



Certification Training



Knowledge Sharing



Continuous Learning



Mission Assistance

# Requirements Webinar

18 June 2015



- Everybody starts on mute
- If you have a question, raise your hand for recognition
  - Keep questions short and to the point
  - Contact us offline if you need a longer discussion
- You can unmute yourself by pushing \*6
- We will re-mute everybody, if we get too much background noise
- You can type in questions via the chat feature



# Webinar Agenda

1. Guest speaker: Mr. Mike Reynolds  
Intel Support to Requirements and Acquisition
2. Changes to Requirements Training
  - Congressional interest
  - The demand for new courses
  - Updates to the RQM courses
3. Questions from the Participants
4. Upcoming Classes and Events
5. Additional topics for future webinars?



Certification Training



Knowledge Sharing



Continuous Learning



Mission Assistance

# Intelligence Support to Acquisition and Requirements Management

Mike Reynolds



# Discussion Objectives

- Examine ways to build better partnerships between requirements, acquisition, and intelligence communities to better address changes in threats
  - Address changing threat picture during development
  - Engage the Intelligence Community early in the process

- Intelligence, Requirements, and Acquisition Communities
  - Effort for greater coordination, but ...
  - Acquisition DOES NOT take a queue from Intelligence
  - Functional Requirements must codify intelligence support
  - Intelligence must be considered in all sections of JCIDS documents
  - Engage the Intelligence Community early
  
- Intelligence Requirements Certification Office (IRCO)
  - IRCO is the organization responsible for intelligence certification
  - Insight into the intelligence certification process
  - IRCO is your resource and can assist in the process

