



## From the Director – Dr. Chuck Court

I was fortunate to do Training with Industry in September. This Requirements Quarterly Report is a great opportunity to highlight lessons learned that affect all of us. During my class, I saw significant disconnects between the industry point of view and how we in DoD approach Requirements and Acquisition. I observed confusion when we discussed how industry teams work with military and

government customers.

One of the significant points throughout the class was how the first fifteen-percent of the development program determines the rest of the program. A good start does not guarantee success, but a poor start essentially guarantees failure. Hence, the industry teams work hard to have complete plans and sound business strategies before they go forward with a proposal. As I participated in class discussions, I reflected on how we – the Requirements Managers – control more than the first fifteen-percent of an overall acquisition program. From our point of view, the first fifteen-percent of the program has already passed before the development contractors have a chance to participate. The Requirements Managers and the rest of the JCIDS review make the most influential decisions.

The class discussions also reinforced the idea that it is important for the development contractor to discuss the details with the customer. However, identifying the customer is sometimes a problem. For example, we did a case about a ground-control radar system. The discussion centered on the pilot and the aircrew as the customer. I pointed out how the system operator, the maintenance troops, and the supply troops are also customers. Somebody must sit in the control van all day (or all night) talking to the aircrews. Somebody must maintain and repair the system in the weather, under field conditions, and we all know things break at the worst possible time. Somebody must inventory, maintain, and deliver the parts, tools, and supplies to keep a radar on the air.

Many of my industry classmates praised the access they have to the operators, maintainers, and suppliers. Others complained that their

Program Manager restricts all contact; the development contractors never meet anyone outside the program office. One of the priorities of the DAU Requirements Management training is to prepare the Requirements Managers to represent the warfighter by knowing the steps of systems acquisition and by knowing the opportunities to have the most positive impact.

Back home, the Requirements Department also considers the corollary situation: The Requirements Manager must work through the Program Office and the Contracting Officer. Neither the Requirements Manager nor the development contractor can go “VFR direct” and change things. In the past, acquisition programs have gotten into trouble when “constructive changes” added or changed production items. Last minute or unscheduled changes usually lead to stupefying cost increases (Think Requirements Creep). No matter how much the warfighter or the Requirements Manager wants something changed, we still need to work through the Program Office that controls the funding and the schedule.

Please feel free to contact us with your good examples or your lessons learned from dealing with the production contractors. We look forward to hearing from you.

## Knowledge Sharing

The Requirements Management Community of Practice (RMCoP) <https://acc.dau.mil/requirements> continues to be a valuable resource for the Requirements Community. During the past 90 days there have been over 106,780 page views and 7,526 documents downloaded. Our goal is to provide the Community with the most current and relevant content available. If you have any content that you think would benefit the Community, please forward it to [RMCT@dau.mil](mailto:RMCT@dau.mil) so that we can upload it to the RMCoP.



# Requirements Quarterly Report

## Mission Assistance

On October 23, Dr. Court attended a DHS meeting to kick-off the effort to generate a Requirements Generation and Integration Support system for the Department of Homeland Security (DHS). The DHS has started a three-phase project to: 1) Organize a department-wide methodology for DHS Agencies to prepare requirements and present those requirements to their Joint Requirements Council; 2) Develop an automated system to track requirements development and validation; 3) Develop training for the new requirements system. Dr. Court will facilitate contact between the DHS, the development team, and DoD subject matter experts so the DHS can learn from the DoD experience with JCIDS and KM/DS.

On 27 October, Dr. Court conducted a class on the Joint Capabilities Integration and Development System (JCIDS) for the Army Force Management School (AFMS) at Fort Belvoir.

Jack Mohney is continuing his participation on an Army Analysis of Alternatives (AoA).

We remind everybody that we have plenty of opportunity to help offices conduct analysis, develop requirements, draft requirements documents, and handle staffing and validation problems.

## Curriculum Development

Competencies – The Competency Work Group discussed adding more emphasis on working with the Intelligence community throughout the requirements and acquisition processes. We piloted some of the material in the September and October RQM 310 classes. We will brief the FIPT for formal approval in November. After the FIPT, we will incorporate the content into all of our courses. As always, we get great support from OSD, J-8 and the Office of the Director of National Intelligence (DNI) to be sure we emphasize the most important and the most current information.

