



# The New Requirements Generation System

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Captain Kevin Peppe, USN  
Chief, Strategic and Tactical System Requirements  
The Joint Staff

# Senior Comments on the Current Military Requirements System



Secretary of Defense Donald Rumsfeld

***"It is pretty clear (that the requirements system) is broke."***

***"[I]t continues to require things that ought not to be required, and does not require things that need to be required."***

***"We have to find ways (to) look less at what the services and their stovepipes bring up to us, and more at...the capabilities the CINCs need to deal with...problems."***

VCJCS General Peter Pace (JROC Chairman)

***"The JROC needs to be more proactive."***

***"The JROC must go beyond simply grading the Services' homework. We must examine the Defense Planning Guidance, select specific goals that come properly within our purview, and be the driving force in attaining those specific goals."***

***The JROC should be looking at what capabilities should be delivered on the battlefield, in what timeframe, and what gap exist.***

# DPG on the Current Military Requirements System



- Secretary's Forward (p. 5)
  - The Department cannot transform without dramatic changes in its business practices and processes, particularly in the PPBS and the processes by which it generates and validates Military Requirements and Acquisitions. This program directs reform of the (PPBS, Acquisition, and Requirements) practices and processes
- Tasking (p.50)
  - By November 2002, the SEC will provide the DEPSECDEF a systematic approach for undertaking the task of replacing (the PPBS, acquisition, and Requirements) processes

# Flexible and Streamlined



- Flexible
  - Where and when appropriate (Automated Information Systems (AIS), shipbuilding, satellite systems, etc.), the dictates of the Requirements Generation System should be modified with the approval of the Requirements Approval Authority
- Streamlined
  - Sponsors are encouraged to enter the process at the Milestone most appropriate, not necessarily Milestone A

# Capability Based & Focused on the Warfighter



- Capability Based
  - The Department's Strategic Concept, Operational Concepts, and Operational Architectures form the foundation of the Requirements Generation System
    - The Services can best craft, and the JROC best review and approve, Operational Requirements if they are informed by Operational Concepts and framed within Operational Architectures
- What the Warfighter Needs When He Needs It
  - Evolutionary requirements in support of Spiral development is the rule rather than the exception

# Severely Restricts CRD Unfunded Mandates



- Limit requirements Creep
  - Authorizes only a limited number of Capstone Requirements Documents
    - Recognizes that CRD KPPs are in fact unfunded mandates across the department
    - One and only one mandatory CRD KPP - Interoperability
    - Adds and encourages the use of Capstone Performance Standard
      - Warfighter-focused performance goals for a family of systems, not an unfunded mandate on each and every system in the family
        - » “The family-of-systems dedicated to defeating hard and deeply buried targets will be able to find and localize 90% of all such targets in any theater within 10 days.”

# Support the Warfighter



- Warfighter Focused
  - One and only one mandatory Key Performance Parameter: Interoperability
    - Limit Requirements Creep
  - Focus on adding only those *KPPs that, if not met by the acquisition process, would cause the warfighter to cancel the program*
- Born Joint
  - *Intelligent C4I interoperability and full-spectrum logistic and functional commonality* is the foundation of the Requirements Generation System

# Leveraged Returns



- Fully Integrated
  - The Science and Technology communities and, as appropriate, commercial and industrial concerns will become involved in finding solutions to future DoD capability shortfalls as soon as they are identified
- Interagency and International
  - All operational requirements developed, written, reviewed, validated and approved so as to leverage the unique attributes of other U.S. agencies and potential allied and coalition partners