

UNCLASSIFIED



Getting Requirements Right

Program Manager's Forum, 3 Nov 2010

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for

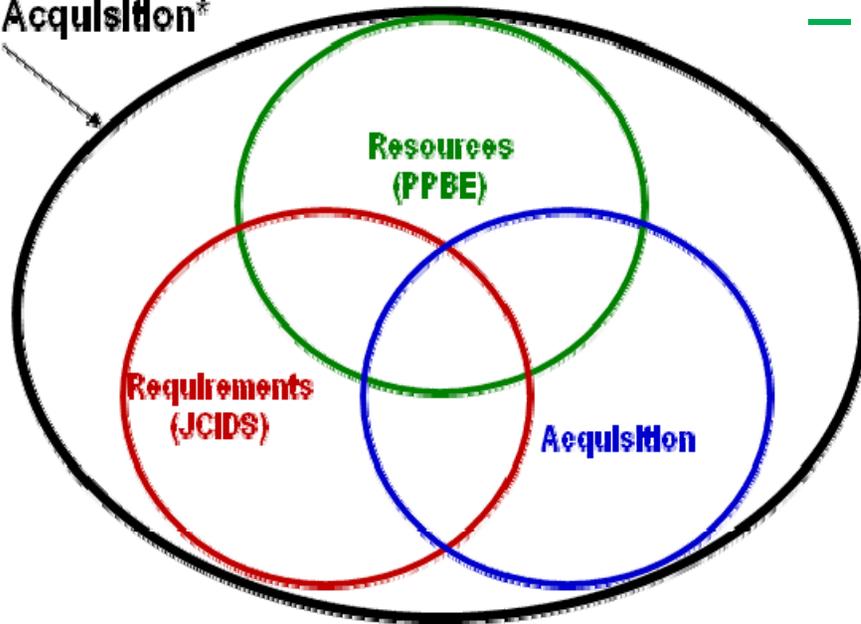
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Bottom Line Up Front

BLUF: The New DoDI-5000.02 (Dec 2008), the WSARA of May 2009, and the DTM of Dec 2009 intend to move major defense acquisition programs (MDAPs) forward with:

Big "A" Acquisition*



– Realistic program cost and schedule estimates

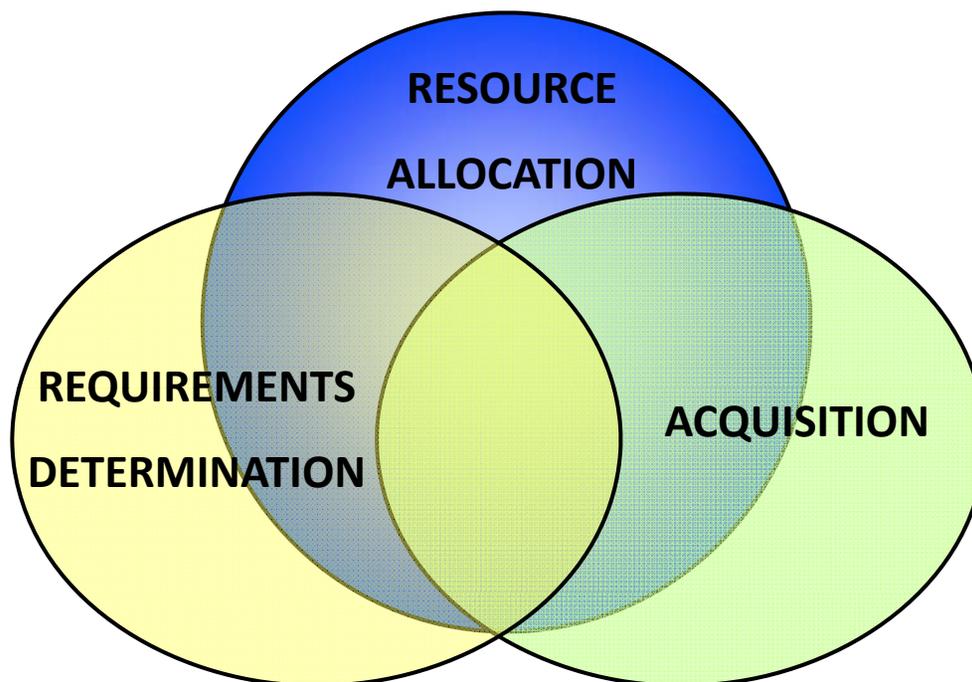


– Clearly defined and stable requirements

– Mature technologies
– Solid design and manufacturing processes



Joint Staff J8 Mission



- Requirement Determination - Planning, studies, analysis, assessments
- Resource Allocation - Programming/Budgeting
- Acquisition Execution - Deliver the required capabilities