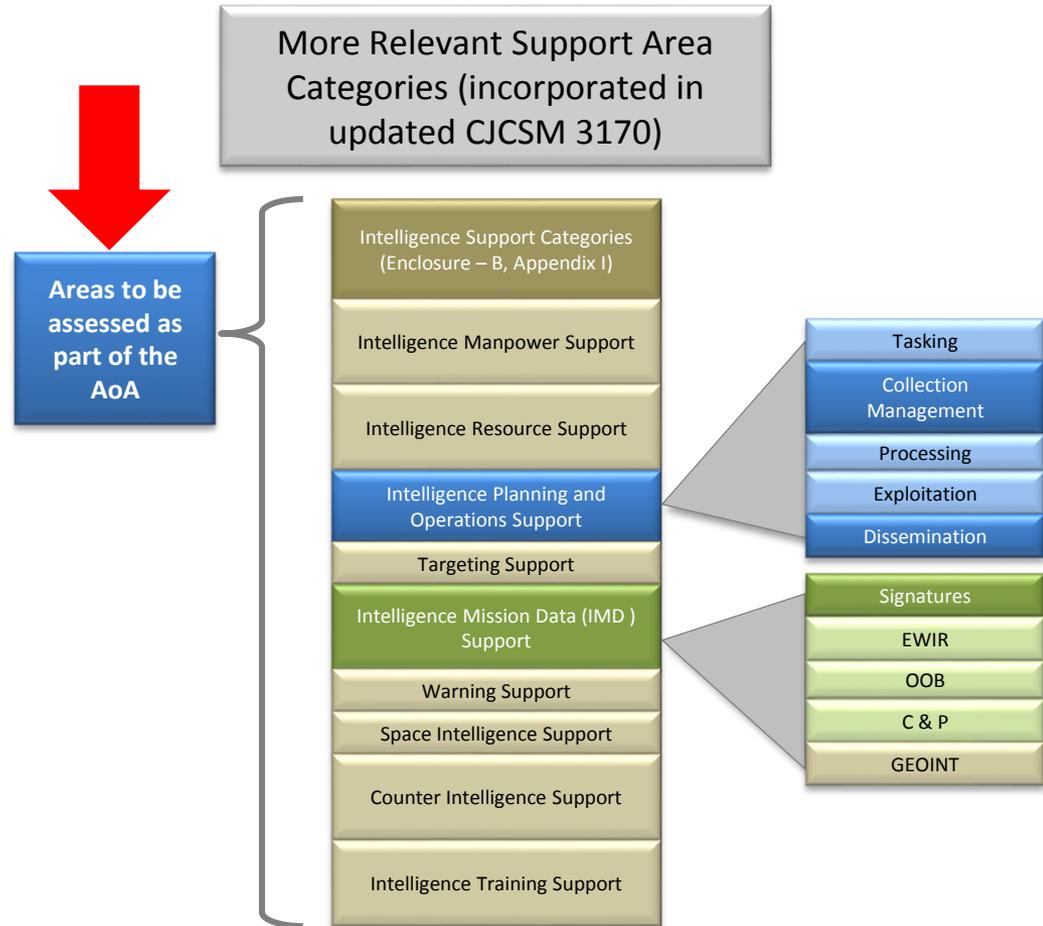
# Intelligence Support Categories

## Threat

- Incorporated *into* design
- Addresses operational environment – **and** –
- Must be considered during R&D
- Adds to program cost

## Intelligence Support

- Products and support leveraged from external sources to support the capability in development
- Frequently not considered in program cost
- Should be identified early to ensure support in place



***Section 8 provides the Demand Signal ...***



# Importance of Threat to Development

- **DIA coordination office – TLA-3**
- **Capabilities** are developed against the adversaries' capability
- **Threat(s)** can change during the development cycle
  - The enemy can develop new threats faster than we can develop new systems
  - Potential enemies access our media and exploit unprotected repositories of Defense related information
  - Potential adversaries have observed US capabilities in the field after more than a decade of hostilities
  - They know a great deal about the capabilities we employ and the major systems we are developing
- **Threat information** must be updated at CDD and CPD
- **Critical Program Information** related to capability must be protected throughout development
- **Critical Intelligence Parameters (CIPs)** must be identified early



# Critical Intelligence Parameters (CIPs)

- **Definition:** CIPs are those key performance thresholds of foreign threat systems which, if exceeded, could compromise the mission effectiveness of the US system in development.
  - Identified in the System Threat Assessment Report (STAR); monitored by the IC; Breaches declared when applicable adversary threat advances observed
- **CIP Breach Process:**
  - Breach reviews use similar procedures to JROC/JCB tripwire reviews; intent is for Risk Mitigation Teams to address breach impacts on capability and associated programs
