



CJCSI 3170.01

Joint Capabilities Integration and Development System

Revision Update

CAPT Jeff Gernand, J-8

3 June 2003

A Problem Statement



March 19, 2002 7:17 AM

TO: Gen. Pace
CC: Paul Wolfowitz
Gen. Myers
Steve Cambone
FROM: Donald Rumsfeld *DR*
SUBJECT: Requirements System

As Chairman of JROC, please think through what we all need to do, individually or collectively, to get the requirements system fixed.

It is pretty clear it is broken, and it is so powerful and inexorable that it invariably continues to require things that ought not to be required, and does not require things that need to be required.

Please screw your head into that, and let's have four or five of us meet and talk about it.

Thanks.



Current Requirements and Acquisition Process

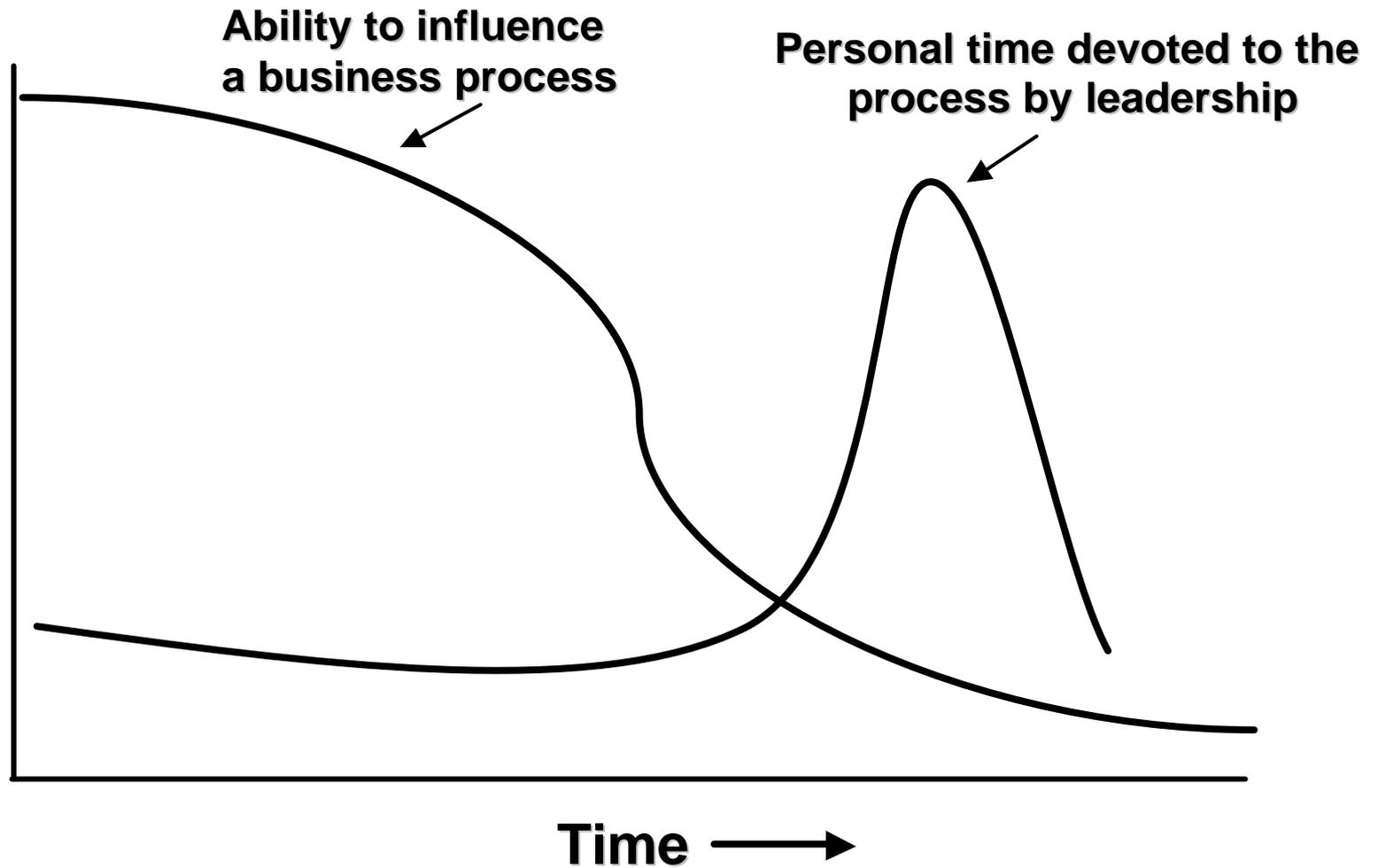
The Requirements Generation System frequently produces **stovepiped system solutions** that are not necessarily based on the future capabilities required by the joint warfighter. Acquisition decisions are typically made from a single system perspective, without the benefit of considering impact to interrelated systems.

