



Certification Training



Knowledge Sharing



Continuous Learning



Mission Assistance

Date: 3 September 2014
Presented by: Pat Wills Associate Dean, Executive Programs, Requirements Management, and International Acquisition, Defense Systems Management College (DSMC), Defense Acquisition University (DAU)

- Setting the Stage
- The Requirements Challenge and Environment
- Joint Capabilities Integration and Development System (JCIDS)
- Requirements Approval Structure
- Rapid Response Lanes
- How is JCIDS evolving?
- Summary

The Requirements Challenge

www.DAU.mil

- The United States must Prevail in Current Conflicts While Deterring Potential Adversaries and Preparing for Future Contingencies
- U.S. Armed Forces must be Prepared to Address a Wide Range of Challenges, Recognizing that not all Challenges can have Equal Priority
- DoD Must Make Difficult Tradeoffs to Allocate Risk in and Among the Near-, Mid-, and Long-Term – to Include Identifying Areas of Possible Divestment
- The United States Continues to Work in Cooperation with Allies and Partners to Achieve Strategic Goals





Finding the balance between:

CCMD near-term requirements to support CONPLANS and current missions

and

Services' long range vision & 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

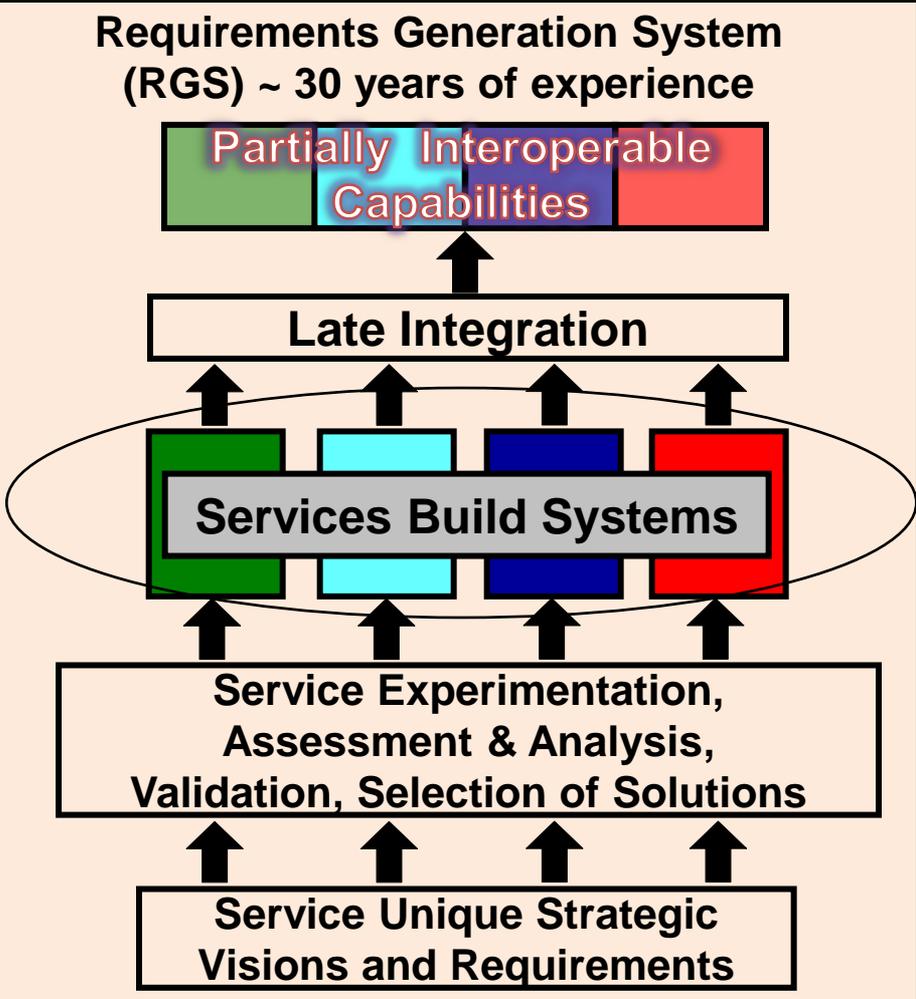
Quantity matters

and

High-end capabilities

Requirements Generation System (RGS) ~ 30 years of experience

Partially Interoperable Capabilities



Late Integration

Services Build Systems

Service Experimentation,
Assessment & Analysis,
Validation, Selection of Solutions

Service Unique Strategic
Visions and Requirements

- Problems

- Stovepiped systems
- Limited interoperability
- Lost opportunities for synergism
- Duplication of effort

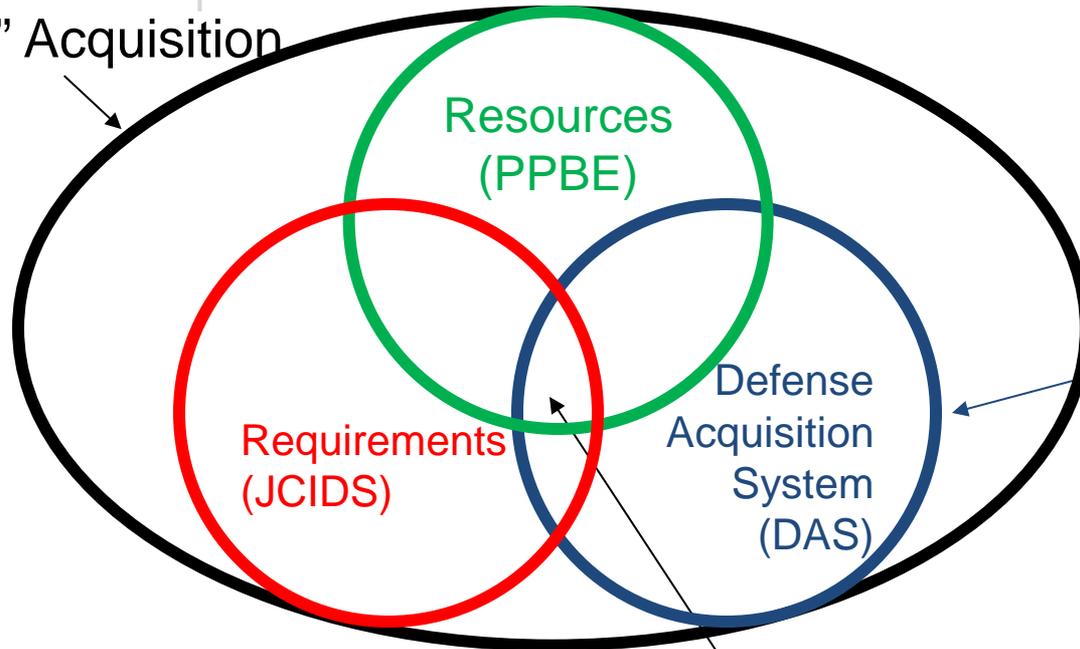
- Defending the country has changed

- War is no longer force-on-force
- We will fight joint
- We will fight networked



Big “A” Acquisition

Big “A” Acquisition



- Funding instability
- Insufficient resource trade space
- Budget not properly phased or of insufficient magnitude to support planned development

Small “a” Acquisition

- Immature technologies
- Inadequate systems engineering
- Inadequate requirements flow-down, traceability, or decomposition
- Insufficient schedule trade space
- Inadequate implementation of Earned Value Management System
- Lack of time and assets for testing

- Inter- and intra-departmental stakeholder coordination and support

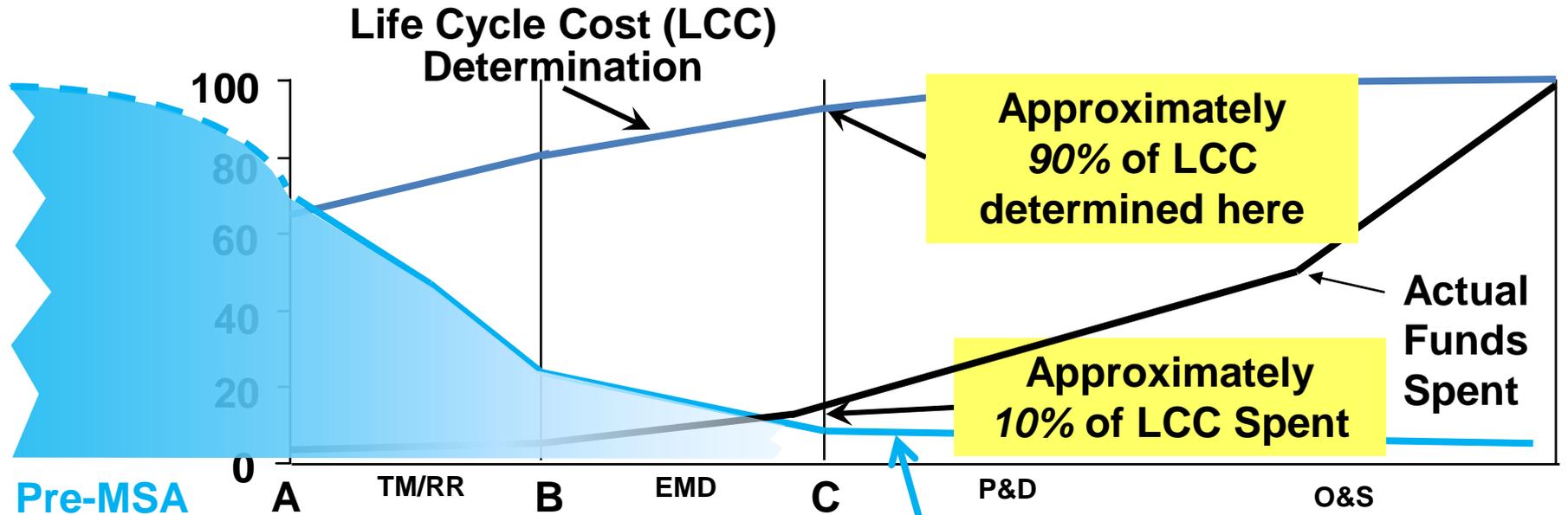
- Lack of JROC-validated requirements documents for basic program (ICD, CDD, CPD)
- Inadequate requirements for basic program and any increments
- Requirements “creep”
- Critical dependence on external programs with developmental issues

RMs work with JCIDS, DAS, and PPBE to deliver capabilities to Warfighters



The Best Time to Control Costs

Life Cycle Affordability Determination*



**Control Costs Here:
“Sweet Spot”**

* Notional curves based on a combined Kaminski, DAU, & AMR Research Inc. data...