RQM 310 – We experimented with requiring a one-page pre-work paper in 2013. In 2014, we formally added the assignment. The RQM 310 students

have exceeded expectations. The paper describes a current issue from the student's office, and we categorize those issues by phase and content. The individual instructors use one or two papers to introduce various discussion topics in each block of instruction. We get multiple payoffs from this new assignment: concrete examples to use in the class; other students hear similar issues from the other Services and Agencies; and the presenter often gets new ideas on how to address the problem. The paper adds to the overall course grade along with exercise participation and the test score.

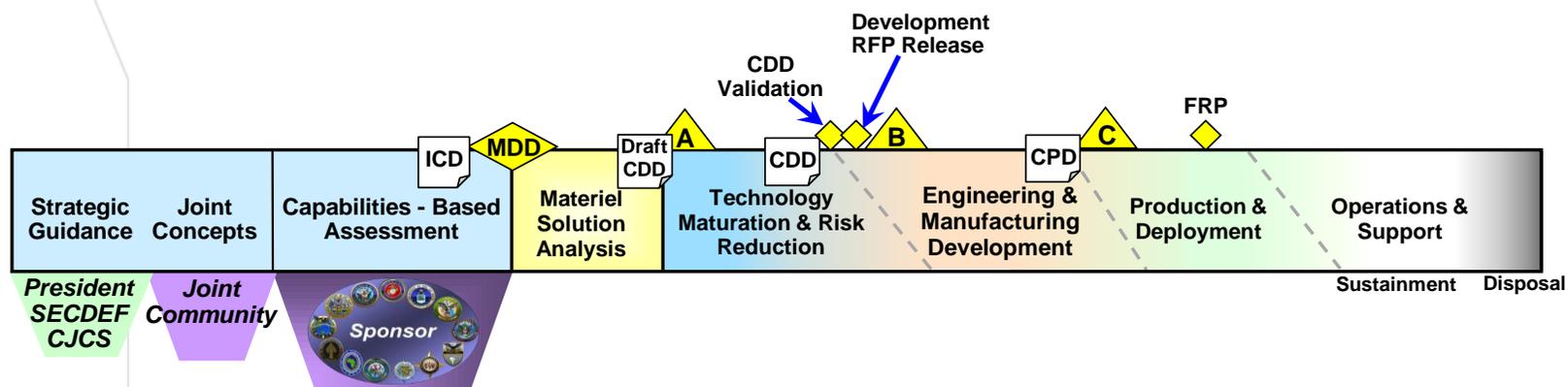
## Upcoming Events

We encourage your participation in the next Requirements webinar on 18 December. One topic from the last webinar was the need for additional and refresher education for RQM 310 graduates. Training at that level can take different forms such as classes, seminars, or conferences. We will discuss our alternative ideas; we welcome your thoughts. What will help our graduates after years on the job or after returning from an operational assignment?

Event	Dates	Location
RQM 403	19 November	Fort Belvoir, VA and via VTC
RQM 310 – 30 students	8 – 12 December	Fort Belvoir, VA
RQM 403	17 December	Fort Belvoir, VA and via VTC
Requirements Webinar – Topic: The Requirements Workforce	18 December	Cyberspace
RQM 403	21 January	Fort Belvoir, VA and via VTC
RQM 310 – 30 students	26 – 30 January	Fort Belvoir, VA



## Joint Capabilities Integration and Development System (JCIDS) / Defense Acquisition System (DAS)



— **JCIDS** —————→

—————→ **DAS** —————→

- CDD: Capability Development Document
- CPD: Capability Production Document
- FRP: Full-Rate Production

- ICD: Initial Capabilities Document
- MDD: Materiel Development Decision
- RFP: Request for Proposal



# Requirements Quarterly Report

## Contacting DAU:

- The Requirements Management Landing Page: <https://dap.dau.mil/career/rm/Pages/Default.aspx>
- The Requirements Management Community of Practice (RMCoP): <https://acc.dau.mil/requirements>
- To the entire DAU faculty and staff?: [RMCT@dau.mil](mailto:RMCT@dau.mil)



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