs, J-8/JRAD, J-8/CAD, J-8/PBAD	MDA, ASD(A), ASD(R&E), ASD(L&MR), USD(I), DOD CIO, DASD(T&E), DOT&E
		Program Summary		
		KPPs/KSAs/APAs Other Attributes		
		Mandatory KPPs		
		Spectrum Requirements	J-6/C4CD	DOD CIO, USD(AT&L) – C3 & Cyber
		Intelligence Supportability	J-2/IRCO	USD(I)
		Weapon Safety Assurance	J8/FPD	JWSTAP, ASD(L&MR)
		Technology / Manufacturing Readiness	FCBs, J-8/JRAD, J-8/CAD, J-8/PBAD	ASD(R&E)
Non-materiel Approaches	Change Recommendations	DOTmLPP-P Considerations	J-1, J-4, J-5, J-7, J-8/FD	USD(P), USD(P&R), ASD(L&MR)
Recommendations	Resource Summary	Program Affordability	Validation Authority	MDA, CAPE