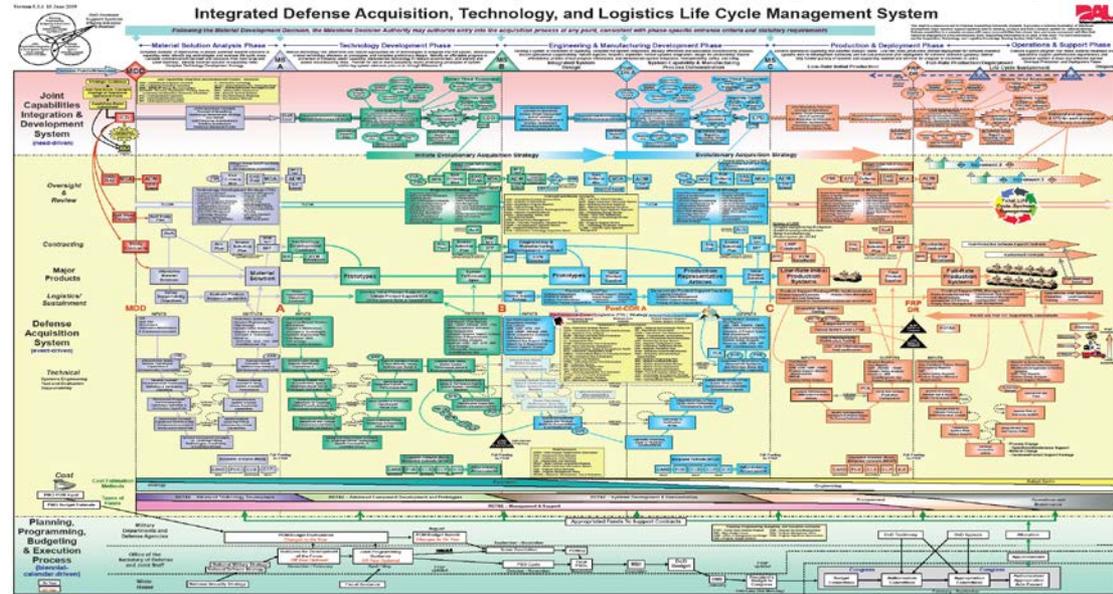
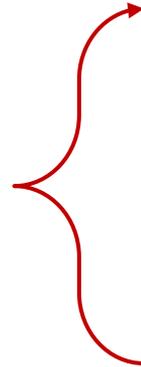
JCIDS is...

- A key supporting process for DoD acquisition and PPBE processes
 - That supports “the statutory responsibility of the JROC to validate joint warfighting requirements”
 - And supports the CJCS advising the Secretary of Defense in identifying, assessing and prioritizing joint military requirements
 - A Staffing method enabling the Joint Staff to ensure Sponsors’ needs meet the Chairman’s intent (Joint force needs)
- JCIDS is not... the entire “Integrated Defense Acquisition, Technology, and Logistics Life Cycle Management System”

“Requirements”
(JCIDS)

Acquisition

PPB&E



JCIDS and Acquisition

(Interim DoDI 5000.02, Nov 2013)

President, SECDEF & Chairman:
 • Strategic Guidance
OSD/Joint Staff
 • Integrated Security Constructs
 • Joint Concepts
Activity

Identification of Capability Requirements

- Operational Planning
- CBAs & Other Studies
- Exercises/Lessons Learned
- JCTDs/JUON/JEON/Experiments
- JIEDDO Initiatives
- Defense Business Sys

Outputs

- Mission & Problem
- Capability Gaps
- Tasks
- Performance
- Conditions
- Operational Risk
- Non-Materiel Approaches
- Materiel Approaches
- Recommendations

- Analysis of Alternatives (AoA)
- Acquisition Strategy
- Test & Evaluation (T&E) Master Plan (TEMP)
- System Engineering Plan (SEP)
- Life Cycle Sustainment Plan (LCSP)
- Operational Mode Summary/Mission Profile (OMS/MP)
- Materiel Development Decision
- Technology Demonstrated
- Initial Key Performance Parameters/Key System Attributes (KPPs/KSAs)
- Acquisition Strategy (AS)
- TEMP
- SEP
- LCSP
- OMS/MP
- Final Design
- Developmental T&E (DT&E)
- Operational Assessments (OA)
- Revise KPPs/KSAs
- AS
- Acquisition Pgm Baseline (APB)
- TEMP
- SEP
- LCSP
- OMS/MP
- Low Rate Initial Production (LRIP)
- Initial Operational T&E (IOT&E)
- Full-Rate Prod (FRP)
- AS
- APB
- TEMP
- SEP
- LCSP
- OMS/MP



Analysis of Alternatives (AoA) → Competitive Prototyping → Develop, test, LRIP & Full Rate Production, deploy to warfighter, IOC

Military Services

JROC action for JROC Interest programs (ACAT I & IA)

- Validates ICD
- Reviews AoA Results
- Validates CDD
- Validates CPD

SECDEF | Joint Staff / Joint Requirements Oversight Council / OSD | OSD (AT&L, CAPE), Services and OSD (DOT&E) -- Joint Staff (JROC)

Policy | Identify Capability Requirements | Select Materiel Solution | Develop, Test, Produce & Field

Getting The Front End Right is Key



Translation Between Requirements and Acquisition

How Projects Really Work



How the Warfighter explained it...



How the PM understood it....



How the Designer understood it...



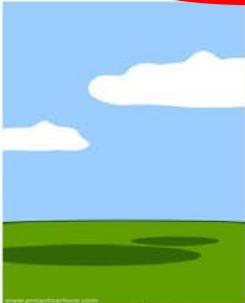
How the Programmer understood it...



How the Tester received it...



How the Consultant explained it....



How it was documented...



How it was delivered...



How DoD was billed...



How the Loggie supported it...



What the Marketing Guru advertised...



Finally: What the Warfighter actually needed...

This is why we are training Requirements Managers

The Four Questions Behind Requirements Development

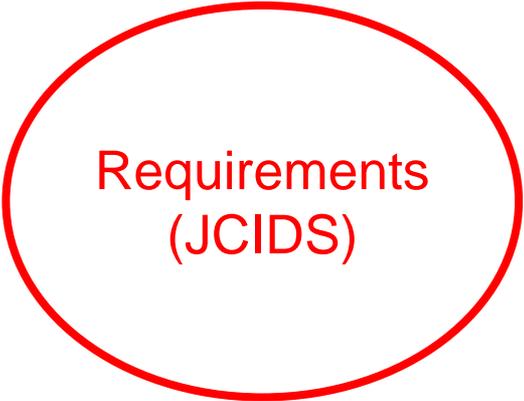
- What do we want?
- What do we need?
- What do we need to do?
- What can we afford?
 - Choose:
 - Have it cheap
 - Have it fast
 - Have it done right
- How Will the Capability Gap be Satisfied

- What does it really take to do the mission?
 - Do you really need 40 knots?
 - Do you really need 9 Gs?
- How do you know that's what you need?
- Are you aware of the associated costs?
 - Unreliable technologies
 - Lower availability
 - Derived requirements
- Where is the trade space?
 - Never: Threshold = Objective
 - The significance of each Key Performance Parameter (KPP)
 - What should be a Key System Attribute (KSA)?

What We Want

A large, empty green oval is centered in the upper portion of the slide. Inside the oval, the text "Resources (PPBE)" is written in a green, sans-serif font.

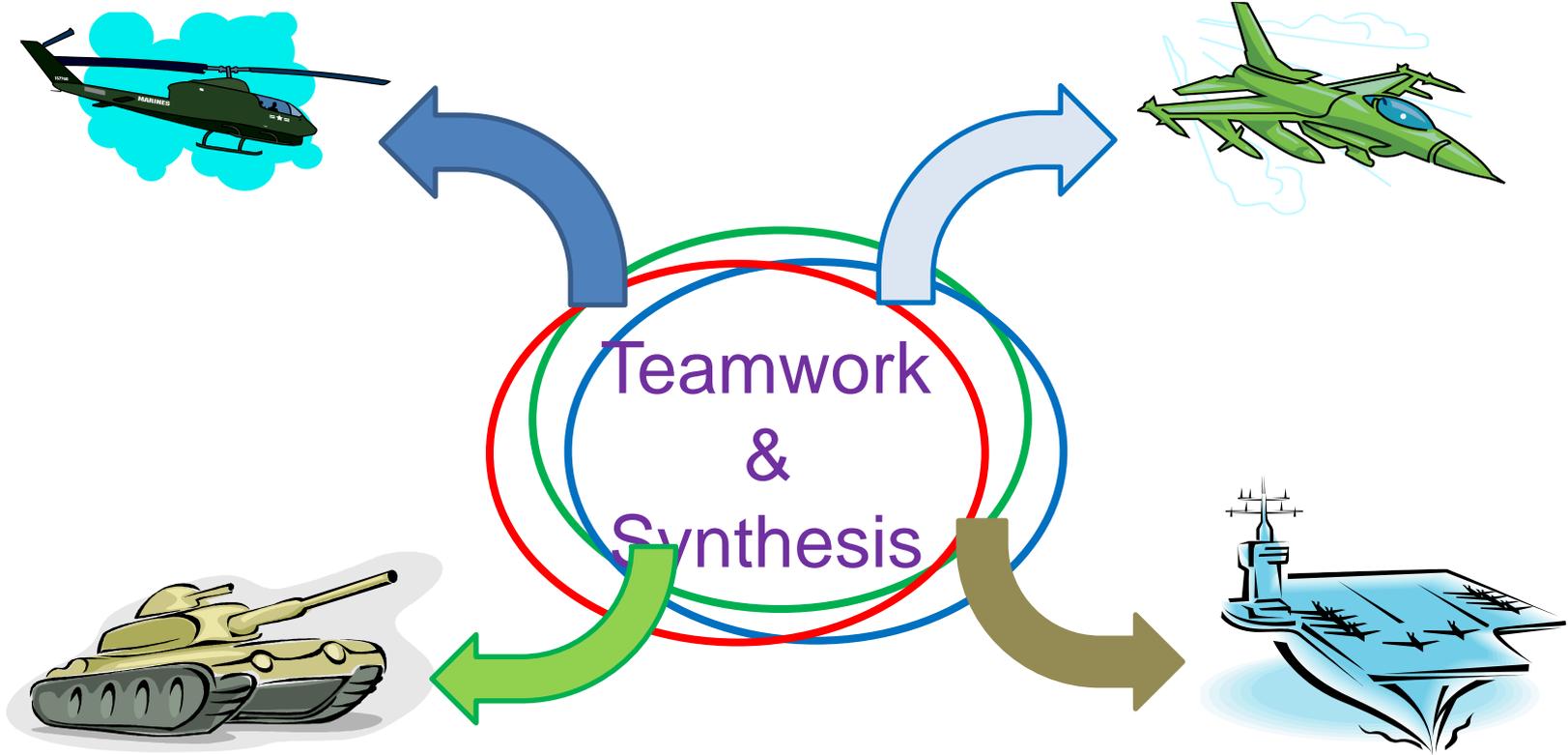
Resources
(PPBE)

A large, empty red oval is positioned in the lower-left area of the slide. Inside the oval, the text "Requirements (JCIDS)" is written in a red, sans-serif font.