Problems:

- Process does not necessarily develop requirements in context of how the joint force will fight. Requirements tend to be more Service focused
- Process relies on the experience, judgement, staffing and intuition of decision makers. Lacks overarching construct for objective analysis and decision making.
- Systems are developed deconflicted but not necessarily integrated.
- Duplication exists between Services, particularly in ACAT II and III programs.
- Predominant culture aims for the 100% solution.
 - Leads to lengthy fielding times.
 - Evolutionary acquisition not well institutionalized.
- Process lacks prioritization of joint warfighting demands



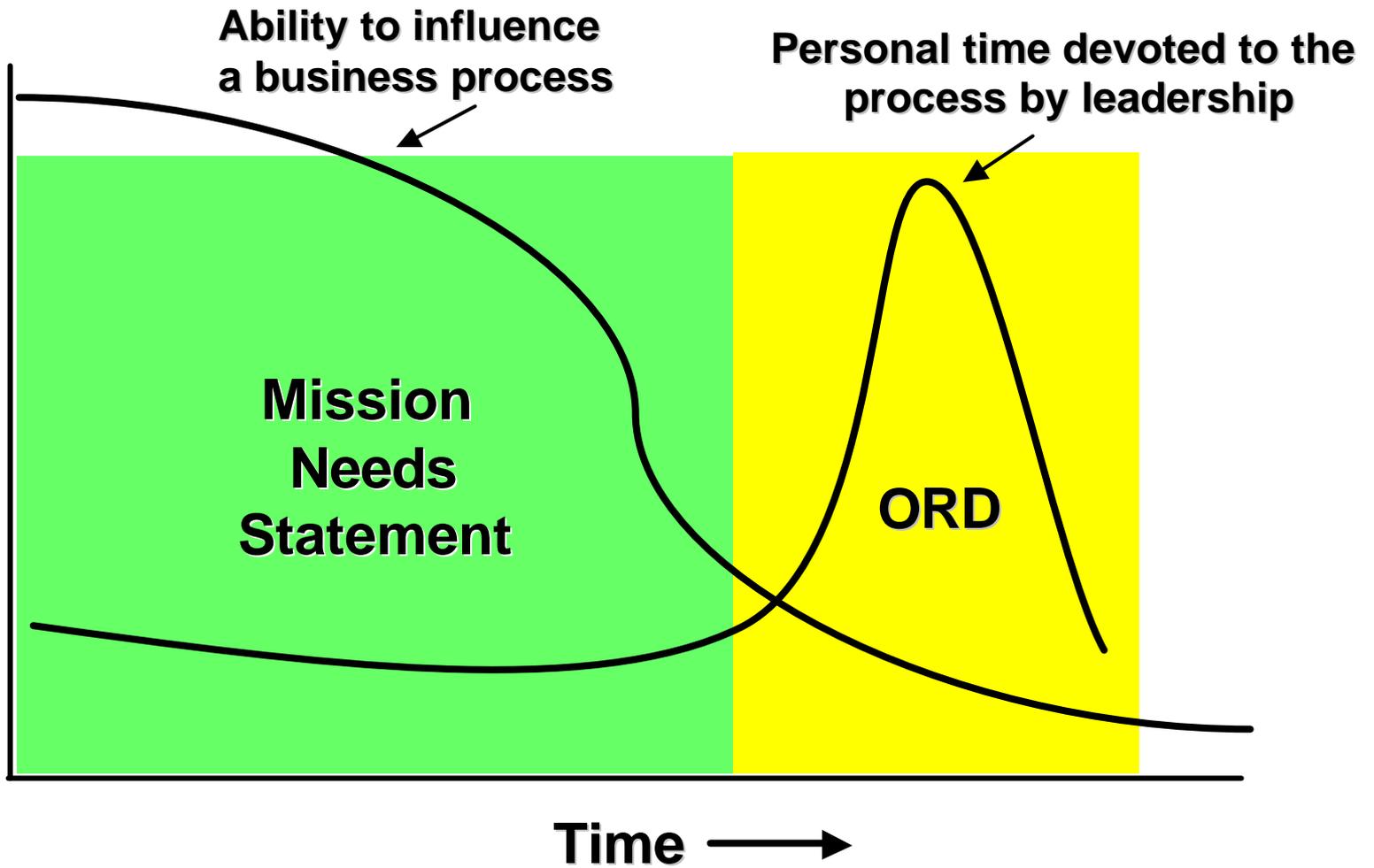
Symptoms of a Sick Company



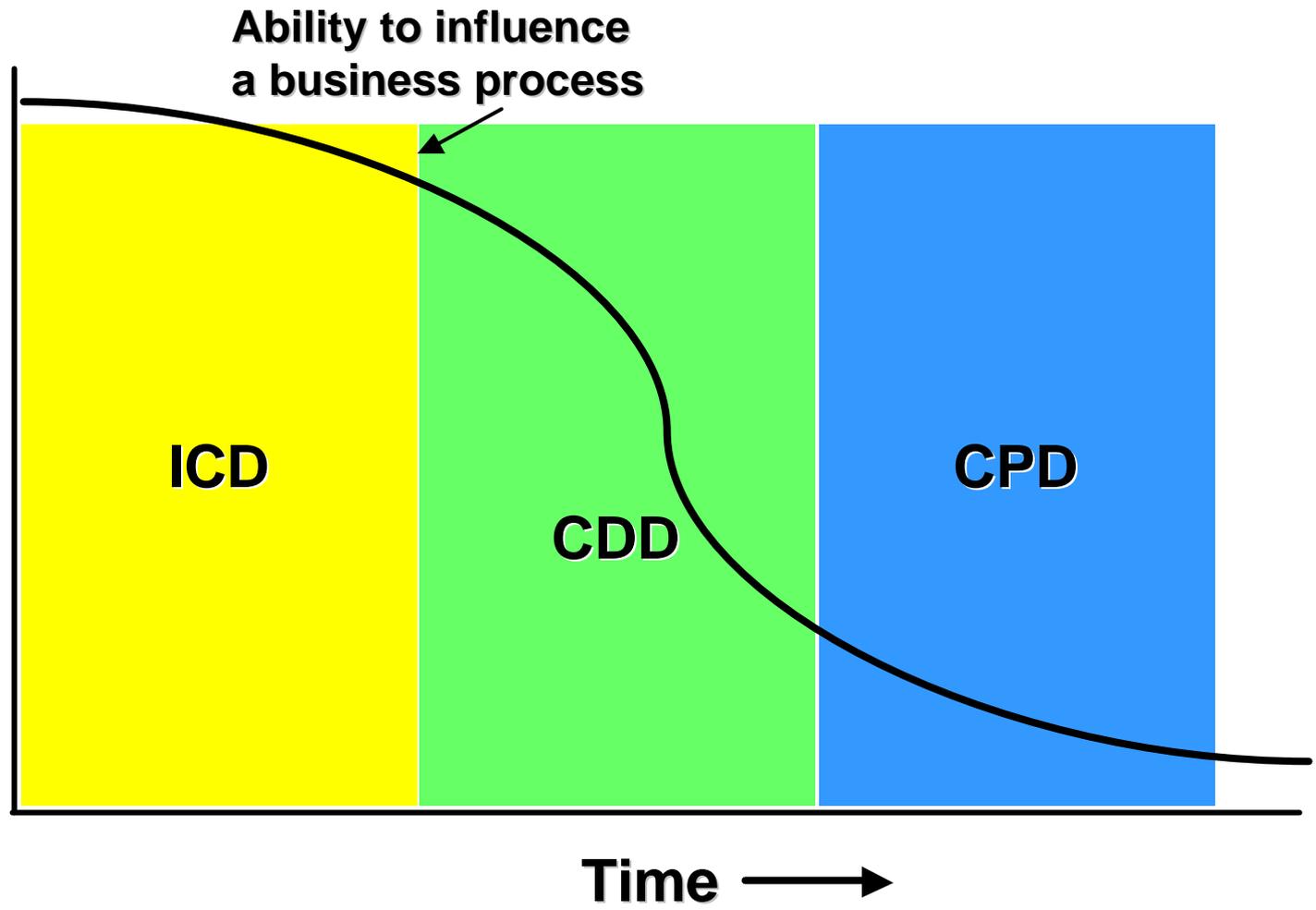