  - CIP Breach briefed to Force Application (FA) WG, FA FCB
    - CIP Breach did not present significant concern for sponsor or program
    - Review of the breach provided excellent opportunity to test and follow procedures
    - Mitigation Team participation included JS J8, DIA TLA-3, MSIC, NASIC, and JS J283
  - Incorporated throughout JCIDS Manual; OSD Directive-Type Memorandum (DTM) in coordination for incorporation in acquisition process
- **IRCO and DIA facilitating CIP Breach inclusion in FCB capability reviews**



# Counterintelligence (CI) Challenges

- **IRCO observations of CI requirements and supportability in capability development**
  - **Inconsistent and insufficient identification of CI support** needed to mitigate foreign threat vulnerabilities and provide program protection
    - **Lack of supporting threat assessments and plans** – Multi-Discipline CI Threat Assessment, Technology Transfer Risk Assessment, Supply Chain Threat Assessment, CI Support Plan – augment the Program Protection Plan (PPP)
    - **Insufficient Sponsor understanding of CI** support issues
    - Supporting assessments and plans are primarily acquisition requirements; however, serve to inform CI support category requirements
  - **Possible capacity issues** across the Intelligence Community (IC) to process threat assessments
  - Assessment complements the USD(I) and AT&L Joint Acquisition Protection Exploitation Cell (JAPEC) task to protect against loss of technical information
- **Sponsor / PM should initiate CI-related vulnerability assessments early in development**
  - **Take into account programs with foreign participation** (or involvement); and
  - use them to make a determination of **risk to the Supply Chain**