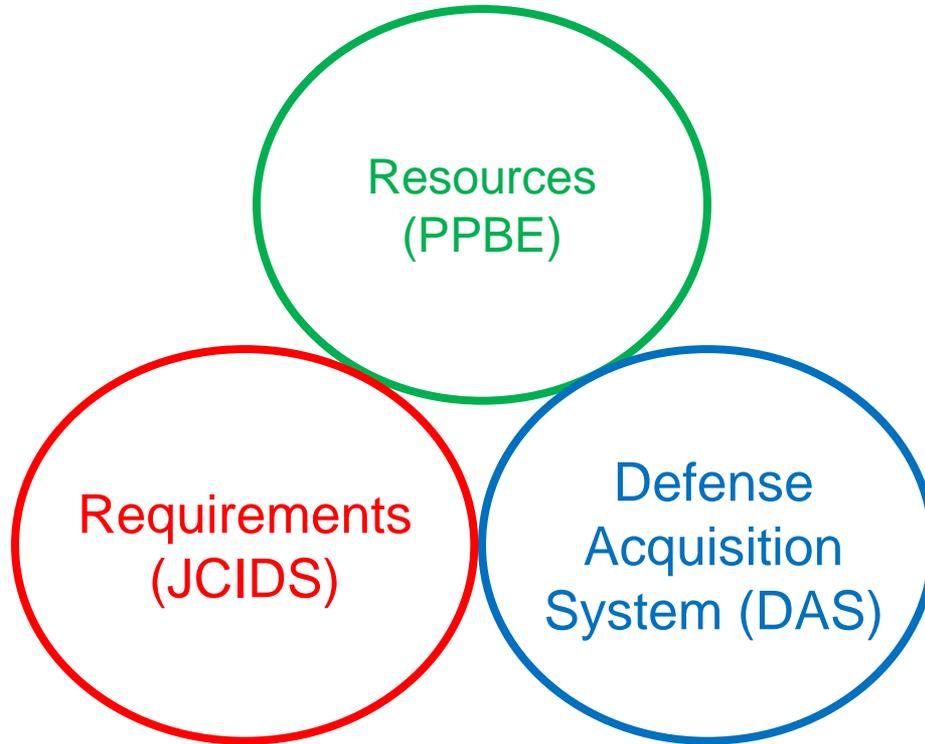
Requirements
(JCIDS)

A large, empty blue oval is positioned in the lower-right area of the slide. Inside the oval, the text "Defense Acquisition System (DAS)" is written in a blue, sans-serif font.

Defense
Acquisition
System (DAS)



What Really Happens



Little Overlap
Limited Communications
Poor Agreement
The Money Disappears
The Schedule Slips to
the Right

The Warfighter Gets Left Behind



- Title 10 Responsibilities Section 181 (as modified by 2009 Weapon System Acquisition Reform Act, 2011 and 2013 National Defense Authorization Acts)
 - The Joint Requirements Oversight Council (JROC) shall assist the CJCS...
 - In identifying, assessing and approving military requirements to meet the national military strategy
 - In identifying the core mission area associated with each requirement
 - Ensuring the consideration of tradeoffs **among life cycle cost, schedule, performance, and procurement quantity** in consultation with advisors
 - In establishing and assigning priority levels for joint military requirements
 - In reviewing the estimated **total cost of such resources** required in the fulfillment of each joint military requirement and ensuring it is consistent with level of priority
 - The JROC must...
 - Consider input from Combatant Commanders on joint requirements
 - Consider **life cycle cost, schedule, performance, and procurement quantify** tradeoffs in establishing requirements
 - Set an Initial Operational Capability (IOC) schedule objective for each requirement
- All the above further emphasized in the JROC Charter (CJCSI 5123.01 series) and JCIDS Instruction (CJCSI 3170.01 series)

**More than any other body...
the JROC is statutorily charged with shaping the force**



DoD Definitions and Explanations

Requirement

- A capability which is required to meet an organization's roles functions, and missions in current or future operations. Note: a requirement is considered 'draft' or 'proposed' until validated by the appropriate authority.

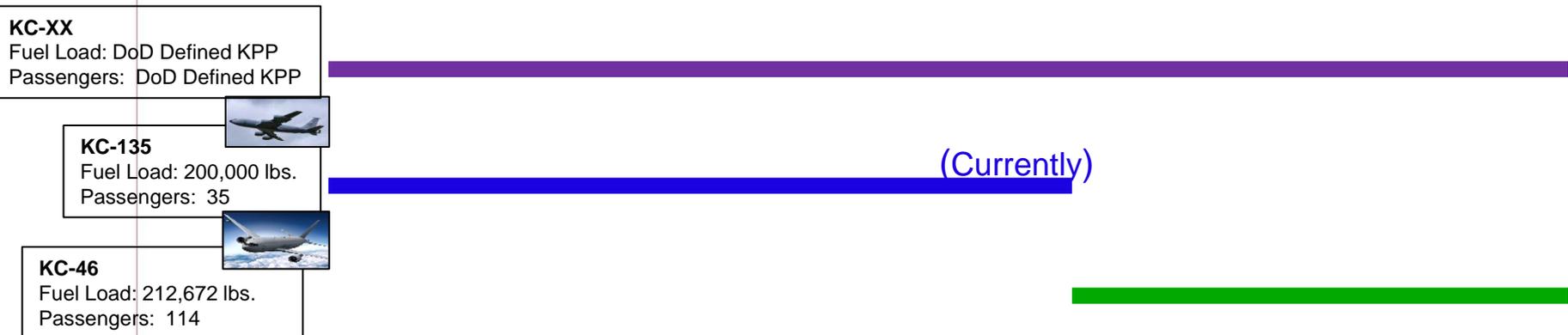
Capability

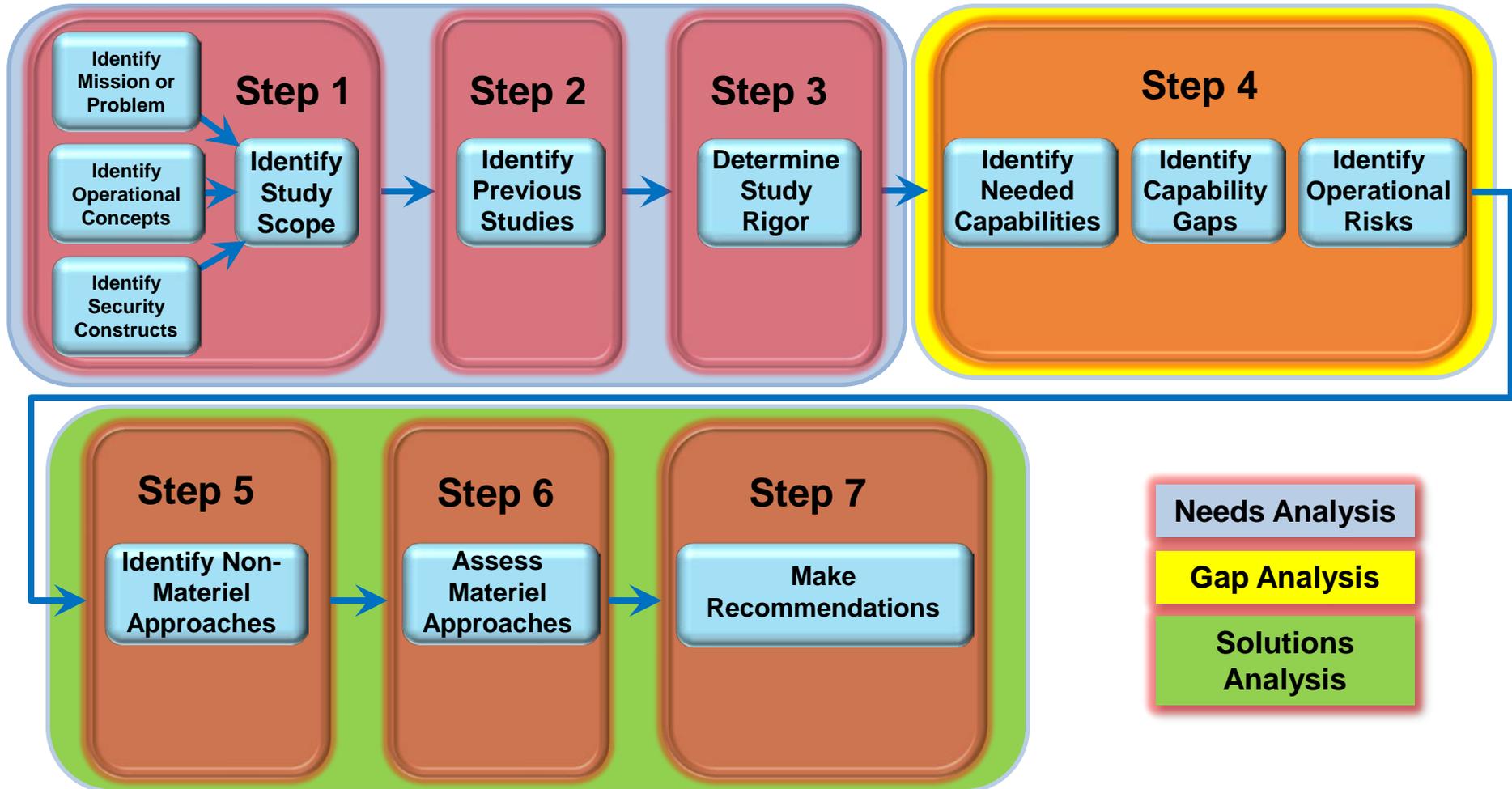
- The ability to execute a specific course of action.

Capability Gap

- The inability to execute a specified course of action.