Source: McKinsey & Company



Symptoms of a Sick Company



JCIDS - Healthy Company



Source: McKinsey & Company

Team 3170



Army - G3, G8, TRADOC

Navy - N810, N70

Air Force - XORD, AQXA, SAF/AQ

Marines - MCCDC, Programs & Resources

OSD - AT&L, C3I, Policy, PA&E, DOT&E, DT&E

JFCOM - JI&I

Joint Staff - J-2, J-6, J-7, J-8

Summary of Changes



Upon implementation, JCIDS implements:

- An enhanced methodology to describe gaps, to determine the most effective approaches (or combination of approaches) to resolve the gaps. More work up front, but yields a better solution.
- A broader review of capability proposals, focused on the joint contribution, not just the ACAT.
- Better linkage to the acquisition process by engaging the provider early.
- Prioritization of capability gaps - Guides S&T efforts.
- Prioritization of capabilities proposals - Input to DPG.
- Better definition of DOTLPP aspects of implementing materiel solutions.
- Improved coordination with other government departments and national agencies.

Additionally, JCIDS sets the stage for transition to a process founded on joint concepts and integrated architectures.

Instruction and Manual



CJCSI 3170.01C

- **Top-level description**
- **Responsibilities**

CJCSM 3170.01

- **JCIDS Analysis**
- **Performance Attributes & KPPs**
- **Document Staffing, Validation & Approval**
- **Initial Capabilities Document**
- **Capability Development Document**
- **Capability Production Document**
- **Capstone Requirements Document**