# Intelligence Mission Data (IMD)

- **DIA coordination office – TLA-4**
- **Sensor fusion** is a characteristic of advanced weapons systems
- **Platform Mission Data (MD)** drives functionality; requires significant amount of intelligence data to be effective
- **Advanced platform intelligence data**
  - Signatures
  - Order of Battle (OOB)
  - Geographical Intelligence (GEOINT)
  - Characteristics & Performance (C&P)
  - Electronic Warfare Integrated Reprograming (EWIR)
- **EWIR** components:
  - Foreign (“Red/Grey”) – Produced by the Service intelligence centers
  - US Military (“Blue”) – US military data provided by each Service
  - Commercial (“White”) – US and foreign commercial data

User Data Needs	US	Non-US	
	Non-Hostile	Non-Hostile	Hostile
Military	Blue	Grey	Red
Non-Military	White		

*Intelligence data requirements are increasing, production centers challenged to meet need – articulation of full requirements creates demand signal*



# Intelligence Requirements Certification Office

- **Mission**

- Evaluate and analyze intelligence support requirements for completeness, supportability and impact on Joint intelligence strategy, policy and architectural planning
- Identify, as early as possible, all likely intelligence support requirements and shortfalls; ensure threat capability information is incorporated into program planning throughout the JCIDS and DAS processes
- Roles and responsibilities identified in CJCSIs 5123.01
  - CJCSI 3312.01B incorporated into updates to CJCSI 5123.01, CJCSI 3170.01, and JCIDS Manual

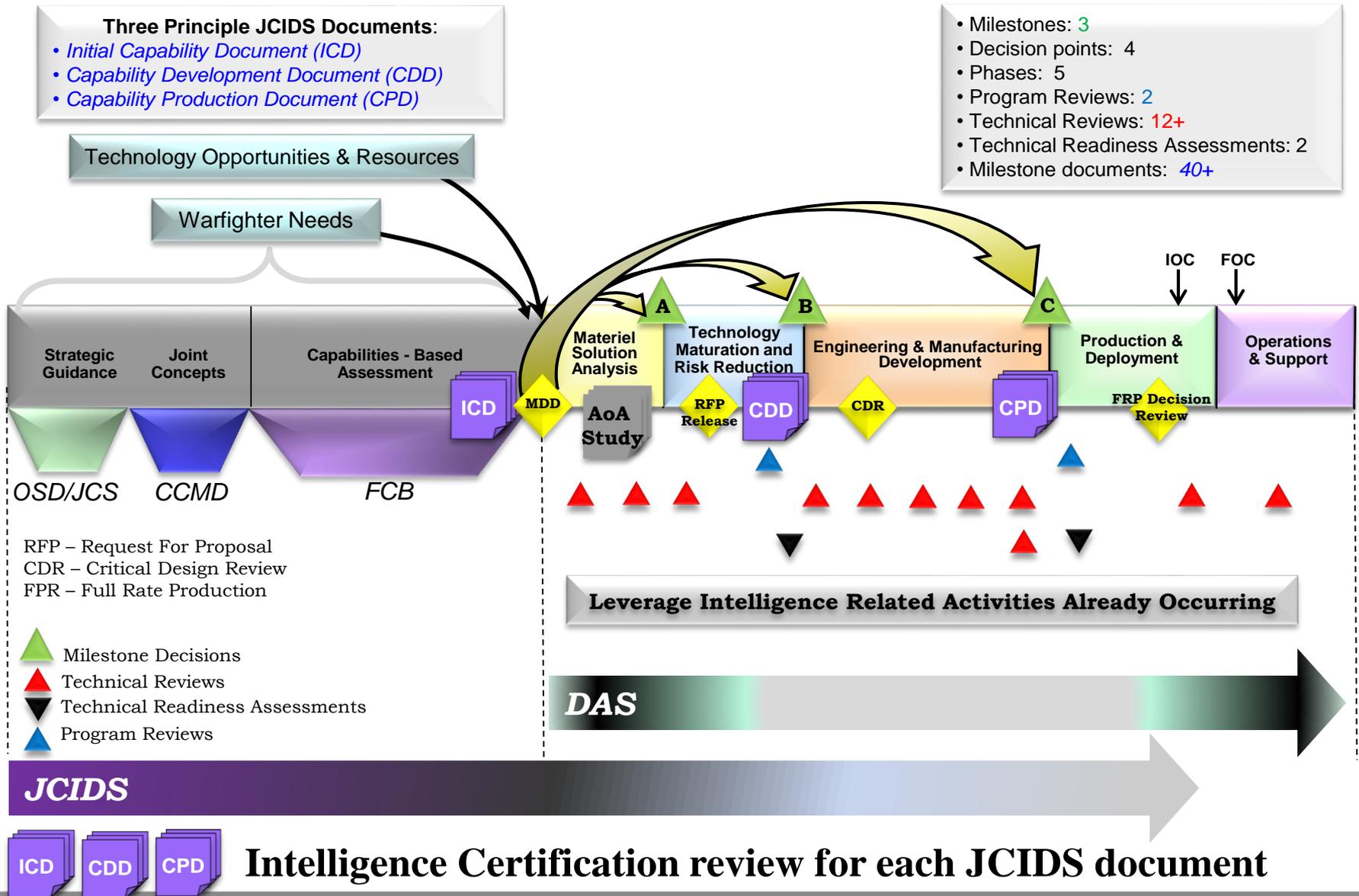
- **Intelligence Certification Working Group (ICWG)** ensures all intelligence supportability issues for developing Joint capabilities are addressed across the IC and with Program Offices