Example: USAF Tanker Fuel Load & Passenger Capabilities





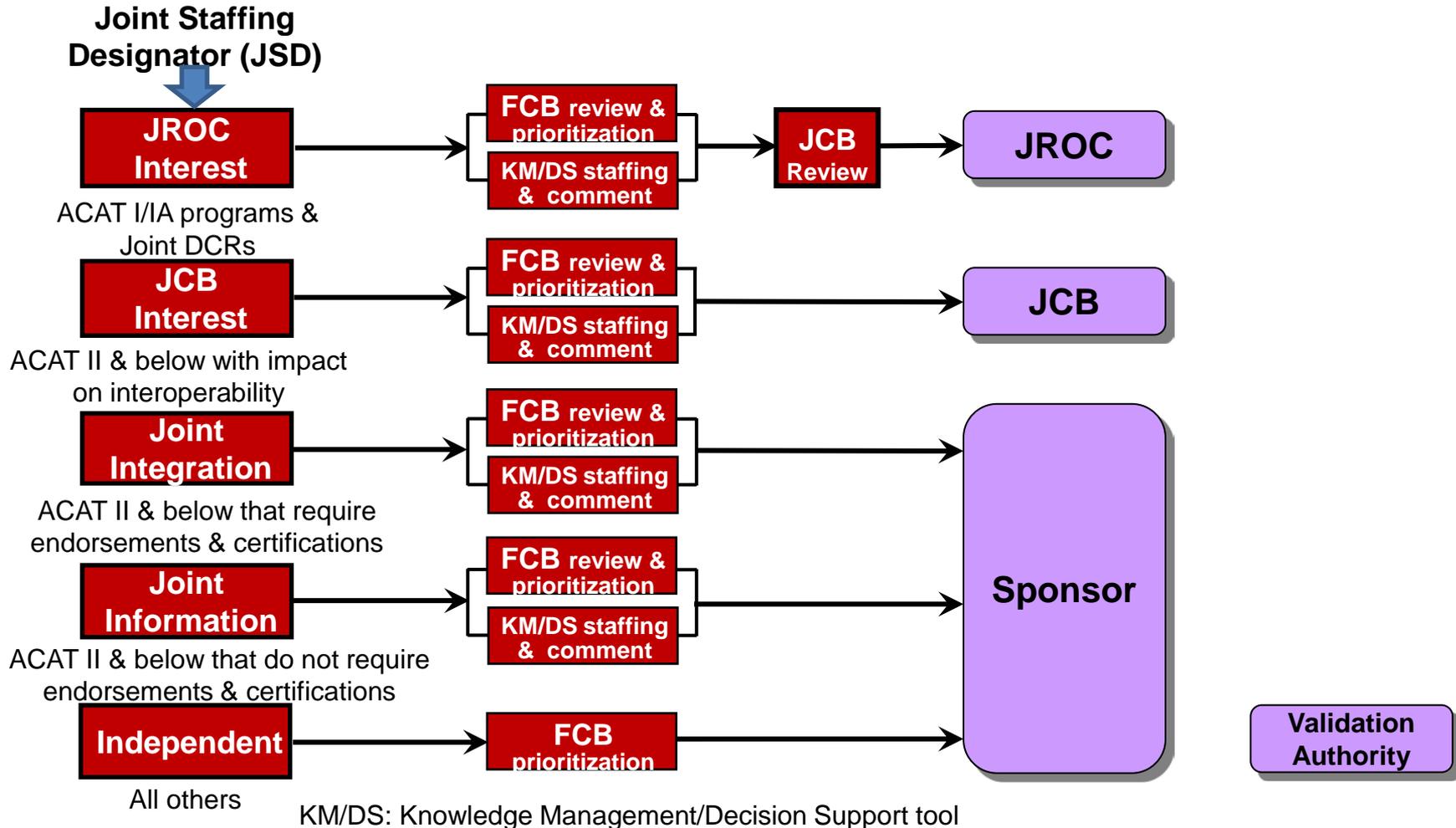


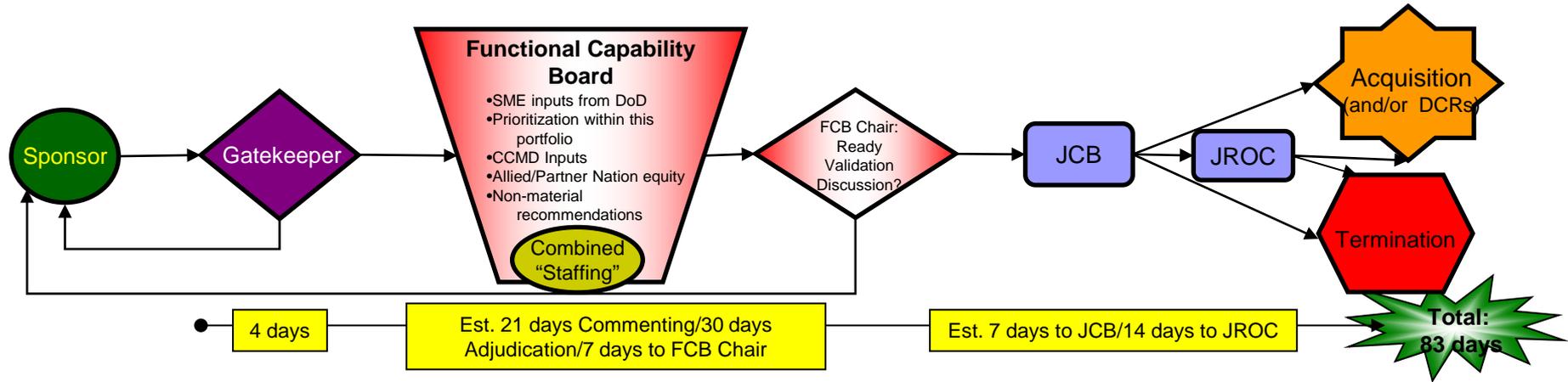
Capability Document Progression

- Capabilities-Based Assessment (CBA)
 - Needs/Gaps/Solutions...normally feeds ICD and/or DCR
- Initial Capability Document (ICD)
 - Identifies capability gaps with recommendations for material solutions
 - Information for an Analysis of Alternatives (AOA) of possible material solutions
- Joint DOTmLPF-P Recommendation (DCR)
 - Identifies a non-material development solution to close or mitigate capability gaps
- Capability Development Document (CDD)
 - Defines developmental performance requirements to achieve a capability solution
- Capability Production Document (CPD)
 - Update of CDD based on lessons learned during EMD phase
 - Supports production and deployment of the capability solution



JCIDS Document Tracks







Functional Capability Boards & Sponsoring Organizations

C4/Cyber

Includes NC and
C2 JCAs

Brig Gen
Weatherington
JS J-6

Battlespace Awareness

Mr. Canfield
JS J-2

Logistics*

Mr. Hawkins
JS J-4

Force Support

BGen
Thomas
JS J-8

Protection

BG Evans
JS J-8

*DASD for Supply Chain Integration,
Ms. Reardon, serves as Log FCB co-chair

Force Application

BGen
Thomas
JS J-8

FCB Membership: (O-6 level)

Services

Combatant Command Reps

OSD (AT&L)

OSD (Intelligence)

USecAF (Space)

DOD CIO

D/CAPE

DIA

ODNI/IRB

Other DoD Agencies as necessary

OSD(Comptroller)

OSD(Policy)

Additional JCAs:

- Building Partnerships
- Corporate Management & Support



JROC DECISION CHAIN

VCJCS

JROC Chairman;
Advises the CJCS

JROC

Owens JCIDS; Validates JROC
Interest documents; final authority

JCB

Validates JCB Interest documents;
assists JROC

FCB

Reviews documents; prioritizes
within portfolio; makes validation
recommendation to JCB/JROC

FCB WG

Reviews documents & prioritizes
prior to FCB review

JROC: Joint Requirements Oversight Council
JCB: Joint Capability Board
FCB: Functional Capability Board
FCB WG: Functional Capability Board Working Group

JROC MEMBERSHIP

Chair: VCJCS

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***

(Commander or Deputy Commander)

*Unless otherwise directed to participate by the JROC Chairman, CCMD representatives are highly encouraged to participate as voting members of the JROC when matters related to the area of responsibility or functions of that command will be under consideration by the JROC. USD(AT&L); Director, CAPE; USD(Comptroller); DOT&E; and USD(Policy) attend as JROC advisors

Summary of the Deliberate JCIDS Process

- Materiel Solutions
 - Initial Capabilities Document (ICD)
 - Capability Development Document (CDD)
 - Capability Production Document (CPD)
- Non-Materiel Solutions – Joint DOTmLPF-P Change Recommendation (DCR)
- Operational Requirements Development is a Team Effort; All Stakeholders Should be Involved; Involve the User in Technical Requirements Development

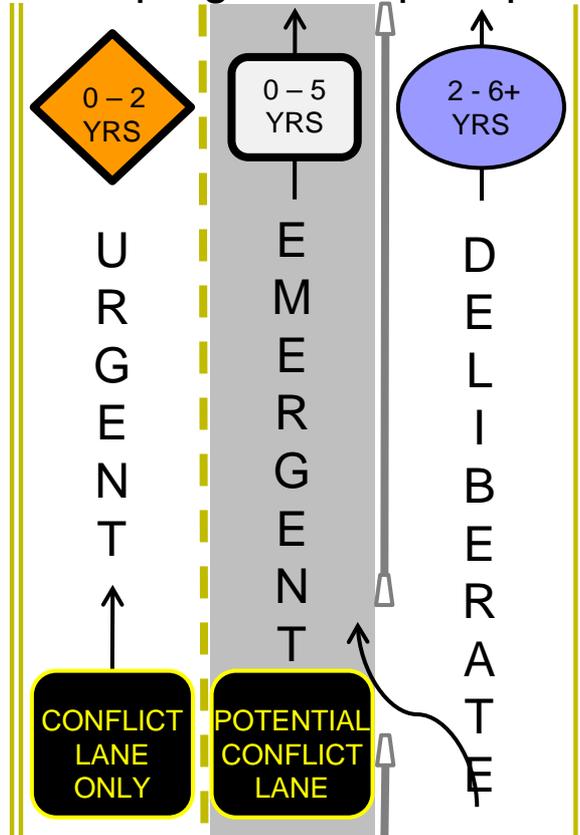




Rapid Response

Rapid Response – Three Requirements “Lanes”

“Keep right, except to pass”

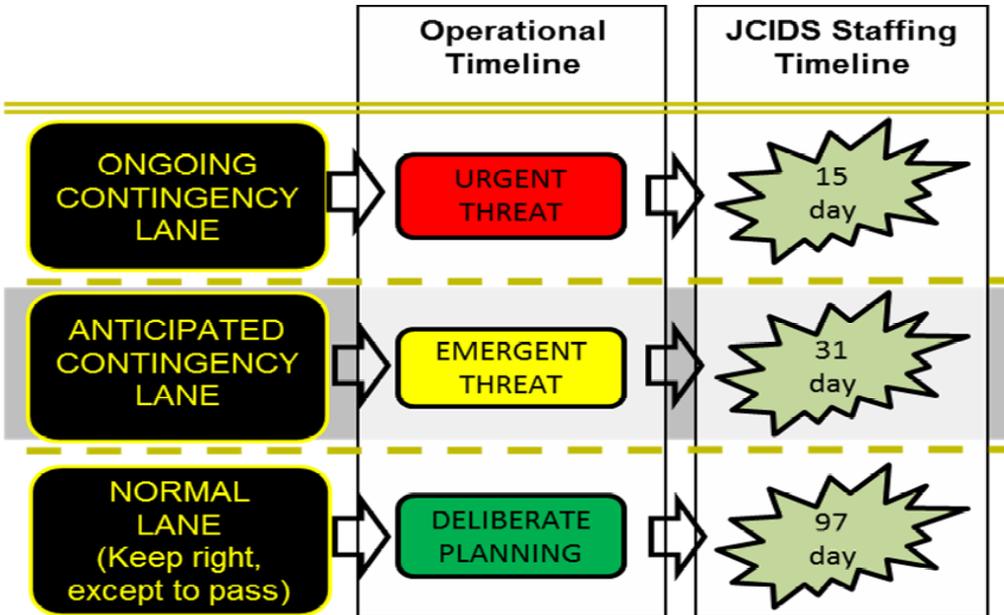


- **Deliberate Requirements**
 - Service, CCMD, or Agency driven
 - Traditional route for capabilities that require significant tech development and are not urgent or compelling in nature
- **Emergent Requirements**
 - CCMD driven
 - Supports accelerated acquisition of capabilities needed for an anticipated or pending contingency operation
 - VCJCS verifies, JCB or JROC validates
- **Urgent Requirements**
 - CCMD driven
 - Urgent and compelling to prevent loss of life or mission failure during current operations
 - Requires little tech development
 - Can be resolved in less than two years
 - DDR validates