Joint Concepts and JWCAs

Joint Operating Concepts

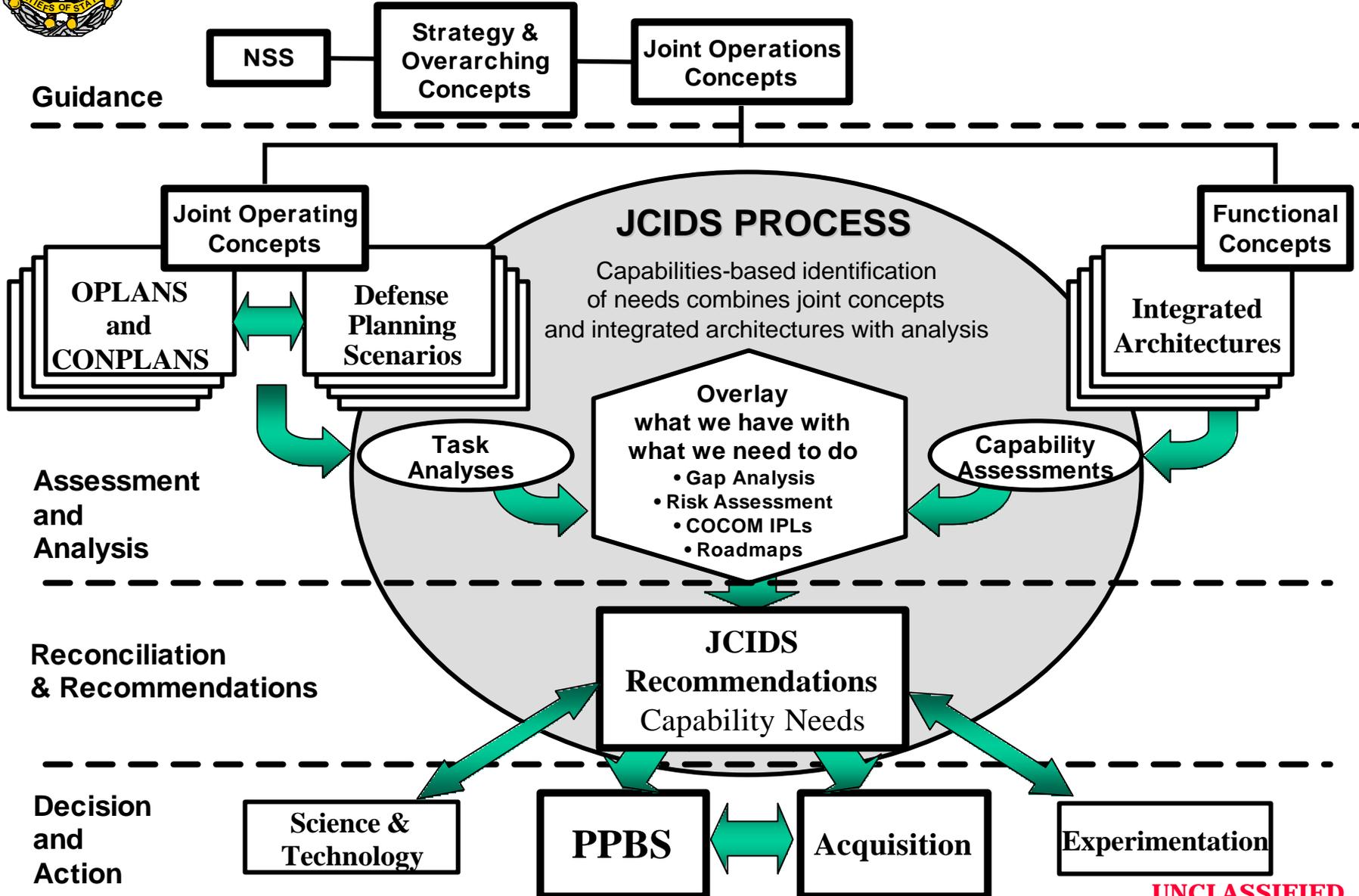
| | | | |
|--|------------------------------|---------------------------------|---------------------------------|
| Major Combat Operations | Homeland Security | Stability Operations | Strategic Deterrence |
| (JFCOM) | (NORTHCOM) | (JFCOM) | (STRATCOM) |

| | | | | |
|----------------------------------|--|--|--|--|
| Battlespace Awareness | | | | |
| Command and Control | | | | |
| Force Application | | | | |
| Protection | | | | |
| Focused Logistics | | | | |