- ICWGs used to update membership on capability review issues, potential changes in certification process, or discussion of proposed enhancements to address supportability or certification



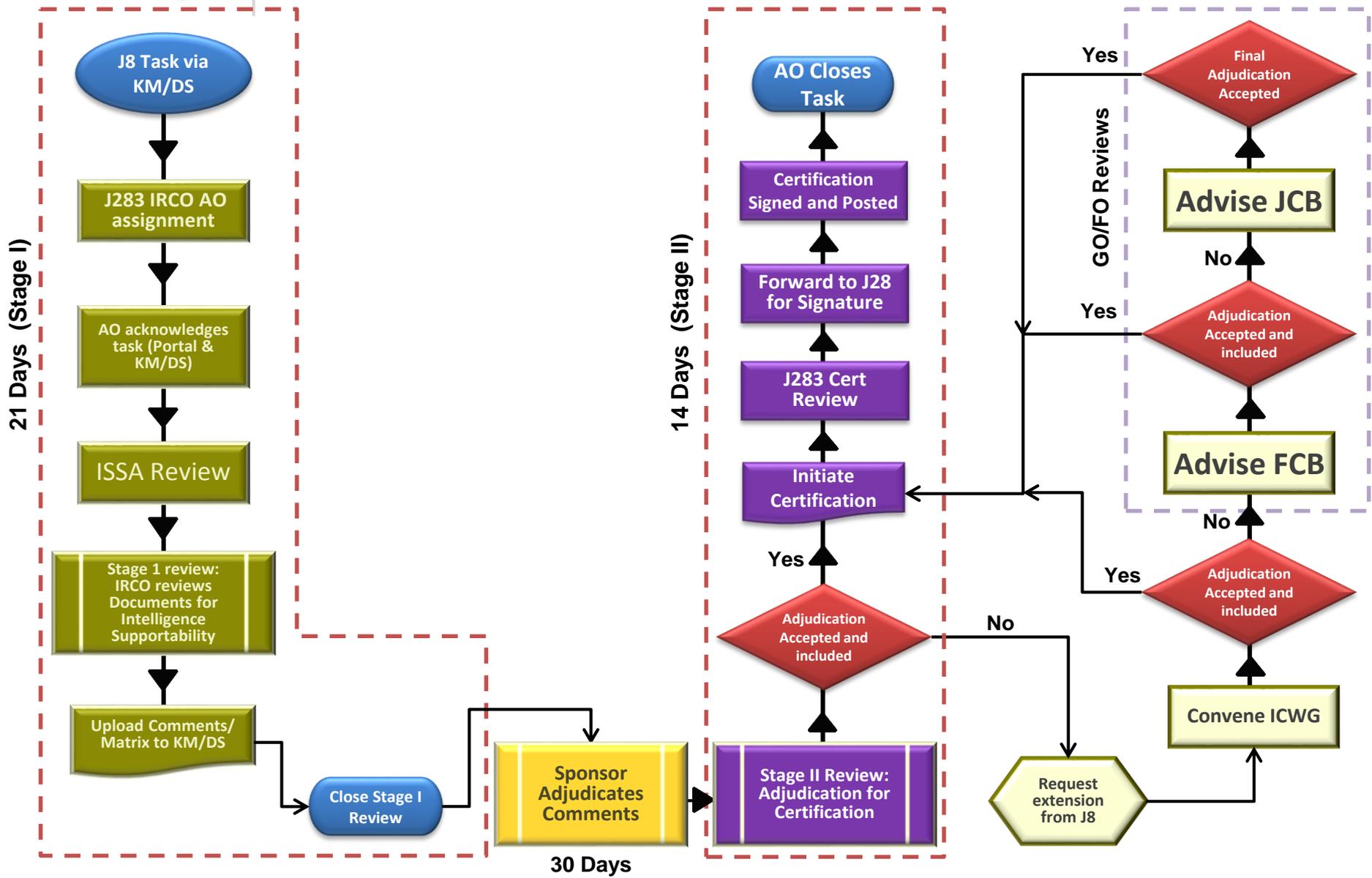
# Intelligence Certification

- **Certification** is a statement of adequacy and assesses whether the intelligence architecture and infrastructure will be available, suitable, and sufficient to support joint military requirements.
  - Certifies: (1) DIA or Service validation of threat information and references; and, (2) adequacy of requirements and supportability in nine Intelligence Support Categories
  - **Conditional Certification** requires sponsors provide additional information prior to next milestone to receive final certification
  - **Endorsement** provided in lieu of certification for service-only operated and funded capabilities
- **Granted** for programs with Joint Staffing Designator (JSD) of Joint Integration and above
  - ICD is certified for validated Threat alone
  - CDD and CPD are certified for Threat and Intelligence Support Requirements
  - Under current process intelligence requirements are not certified until Milestone B, relatively late in the development process





# IRCO Certification Flow Chart





# Identifying the Problem

- **Any changes to requirements post-CDD approval / Milestone B will have significant impact on cost and schedule – natural reluctance to propose changes**
- **Budgetary pressures and statutory requirements to develop to threshold inhibit the Services and Program Managers from either making changes or expending additional funds to build in flexibility**
  - Prudent design vs. “Gold-plating” issues
- **Nunn-McCurdy Implications**
  - True excessive cost growth versus “fact-of-life” changes (such as N-M breaches for just buying more/less of a solution)



# Other Considerations

- CIP Breach risk mitigation processes – Service and Joint leads
- Program and Capability Portfolios must both be considered in mitigation options
- When should we accept a partial solution due to the speed of change of the threat?

- **Requirements that allow for more flexibility to respond to dynamic threats**
- **Better solutions demand strong teaming with Intel, Requirements, and Acquisition**
- **Earlier engagement with the Intelligence Community at key check points prior to decision points**
- **Build partnerships/relationships within the Service, OSD and beyond to ensure everyone understands why costs, schedule, and requirements might change**
  - Early analysis
  - Post-ICD input to the AoA
  - CDD formulation of final KPPs and increments
  - Development of Critical Intelligence Parameters