CJCSI 3170.01H Three JCIDS Process “Lanes”

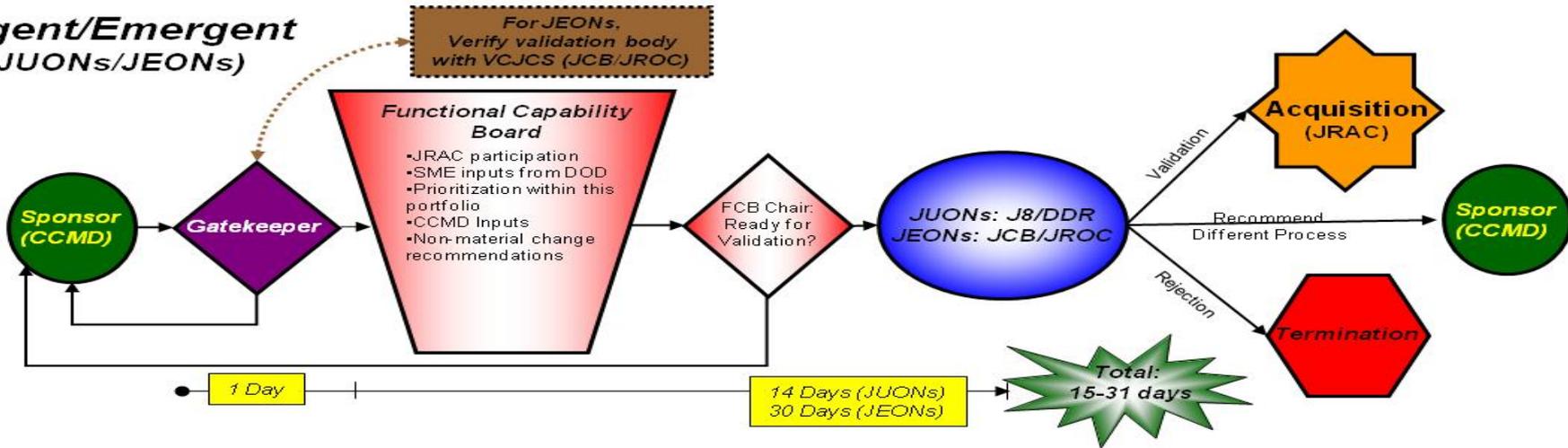
Established Three Lanes to Requirements Development to Respond to Capability Gaps within Acceptable Timeframes and Risks



- **Urgent Requirements**
 - Combatant Command (CCMD) (JUON) or Other DoD Component Driven
 - Urgent and compelling to prevent loss of life and/or mission failure during current operations
 - Joint Staff J8 Deputy Director for Requirements (DDR) validates Joint Needs; DoD Components assess/validate other urgent needs
- **Emergent Requirements**
 - CCMD Driven
 - Supports accelerated acquisition of capabilities needed for an anticipated or pending contingency operation
 - VCJCS verifies, JCB or JROC validates

- **Deliberate Requirements**
 - Service, CCMD, or Agency Driven
 - Traditional route for capabilities that require significant tech development or are not urgent or compelling

Urgent/Emergent (JUONs/JEONs)



Challenge of Rapid Acquisition



- ★ Future Focused
- ★ Very Structured Process
- ★ Evolved Requirements
- ★ Analysis of Alternatives
- ★ Lengthy Development
- ★ High Visibility on Program
- ★ Large Investment

Deliberate **A**

immediate

a

- 🕒 Now-focused
- 🕒 More ad hoc process
- 🕒 Broad requirement
- 🕒 Quick assessment of alternatives
- 🕒 Limited development
- 🕒 High visibility on results
- 🕒 Limited investment
- 🕒 Very Limited Feedback
- 🕒 Transition to PoR





JCIDS Review





How We are Getting There (2012 Update)

- Limit the audience so determinative discussion/ decisions can be made
 - More Tank-like
 - JROC Principals+1, CCMD Principals+1
 - Statutory Advisors or their Deputy (AT&L, CAPE, OT&E, OSD(P), OSD (C))
 - JS J7
 - FCB Chair
 - Minimal others by invitation only...
- Cost vs. Capability vs. Risk – better upfront analysis of alternatives
 - Review of Analysis of Alternatives (AoA) prior to Milestone A
 - Highlight non-materiel approaches as alternative or in conjunction with materiel solutions
 - Tee up the appropriate debate
 - Tougher decisions on the 80% solution (i.e. knee in the curve)
 - More portfolio analysis to determine risk
 - Include Special Access Programs in the portfolio review
 - Solution centric vice document/process centric – faster timelines



- CJCSIs 3170.01 (JCIDS) and 5123.01 (JROC Charter), and JCIDS Manual undergoing review and update.
 - Two rounds of staffing for each.
 - Sync'd up and briefed remaining critical issues through FCB Integration Groups and JCB. Resolving remaining issues to gain JROC approval for implementation in Sep/Oct 2014 timeframe.
- Summary of major changes found in the beginning of each document
 - Incorporate content from CJCSI 3312.01 (Joint Military Intelligence Requirements Certification) and CJCSI 6212.01 (NR KPP)
 - Streamlines capability requirement document formats providing more logical flow within each, enhancing consistency between, and clarifying intent for each section through a “purpose” subparagraph
 - Reorganizes post-validation processes and prioritization Enclosures into a single Capability Requirement Portfolio Management Enclosure



- Summary of major changes (con't)
 - Introduces the “Capability Matrix Lattice” (CML) as an integrating construct to ensure traceability to strategic guidance, missions of the Joint force, and other departmental activities – both in the identification of capability requirements and their associated gaps, and in the review and assessment of capability requirement portfolios
 - JSDs down to four with deletion of “Independent”
 - Clarifies process for submitting/handling documents classified above secret



Summary

Requirements Guidelines

Know the requirements – the requirements/acquisition community should not only clearly understand the requirements, but should be actively engaged with the user in establishing realistic and achievable requirements within budget constraints.

Question the requirements – if a requirement doesn't make sense, question it – the answer may be surprising.

Are the requirements realistic – is it physically possible to meet the requirement? Can it be tested? Is an 80% solution adequate and field the remaining 20% when technology is mature enough?

Beware of derived requirements – an engineer's "derived" technical requirement can take on a life of it's own; keep focused on the user's operational requirements.

Tech Reviews for Operational Requirements – JCIDS sponsor/user should attend PDR and CDR to answer specific questions on operational requirements.

Configuration Steering Boards (CSBs) to Review and/or Alter Requirements – are they being used? PM has the authority to recommend descoping options and to object to new requirements after MS B if approved by the CSB. Must be coordinated with the requirements authorities.

Meeting the Warfighter's Needs is a Team Effort!



Requirements Challenges

- Gaming the System by Specifying the Solution too Early
- Incomplete or Rushed Analysis
- Vague/Poorly Written Requirements
- Good Briefings Based on Poor Documents
- Confusing Requirements with Specifications
- Not Following Up on Results of DAS Reviews and T&E results
- Requirements Creep (Operational & Technical)
- Misusing the Urgent/Emergent Requirements Determination Processes
- Cost and Schedule Estimates Based on Incomplete or Poorly Written Requirements (Operational and Technical)
- Training the Requirements Workforce to Better Understand the Senior Leadership's Vision for a Smarter, Budgeted, Streamlined, Department of Defense



Requirements Management Landing Page

www.DAU.mil

Providing RM Community with an Organized & User-Friendly Website for Program Specifics

The screenshot displays the Defense Acquisition Portal website. At the top, the header includes the DAU logo and navigation tabs for Portals, Functional Gateways, and Special Topics. The main content area is titled "Requirements Management" and features a video player with a play button. Below the video, there are sections for "Feature - An Introduction to Requirements Management" and "Feature - Career Gateway Highlights". The left sidebar contains a list of Career Gateways and Requirements Management options.

Defense Acquisition Portal

← Portals Functional Gateways Special Topics

Home > AT&L Functional Gateways > Requirements Management

Feature - An Introduction to Requirements Management

 In partnership with the Joint Staff J-8 and the Defense Acquisition University (DAU), a competency requirements and training program was established to certify Department of Defense (DoD) military and civilian personnel with responsibility for generating requirements. The Requirements Management (RM) training program provides DoD with robust and enterprise-wide requirements training.

— OSD(AT&L) Memo, 24 September 2012

Patrick Willis
Associate Dean

A *requirements manager* is a military member or DoD civilian charged with developing, assessing, validating, and prioritizing requirements and associated requirements products. Additionally, the requirements manager advocates for the warfighter within DoD's three decision support systems: the Joint Capabilities Integration and Development System (JCIDS), the Defense Acquisition System (DAS), and the Planning, Programming, Budgeting, and Execution (PPBE) system.

— Requirements Management Community of Practice, ACC

Feature - Career Gateway Highlights

 *(interactive)*
Certification Guide

 Continuous Learning

 Enroll in a Course

Policy, Regulation, and Law

- Policy
- Regulation
- Guidance and Law

Leadership Perspectives on Requirements Management by Admiral Winnefeld, Vice Chairman of the Joint Chiefs of Staff.