***Assist in Delivering the Right Mix of Capabilities
for the Joint Force Commanders***



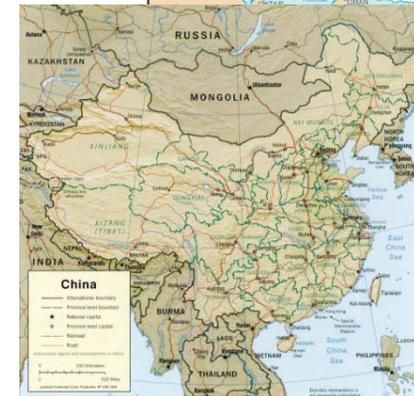
VCJCS Imperatives

- **Joint requirements process must be agile, with early assessment of need urgency and time demand measured against JUON process entry criteria**
 - *Does the need fit well defined JUON process entry criteria?*
- **Must have metrics/criteria for evaluating capabilities at time of input to ensure ability to “rank” needs based on an approved Joint force development construct and warfighter defined CONOPS**
 - *Where does this need fit within the overall needs of the warfighter?*
- **Must have well defined output metrics to measure process performance in developing Joint solutions that are balanced in *cost, schedule and performance***
 - *Can we trace process performance from time of gap identification through solution development?*



A Fundamental Tension...

- **Clearly defined and stable requirements...**
- **In the context of a highly dynamic and complex strategic environment**
 - **Non-State actors....persistent, dangerous, continuously evolving, geographically unconstrained**
 - **Classic State actors...shifting, expanding influences in non-traditional ways, still very dangerous**
- **Demands agile, flexible, and responsive big “A” acquisition process**
 - **Requirements, budget, and acquisition must be aligned and synchronized to succeed**
 - **Right now we are out of phase**





Getting Strategic Response Right

- **Strategic response = management of strategic and operational risks at regional and global levels**
 - **Chairman's: Risk Assessment, Program Assessment, Program Recommendation**
 - **Reluctance to be too precise too quickly—deliberative in nature—rapid fielding via JCIDS process has been challenge**
- **However, strategic response *is* bounded by budget and affordability**
 - **Programmatic response seeks precise definition early in process and seeks to lock content—inherently risk adverse**
 - **Yet, it often relies upon speculative technologies and requires complex integration**



The Requirements Mission

Find the balance between:

COCOM near-term requirements to support CONPLANS and current missions

and

Services' long range vision & investment plans

Growing demands

and

Fiscal & political constraints

Versatile, joint systems

and

Systems optimized for service missions

Geographic specificity

and

Worldwide applicability

Ambitious requirements

and

Achievable acquisition strategy

Quantity

and

High-end "exquisite" capabilities



Getting Requirements Right and Keep Them Relevant

- **Number of potential changes for JCIDS**
 - **Goal: improve responsiveness and decision support**
 - **Develop entry/exit criteria/metrics for decisions**
 - **Capability Based Assessments may become entry point**
 - **Evaluate processes, Functional Capability Boards structure, connection to Configuration Steering Boards**
 - **Assess document content, certifications, training, IT systems, and KPP reviews required by JCIDs process**
 - **Assess interoperability ties with US and Allied partners**
- **Broaden perspective and Situational Awareness**
 - **Portfolio-based assessment approach**
 - **Focus on portfolio affordability and KPP relationships to cost drivers**



Getting Requirements Right and Keeping Them Relevant

- **Synchronize the requirements and acquisition processes**
- **Seek more frequent, earlier, and ongoing official dialogue between communities**
- **Seek rapid acquisition spin-offs as part of ongoing dialogue**
- **Derive relationships between KPPs and supporting technology enablers as early as MS-A**
- **We seek affordability-based capabilities... you seek executable programs—we want the same thing!**

Let's hear your ideas