*“Marinating Intelligence Support In”* rather than *“Brushing It On”*



# Points of Contact & References

- **Joint Staff J283 (Intelligence Requirements Certification Office)**
  - Mr. John Kittle, IRCO Chief, (757) 836-7030, [john.i.kittle.civ@mail.mil](mailto:john.i.kittle.civ@mail.mil)
  - Mr. Mike Reynolds, (757) 836-7128, [michael.l.reynolds14.civ@mail.mil](mailto:michael.l.reynolds14.civ@mail.mil)
- **DIA Functional Capabilities Board (FCB) Support Office**
  - Mr. Richard Castrop, DIA/DO, Battlespace Awareness/Future Capabilities, (202) 231-4029, [richard.castrop@dodiis.mil](mailto:richard.castrop@dodiis.mil)
- **DIA TLA-3 (Technical & Long-range Assessments - Threat)**
  - Mr. Jeff Vales, Chief, (434) 956-2170, [jeffrey.vales@dodiis.mil](mailto:jeffrey.vales@dodiis.mil)
  - Mr. Christopher Boggs, (434) 956-2367, [christopher.boggs@dodiis.mil](mailto:christopher.boggs@dodiis.mil)
- **DIA TLA-4 (Technical & Long-range Assessments - IMD)**
  - Mr. Don Bellah, Chief, (434) 956-2369, [donald.bellah@dodiis.mil](mailto:donald.bellah@dodiis.mil)
- **References:**
  - DoDI 5000.02, Operation of the Defense Acquisition System
  - DoDI O-5240.24, Counterintelligence (CI) Activities Supporting Research, Development, and Acquisition (RDA)
  - CJCSI 3170.01, Joint Capabilities Integration and Development System (JCIDS)
  - JCIDS Manual
  - DIAI 5000.002, Intelligence Threat Support for Major Acquisition Programs



Certification Training



Knowledge Sharing



Continuous Learning



Mission Assistance

*Questions?*



# Congressional Interest

- 114-102 HASC NDAA Problem Statement:
  - “...currently established education and training programs ... are insufficient to prepare the requirements workforce to fully define operational requirements, ensure trade-offs are fully assessed, and ensure the approved requirements are essential, technically feasible, and affordable.”
- Additional interest in:
  - Market research
  - Systems engineering
  - Cost estimating



# How DAU Develops Courses

- The FIPT Working Group generates competencies
- The FIPT reviews and approves those competencies
- DAU develops courses to teach those competencies
- The Working Groups report the effectiveness of the courses to the FIPT



# Interest in New RM Courses

- Meet Congressional direction
- Formal refresher training
- Alternatives:
  - On-the-job
  - DAU Knowledge Sharing
    - RMCoP, Webinars, RQRs
- What are your ideas and suggestions?
  - What can you and your shop support?



# Status of RQM Courses

Course	Status
CLR 101	Current – 18 December 2014
RQM 110	Current – 10 May 2015
CLR 151	In Revision – ETD 7 August 2015
CLR 250	In Revision – ETD 7 August 2015
CLR 252	Current – 20 May 2015
RQM 310 RQM 403 RQM 413	The Classroom Courses Are <u>Always</u> Current



# FY15 Requirements Schedule

- RQM 310
- RQM 403
- FIPT Window
- Tri-Chair Window

October						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

November						
Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

December						
Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

January						
Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

February						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

March						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

April						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

May						
Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

June						
Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

July						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

August						
Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

September						
Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			



# FY16 Requirements Schedule

- RQM 310
- RQM 403
- FIPT Window
- Tri-Chair Window

October						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

November						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

December						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

January						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

February						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29					

March						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

April						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

May						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

June						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

July						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

August						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

September						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	



# What Is New Online?

- New online content on the Requirements Community of Practice (RMCoP)

<https://acc.dau.mil/Requirements>

- New and revised ACQuipedia articles

<https://dap.dau.mil/acquipedia>



# The Next Requirements Webinar

- Do we have participants from the West Coast and the Pacific?
- Next Time?
  - 1500 EDT, Thursday, 24 September 2015
- Reminder:
  - Requirements Working Groups
  - FIPT to be scheduled
  - New J8 DDR inbound
    - Brigadier General Basham



# The Requirements Shop Is No Further than Your Computer or Your Telephone

- Requirements Management Landing Page
  - <https://dap.dau.mil/career/rm/Pages/Default.aspx>
- RQM 110 via browse mode
  - <https://learn.dau.mil/>
- The RMCoP
  - <https://acc.dau.mil/Requirements>
- Blackboard
  - <https://myclass.dau.mil>





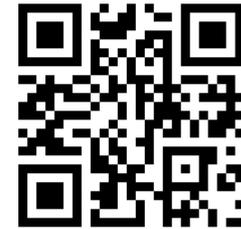
# How Else Can DAU Help You?