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



Requirements Management Training Today

Core

CLR 101
Introduction to
JCIDS



RQM 110
Core Concepts for
Requirements
Management



RQM 310
Advanced Concepts
and Skills

Core Plus

CLR 151
Analysis of
Alternatives

CLR 250
Capabilities-Based
Assessments

CLR 252
Developing
Requirements

CLR 030
Environment, Safety
and Occ. Health

Executive Level

RQM 403
Requirements
Executive Overview
Workshop (REOW)

RQM 413
Senior Leader
Requirements
Overview



Requirements Management Certification Training Levels

CLR 101 Introduction to JCIDS	RQM 110 Core Concepts for Requirements Management	RQM 310 Advanced Concepts and Skills	RQM 403 Requirements Executive Overview Workshop	RQM 413 Senior Leader Requirements Course
4 - 6 hours	24 - 30 hours	5 days	1 day	Tailored
A, B, C	B, C	C	D (1-3 Star / SES)	D (4-Star / Agency Head)

Required Training Level Guidelines

A	Contribute to the Requirements generation and capability development process in various capacities to include: JCIDS analysis, subject matter or domain expertise, document staffing and coordination and / or administrative support – <i>Requirements Originators and Support</i>
B	Significantly involved with Requirements generation and capability development in specific capacities, i.e. study leadership, planning, writing, adjudicating comments, and facilitating inter-organizational development and coordination of Requirements documents – <i>Requirements Writers and Developers</i>
C	Designated by organizational leadership for advanced Requirements instruction; Primary duties involve leadership / supervisory roles in requirements generation and capability development; Organizational representative in pertinent program management and JCIDS forums to include FCB Working Group, FCB, JCB and JROC meetings – <i>Requirements Supervisors, Presenters, and Trainers</i>
D	GO/FO/SES – Validate and / or approve documents; Provide senior leadership and oversight of JCIDS Analysis and Staffing; Enforce Requirements standards and accountability – <i>Requirements Validators and Prioritizers</i>



Patrick Wills
Associate Dean, Executive Programs,
Requirements Management,
and International Acquisition
Defense Systems Management
College
Defense Acquisition University
Patrick.Wills@dau.mil
work: 703-805-4563
cell: 703-615-5234

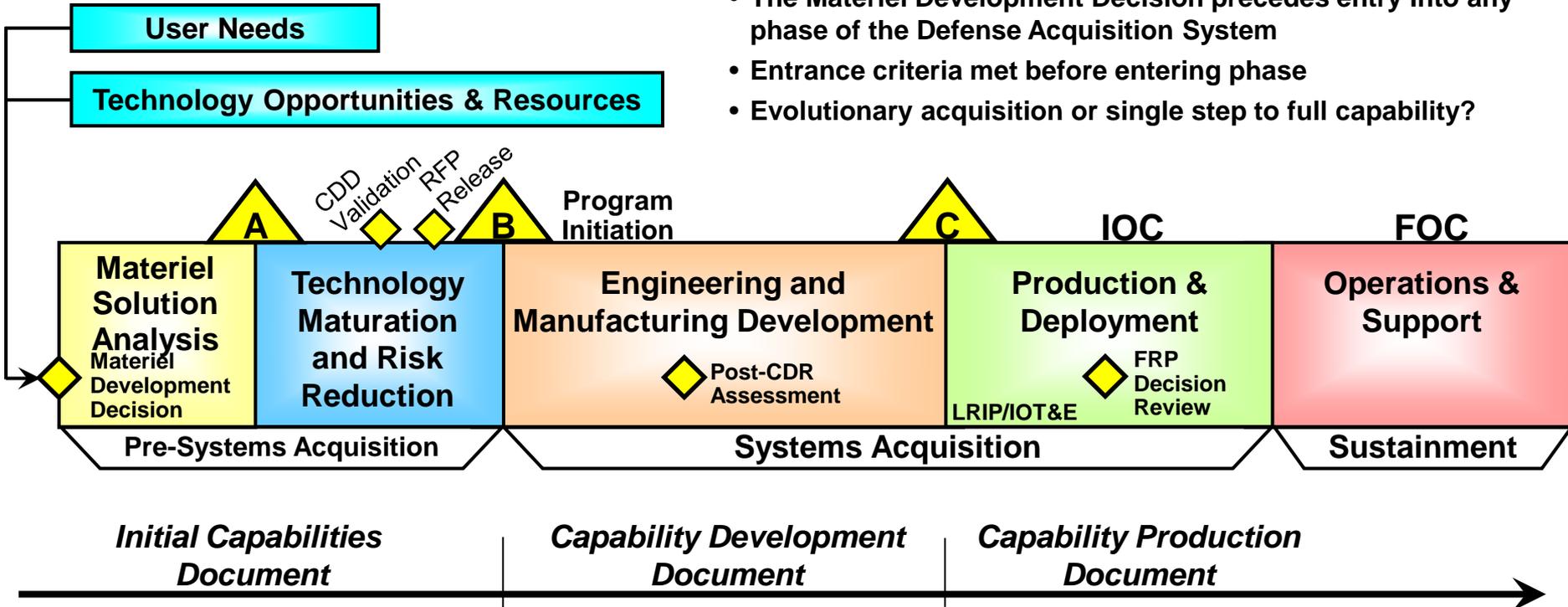
Back-Up





The Defense Acquisition System

- The Materiel Development Decision precedes entry into any phase of the Defense Acquisition System
- Entrance criteria met before entering phase
- Evolutionary acquisition or single step to full capability?

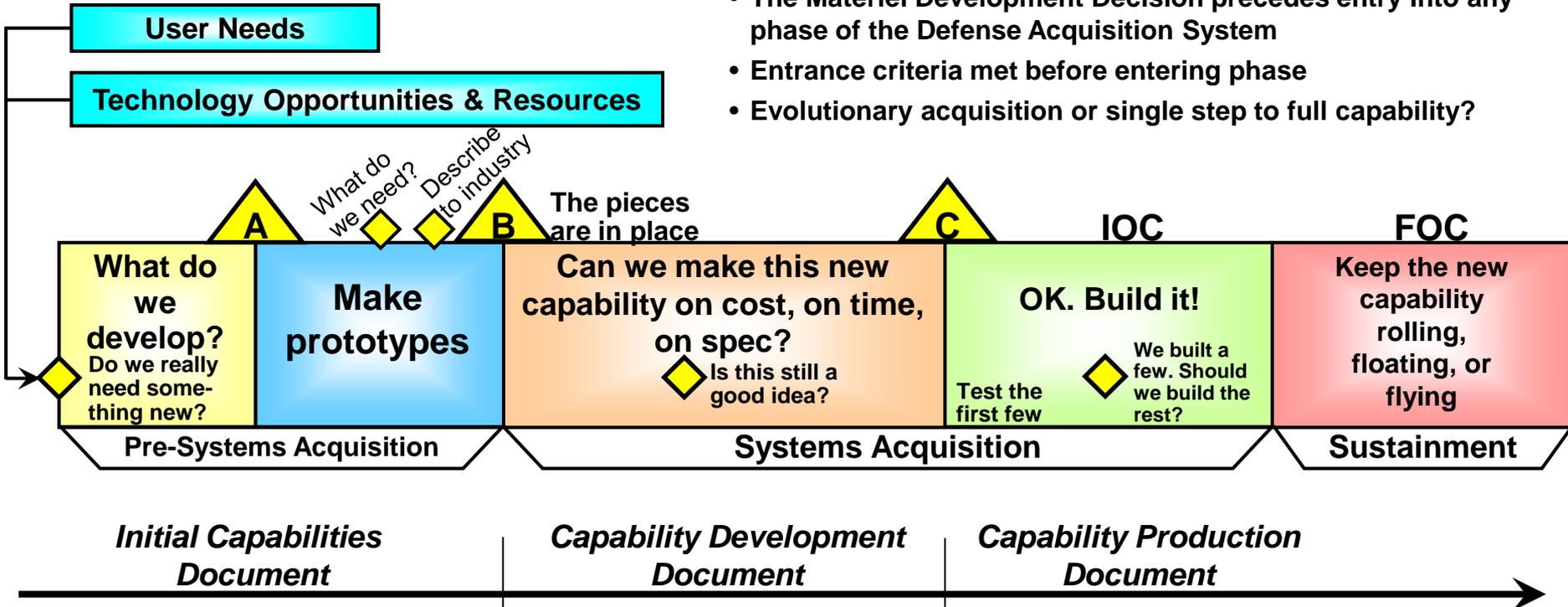


CDR: Critical Design Review
FRP: Full Rate Production

Relationship to JCIDS

IOC: Initial Operational Capability
FOC: Full Operational Capability

- The Materiel Development Decision precedes entry into any phase of the Defense Acquisition System
- Entrance criteria met before entering phase
- Evolutionary acquisition or single step to full capability?



Relationship to JCIDS

CDR: Critical Design Review
FRP: Full Rate Production

IOC: Initial Operational Capability
FOC: Full Operational Capability

- Measurable
- Attainable
- Necessary
- Correct
- Unambiguous
- Orderly
- Organized
- Results-Oriented

- Requirements need to be
 - Quantifiable
 - Verifiable
- How
 - Inspection
 - Analysis
 - Demonstration
 - Simulation
 - Testing

- Measurable
- Attainable
- Necessary
- Correct
- Unambiguous
- Orderly
- Organized
- Results-Oriented

- Must be:
 - Feasible
 - Achievable
- Build with today's technology
- Within available time
- Within available money
- Technology Readiness Levels

- Measurable
- Attainable
- Necessary
- Correct
- Unambiguous
- Orderly
- Organized
- Results-Oriented

- Is it necessary to accomplish the mission?
- What are the fiscal constraints?
- No room for
 - Nice to have
 - Desires
 - Frivolous

- Measurable
- Attainable
- Necessary
- Correct
- Unambiguous
- Orderly
- Organized
- Results-Oriented

- Accurate to what needs to be delivered
- Does the requirement track back to the Measures of Effectiveness (MOEs) and Measures of Performance (MOPs) in the ICD?
- What capability is needed in the field?
- Users drive this
 - They know what they need
 - Involve them early

- Measurable
- Attainable
- Necessary
- Correct
- Unambiguous
- Orderly
- Organized
- Results-Oriented

- Multiple readers = same understanding
- Interpretation of any requirement is not good
- Do not use:
 - User-friendly
 - Fast
 - Easy
 - Flexible
 - State-of-the-art
 - Maximize/minimize
 - Efficient
 - Semi-automatic

- Measurable
- Attainable
- Necessary
- Correct
- Unambiguous
- Orderly
- Organized
- Results-Oriented

- Prioritize requirements
 - Use KPP, KSA and Attribute tables
 - Can prioritize within “tiers”
 - There are constraints
 - PM will do trade-offs
 - Priorities will help their decisions
- Measurable
 - Attainable
 - Necessary
 - Correct
 - Unambiguous
 - Orderly
 - Organized
 - Results-Oriented

- Strategy to task
- Trace thru ID to Development to Verification
- Group into categories (missions / functions)
- This cuts down on
 - Duplication
 - Inconsistencies
 - Contradictions

- Measurable
- Attainable
- Necessary
- Correct
- Unambiguous
- Orderly
- Organized
- Results-Oriented

- What does it have to DO?
- Capability based
- What are the needs?
- Not how to accomplish the mission

- Measurable
- Attainable
- Necessary
- Correct
- Unambiguous
- Orderly
- Organized
- Results-Oriented

JROC Title 10 Responsibilities

10 USC 181 – Joint Requirements Oversight Council (JROC)

Composition

The Vice Chairman of the Joint Chiefs of Staff, who is the chairman of the Council;

An Army officer in the grade of general;

A Navy officer in the grade of admiral;

An Air Force officer in the grade of general;

A Marine Corps officer in the grade of general;

When directed by the chairman, the commander or deputy commander of any CCMD when matters related to the area of responsibility or functions of that command will be considered by the Council

Advisors

The following officials of the Department of Defense shall serve as advisors to the Council on matters within their authority and expertise;

USD(AT&L)

USD(C)

USD(P)

Director, CAPE

Director, OT&E

Such other civilian Officials of the Department of Defense as are designated by the Secretary of Defense.

The Council shall seek and consider input from the commanders of the combatant commands in carrying out its mission

Definition of Joint Military Requirement

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 of the Department of Defense identified under the most recent quadrennial roles and missions review.

The core mission areas identified in the 2009 QMR 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

Availability of Oversight Information to Congressional Defense Committees

The Secretary of Defense shall ensure that, in the case of a recommendation by the Chairman to the Secretary that is approved by the Secretary, oversight information with respect to such recommendation that is produced as a result of the activities of the JROC is made available in a timely fashion to the congressional defense committees.

The term "oversight information" means information and materials comprising analysis and justification that are prepared to support a recommendation that is made to, and approved by, the Secretary of Defense

JROC Mission/Responsibilities

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 requirement

Establishing and assigning priority levels for joint military requirements

In consultation with advisors to the JROC

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

In consultation with the CCMDs 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

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

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), 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

USD(AT&L) Title 10 Responsibilities

10 USC 133 – The Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L))

Duties

Subject to the authority, direction, and control of the Secretary of Defense, the Under Secretary of Defense for Acquisition, Technology and Logistics shall perform such duties and exercise such powers relating to acquisition as the Secretary of Defense may prescribe, including—

supervising Department of Defense acquisition;

establishing policies for acquisition (including procurement of goods and services, research and development, developmental testing, and contract administration) for all elements of the Department of Defense;

establishing policies for logistics, maintenance, and sustainment support for all elements of the Department of Defense;

establishing policies of the Department of Defense for maintenance of the defense industrial base of the United States; and

the authority to direct the Secretaries of the military departments and the heads of all other elements of the Department of Defense with regard to matters for which the Under Secretary has responsibility.

The Under Secretary—

is the senior procurement executive for the Department of Defense for the purposes of section 1702(c) of title 41;

is the Defense Acquisition Executive for purposes of regulations and procedures of the Department providing for a Defense Acquisition Executive; and

to the extent directed by the Secretary, exercises overall supervision of all personnel (civilian and military) in the Office of the Secretary of Defense with regard to matters for which the Under Secretary has responsibility, unless otherwise provided by law.

The Under Secretary shall prescribe policies to ensure that audit and oversight of contractor activities are coordinated and carried out in a manner to prevent duplication by different elements of the Department. Such policies shall provide for coordination of the annual plans developed by each such element for the conduct of audit and oversight functions within each contracting activity.

Precedence

With regard to all matters for which he has responsibility by law or by direction of the Secretary of Defense, the Under Secretary of Defense for Acquisition, Technology, and Logistics takes precedence in the Department of Defense after the Secretary of Defense and the Deputy Secretary of Defense.

With regard to all matters other than matters for which he has responsibility by law or by direction of the Secretary of Defense, the Under Secretary takes precedence in the Department of Defense after the Secretary of Defense, the Deputy Secretary of Defense, and the Secretaries of the military departments.

The Defense Acquisition Board (DAB) – Chapter 10, Defense Acquisition Guidebook

Mission & Composition

The DAB is the Departments senior-level review forum for critical acquisition decisions concerning Acquisition Category (ACAT) ID and IAM programs. The DAB is composed of:

Chair: USD(AT&L)

Members:

Vice Chairman of the Joint Chiefs of Staff

Secretaries of the Military Departments

Under Secretary of Defense (Policy)

Under Secretary of Defense (Comptroller)

Under Secretary of Defense (Personnel & Readiness)

Under Secretary of Defense (Intelligence)

DoD Chief Information Officer

Director, Operational Test & Evaluation

Deputy Chief Management Officer (for Defense Business Systems only)

Director, Acquisition Resources & Analysis (DAB Executive Secretary)

Preparation Timeline

(in business days)

45 days prior: Final documents submitted to OSD

40 days prior: DAB Planning Meeting (DPM)

30 days prior: Final document check to support the Overarching Integrated Product Team (OIPT) Review

20 Days prior: OIPT conducted

10 days prior: OIPT report submitted to USD(AT&L)

5 days prior: DAB Readiness Meeting (DRM) conducted

3 Days prior: Read-ahead submitted

DAB

DAB Planning & Readiness Meetings (DPM & DRM)

DPM: short informal meeting conducted by the Assistant Secretary of Defense (Acquisition) (ASD(A)). Provides an opportunity to ensure that the OIPT Lead and the Component Acquisition Executive (CAE) staff are prepared to adequately cover any concerns that the USDAT&L may have at the DAB review.

DRM: informal meeting conducted by the Principal Deputy (USD(AT&L) or the USD(AT&L) to review the OIPT results to understand any remaining open issues that the DAB would have to consider and to review the proposed DAB presentation, including materials/data necessary to resolve any issues that would be presented to the DAB to support the decision. The DRM is not intended to be a decision meeting; however, in some cases, it may lead to a recommendation or decision to conduct a "paper DAB" review.

NDAA 2013 Revisions to Functions of Chairman and JROC

Amends 10 USC 153, Chairman, Functions, to add under 152(a)(4), Advice on Requirements, Programs and Budgets, new subparagraphs: (F) (deletes old para (F) and inserts new (F) and new (G): *“(F) Identifying, assessing, and approving military requirements (including existing systems and equipment) to meet the National Military Strategy. (G) Recommending to the Secretary appropriate trade-offs among life-cycle cost, schedule, and performance objectives, and procurement quantity objectives, to ensure that such trade-offs are made in the acquisition of materiel and equipment to support the strategic and contingency plans required by this subsection in the most effective and efficient manner.”*

Amends 10 USC 181, Joint Requirements Oversight Council, 181(b)(2) Mission, to read, *“assist the Chairman of the Joint Chiefs of Staff— in ensuring that appropriate trade-offs are made among lifecycle cost, schedule, and performance objectives, and procurement quantity objectives, in the establishment and approval of military requirements”*; and in reviewing resources levels, 181(b)(3), changes, “... in ensuring that such resource level is consistent with the level of priority assigned to such requirement”, to, *“... in ensuring that the total cost of such resources is consistent with the level of priority assigned to such requirement.”*



NDAA 2013 Revisions to Functions of Chiefs of the Armed Forces

Amends 10 USC 2547, Acquisition Functions of the Chiefs of the Armed Forces, to provide for the development of requirements *“for equipping the armed force concerned”*, vice “requirements related to the defense acquisition system.”

Adds new functions: Assists the Secretary of the Military Department concerned in, *“The recommendation of trade-offs among life-cycle cost, schedule, and performance objectives, and procurement quantity objectives, to ensure acquisition programs deliver best value in meeting the approved military requirements.”*; and, *“Termination of development or procurement programs for which life-cycle cost, schedule, and performance expectations are no longer consistent with approved military requirements and levels of priority, or which no longer have approved military requirements.”*





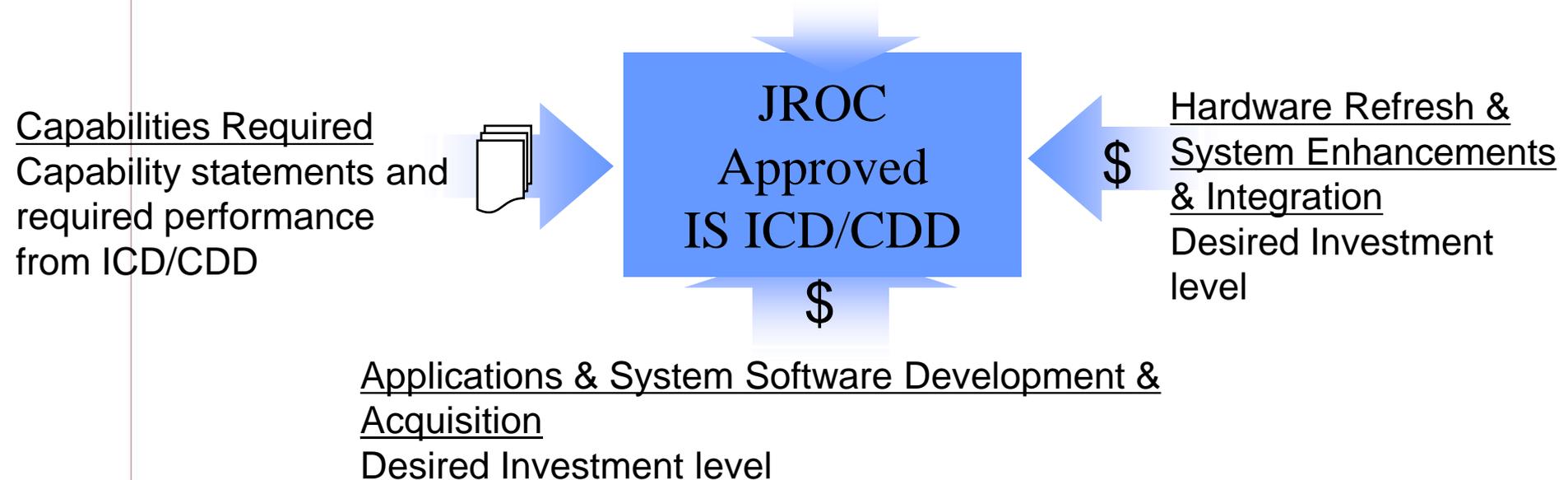
NDAA 2007 Conference Report

The conferees believe that the training program established in accordance with this provision should address:

- *The interrelationship between the requirements, budget, and acquisition processes*
- *The importance of developing requirements that facilitate joint operations*
- *The need to ensure that requirements are developed early in a program and the adverse effect of introducing new requirements after the commencement of system development and demonstration*
- *The linkage between requirements and capability shortfalls identified by combatant commanders*
- *The need for sound analysis of alternatives, realistic technical assessments based on technology readiness levels, and consultation with production engineers on the cost, schedule, and technical feasibility of requirements*
- *The need for engineering feasibility assessments that weigh the technology readiness, integration, cost, and schedule impacts of proposed changes to requirements*
- *The importance of developing requirements that are technologically mature, feasible, and achievable*
- *The importance of stable requirements to provide the baseline for successful program execution.*