- Expect a Requirements Quarterly Report (RQR)
- *Defense AT&L* and *ARJ* articles are in the works
- What additional items will help you the most?
- Mission Assistance: Working with DAU
  - What can DAU offer to your shop?
    - Targeted Training
    - Help as consultants to complete a project



# Requirements Department Address

- Graduates and students can always contact DAU directly
  - [RMCT@dau.mil](mailto:RMCT@dau.mil)



- |                   |  |              |
|-------------------|--|--------------|
| • Dr. Chuck Court | <a href="mailto:Charles.Court@dau.mil">Charles.Court@dau.mil</a>       | 703-805-4552 |
| • Greg Prothero   | <a href="mailto:Gregory.Prothero@dau.mil">Gregory.Prothero@dau.mil</a> | 703-805-4586 |
| • Jack Mohny      | <a href="mailto:Jack.Mohny@dau.mil">Jack.Mohny@dau.mil</a>             | 703-805-4369 |
| • Matt Ghormley   | <a href="mailto:Matthew.Ghormley@dau.mil">Matthew.Ghormley@dau.mil</a> | 703-805-3721 |
| • Tom Fritz       | <a href="mailto:Thomas.Fritz@dau.mil">Thomas.Fritz@dau.mil</a>         | 703-805-4583 |



# Registration/Nomination Process

- Nominated by CAR (next chart)
- Student notified when to register in the system, approximately 24-48 hours after notification
- Student completes process and notified approved for upcoming class
- Student requiring travel funding return to online registration portal and complete process
- Class vacancies can be filled with walk-ins on the first day of class

Target Audience:

Support the creation, staffing, or validation of requirements documents

Support presentations at FCBs or at Service-level Requirements Councils



# Request RQM 310 Course Nomination

Service / Agency	Key Component Appointed Representative (CAR)	Registration Portal
USAF (Mil/Civ)	Lt Col Kyon Yi / Mr Jim (Trip) Weyer	<a href="https://www.atrrs.army.mil/channels/acqnow/login.asp">https://www.atrrs.army.mil/channels/acqnow/login.asp</a>
USA (Mil/Civ)	Mr. Mike Smith / Mr. Auggie Fucci	<a href="https://www.atrrs.army.mil/channels/aitas/login.asp">https://www.atrrs.army.mil/channels/aitas/login.asp</a>
USN (Mil/Civ)	LCDR April Malveo / Ms. Christina Juergens / LCDR Darren Roe	<a href="https://www.atrrs.army.mil/channels/navyedacm/Public/DODConsentForm.htm">https://www.atrrs.army.mil/channels/navyedacm/Public/DODConsentForm.htm</a>
USMC (Mil/Civ)	Capt Frank Brown / Mr. Tom Doetzer	<a href="https://www.atrrs.army.mil/channels/navyedacm/Public/DODConsentForm.htm">https://www.atrrs.army.mil/channels/navyedacm/Public/DODConsentForm.htm</a>
DoD Civ Agencies	Lori Frumkin	<a href="https://www.atrrs.army.mil/channels/acqtas/login.asp">https://www.atrrs.army.mil/channels/acqtas/login.asp</a>
Non-DoD Agencies	LCDR Benjamin Janczyk (USCG)	<a href="https://www.atrrs.army.mil/faitas/External/Login/?ReturnUrl=%2ffaitas%2f">https://www.atrrs.army.mil/faitas/External/Login/?ReturnUrl=%2ffaitas%2f</a>
Industry Contractors (walk-in)	Sponsoring service/agency or industry-at-large	<a href="https://atrrs.army.mil/channels/nondod/login.asp">https://atrrs.army.mil/channels/nondod/login.asp</a>
Joint Staff / CCMD	CDR Robert Loughran/Mike Aldridge/ Mike Silas	Various (depends sponsoring service/agency)

If you need assistance, email [rmct@dau.mil](mailto:rmct@dau.mil)



# RQM 403 Registration Requirements

- Student Locator Card
  - Need SSN and birth date for system (Can call with info if desired)
  - If taken DAU course before, only need last four of SSN
- Student Biography
  - Provides instructors insight into student background
- RQM 403 Pre-Course Participant Survey
  - Allows instructors to tailor course discussion for key learning points

Target Audience: 1-3 Stars/Civilian Equivalents