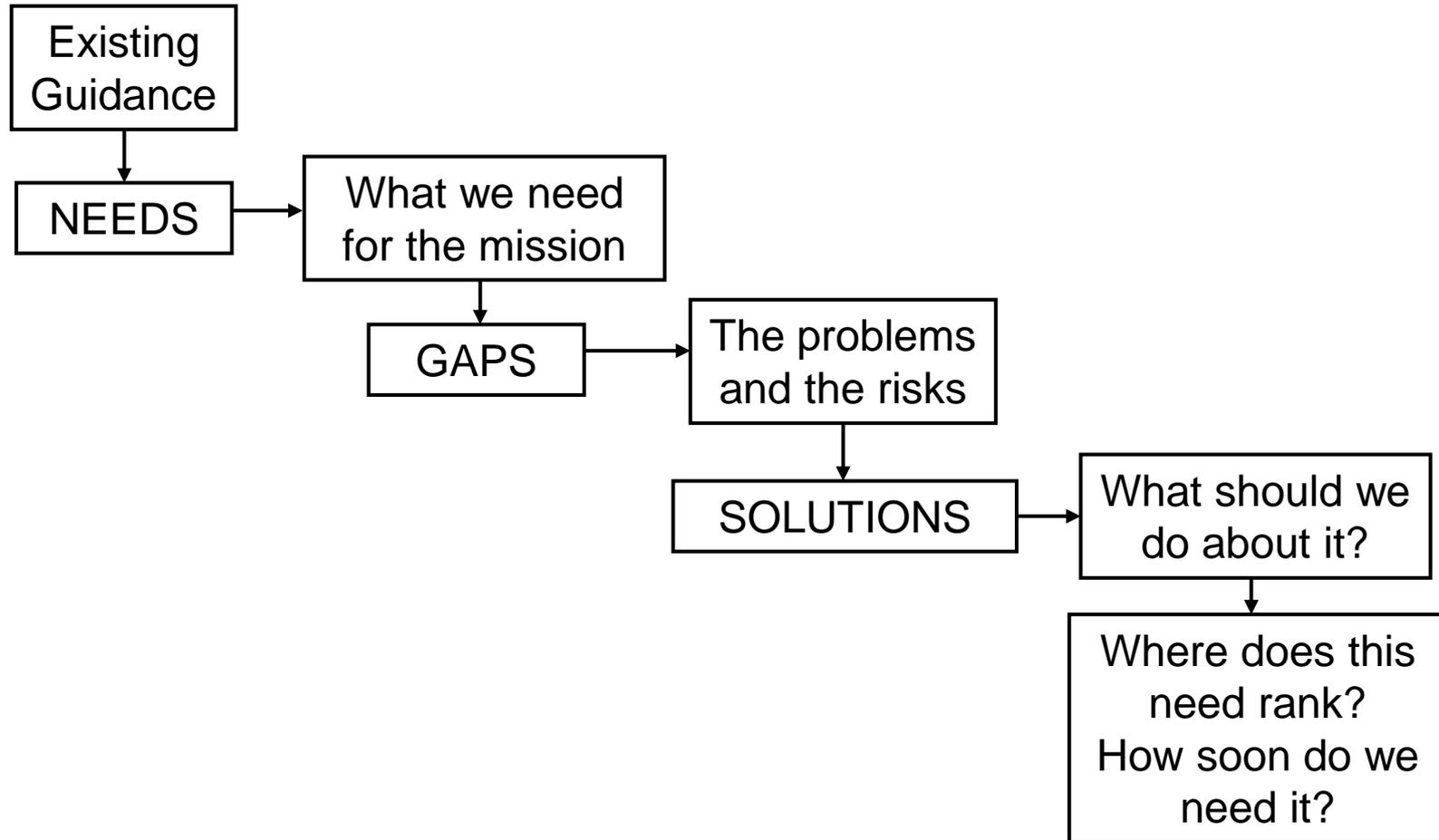
Requirements Organization & Oversight

Proposed GO/FO-level Body or Component Requirements Oversight Council (AFROC, AROC, R3B, MROC, etc.) with authority to further delegate



- No return to the JROC unless new core capabilities added to the ICD/CDD
- Further definition of capabilities through Requirements Definition Packages/Capability Drops

Capabilities-Based Assessment (CBA)



- CBA Recommendations:
 - Transformational solutions
 - Evolution of existing capabilities
 - Information technology solutions
- Information for an Analysis of Alternatives (AoA)
- Managers must communicate to avoid disconnects over seams between JCIDS, DAS, and PPBE
- CBA Documentation:
 - Initial Capabilities Document
 - DOTmLPF-P Change Recommendation

- *Joint DCR – DOTmLPF-P Change Recommendation*
 - When DoD Decides a Joint Non-Materiel Solution is appropriate
 - Non-Materiel Solutions
 - Change doctrine
 - Reorganize
 - Train DOD personnel differently
 - Acquire commercial or non-developmental items, or additional quantities of existing items
 - Adjust the professional development of the joint leader
 - Add or reassign personnel
 - Move or realign facilities
 - Change policy

- Initial Capabilities Document (ICD) (MS A)
 - Documents Capabilities-Based Assessment (CBA) Results – specifically **Capability Gaps**
 - Identifies **relevant operational performance attributes**
 - Documents the recommendation on the need for a materiel solution and potential non-material solutions
 - Predecessor for the Capabilities Development Document

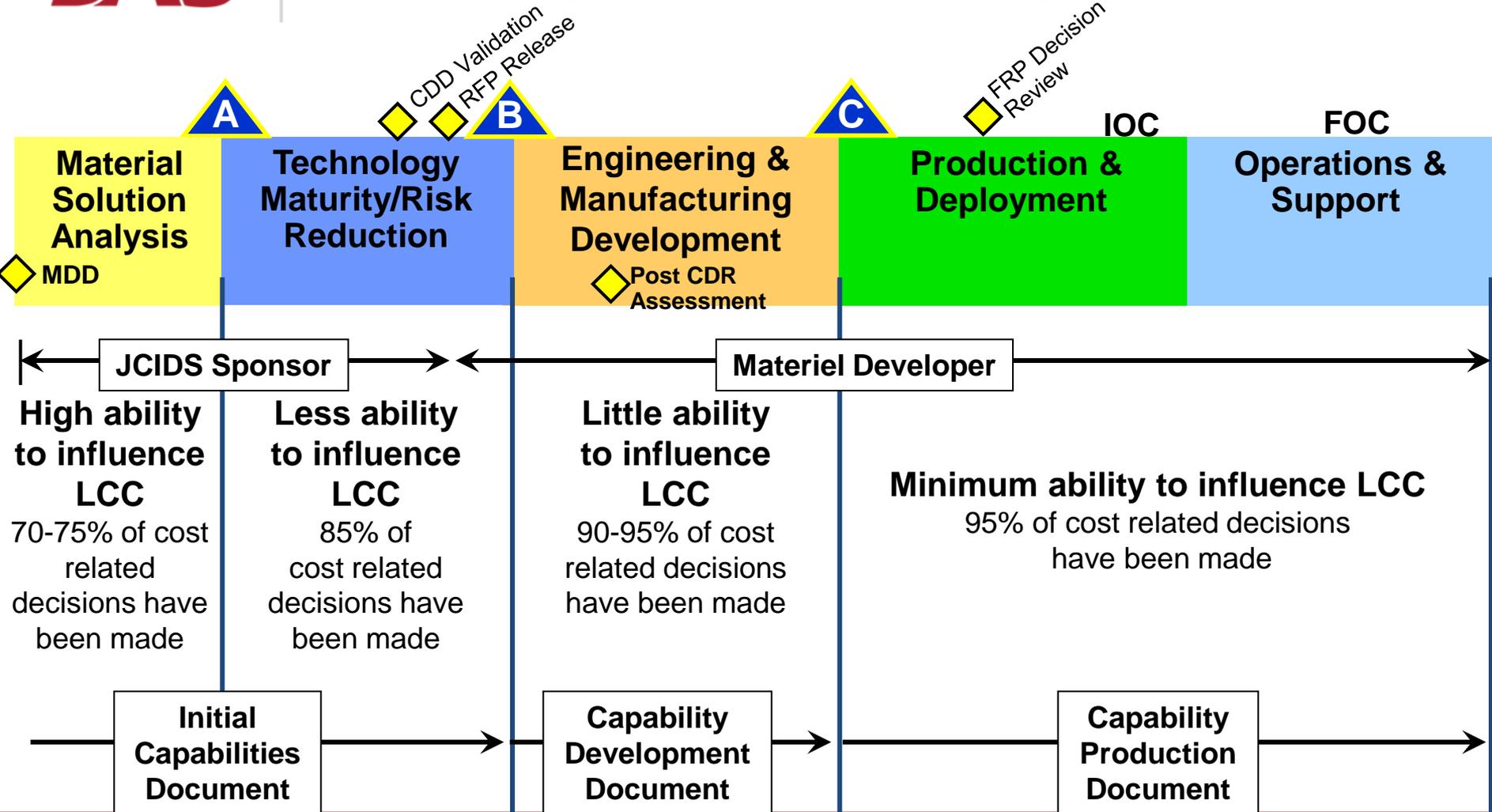
- Capability Development Document (MS B)
 - Defines Performance Requirements to Achieve the Capability
 - Identifies KPPs, KSAs, and additional performance attributes (APAs)
 - Attributes should be Authoritative, Measurable and Testable
 - Describes DOTmLPF-P constraints associated with the solution
 - May describe multiple increments
 - Provides operational capabilities for the acquisition strategy and the Acquisition Program Baseline (APB)
 - Insert all CDD KPPs and Sustainment KSAs verbatim into the APB

- Capability Production Document (CPD) (MS C)
 - Supports Production and Development of one increment
 - Documents Authoritative, Testable Capabilities
 - Support Production, Testing, and Deployment
 - May describe Incremental Production and Deployment
 - No New Requirements
 - Must meet Operational Performance Attributes

- CBA Recommendations:
 - Transformational solutions
 - Evolution of existing capabilities
 - Information technology solutions
- Information for an Analysis of Alternatives (AoA)
- Managers must communicate to avoid disconnects over seams between JCIDS, DAS, and PPBE
- CBA Documentation:
 - Initial Capabilities Document (ICD)
 - DOTmLPF-P Change Recommendation (DCR)



Ability to Influence Program Affordability



Configuration Steering Boards (CSB)

“... the Acquisition Executive of each DoD Component will form and chair a CSB with broad executive membership . . .”

Interim DoDI 5000.02, Nov 2013



- **CSBs meet at least annually**
 - Review all requirements changes and significant technical configuration changes with potential for cost and schedule impacts
 - Only approve changes that increase cost if funds identified and schedule impacts addressed.
 - Requirements fall under CSB cognizance once CDD is validated
- The PM (with the PEO) identifies descoping options to reduce program cost or to moderate requirements
- CSB recommends to the requirements validation authority which options should be implemented
- Final decisions on implementation of descoping options coordinated with capability requirements officials.