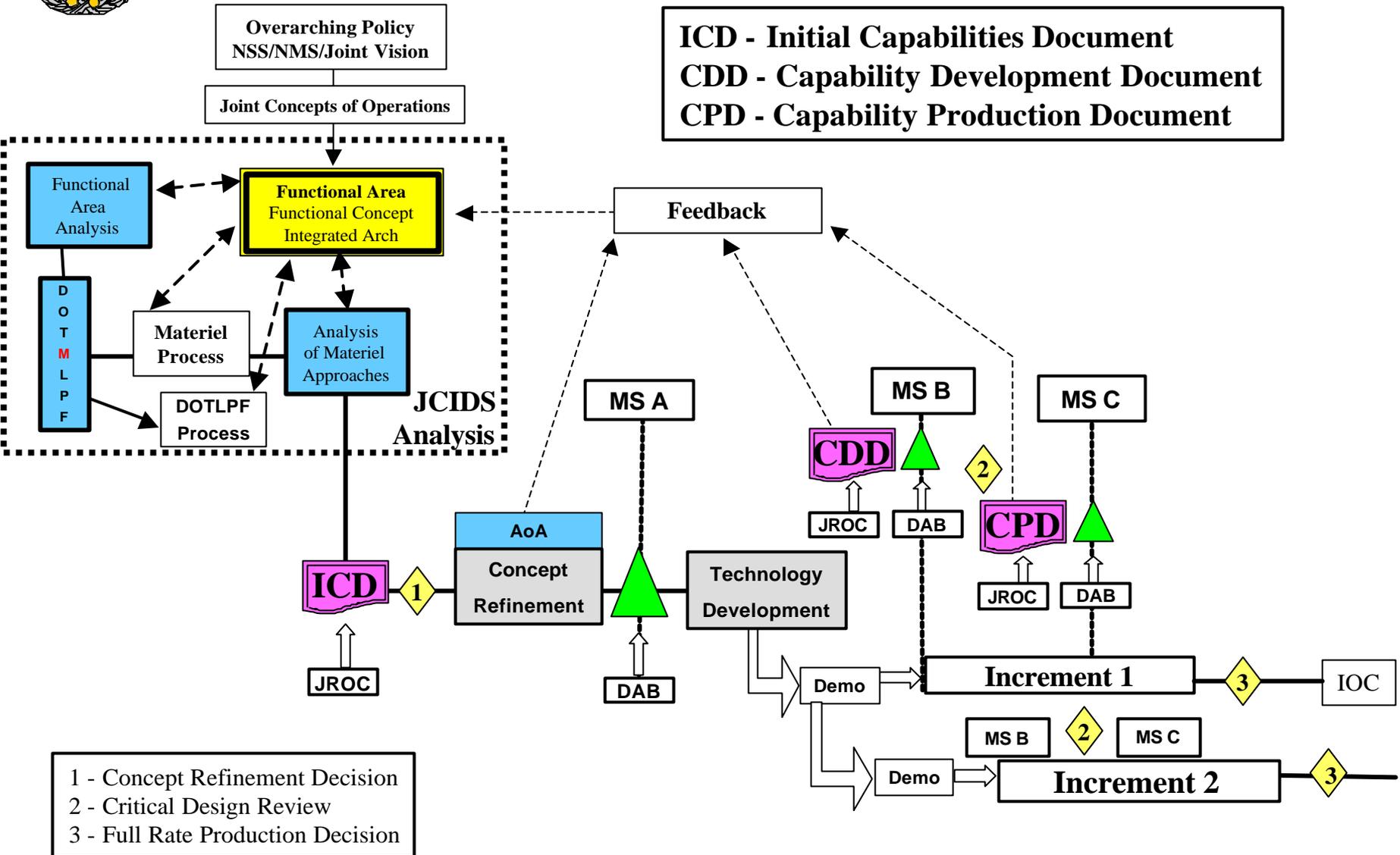
**Revised JWCAs/
Joint Functional
Concepts**

Per JCS 14 Feb

FUTURE CAPABILITIES NEEDS IDENTIFICATION



JCIDS and Acquisition Process



RGS versus JCIDS



RGS

- Requirements developed bottom-up
- CRDs integrate
- JROC for ACAT I/IA/Special Interest
- Components validate and approve the rest
- Talks about evolutionary acquisition

JCIDS

- Captures joint capabilities and cross-component collaboration
- Joint concepts and integrated architectures provide common construct
- All proposals screened for joint applicability regardless of ACAT
- FCB is responsible for coordination of functional area
- Implements evolutionary acquisition

**Some similarity in document content
The difference is in how you get there**



MNS Versus ICD

MNS

- Talks to mission need
- Looks at non-materiel and materiel alternatives
- Developed bottom-up
- No sunset

Initial Capabilities Document

- Captures the analysis
- Framed by common concepts
- What's the desired capability?
- Insufficient analysis gets help
- Evaluates multiple materiel approaches
- Recommends a materiel approach
- Addresses a single capability
- Archived at MS-B

The difference is in the analysis and the common joint picture

ORD Versus CDD



ORD

- Describes the materiel solution
- Attributes and KPPs

Capability Development Document

- Describes the SDD effort to develop materiel solution for the increment
- Attributes and KPPs for the increment
- Describes the program to get to the complete solution
- Updated at prior to each Milestone B
- Incorporates lessons learned

The CDD is focused on development and demonstration effort for the program and provides specifics about the increment

ORD Versus CPD



ORD

- Describes the materiel solution
- Attributes and KPPs
- May be updated for MS-C

Capability Production Document

- Describes production of a materiel solution increment
- Revised production attributes and KPPs for the increment
- Applies to a single production increment

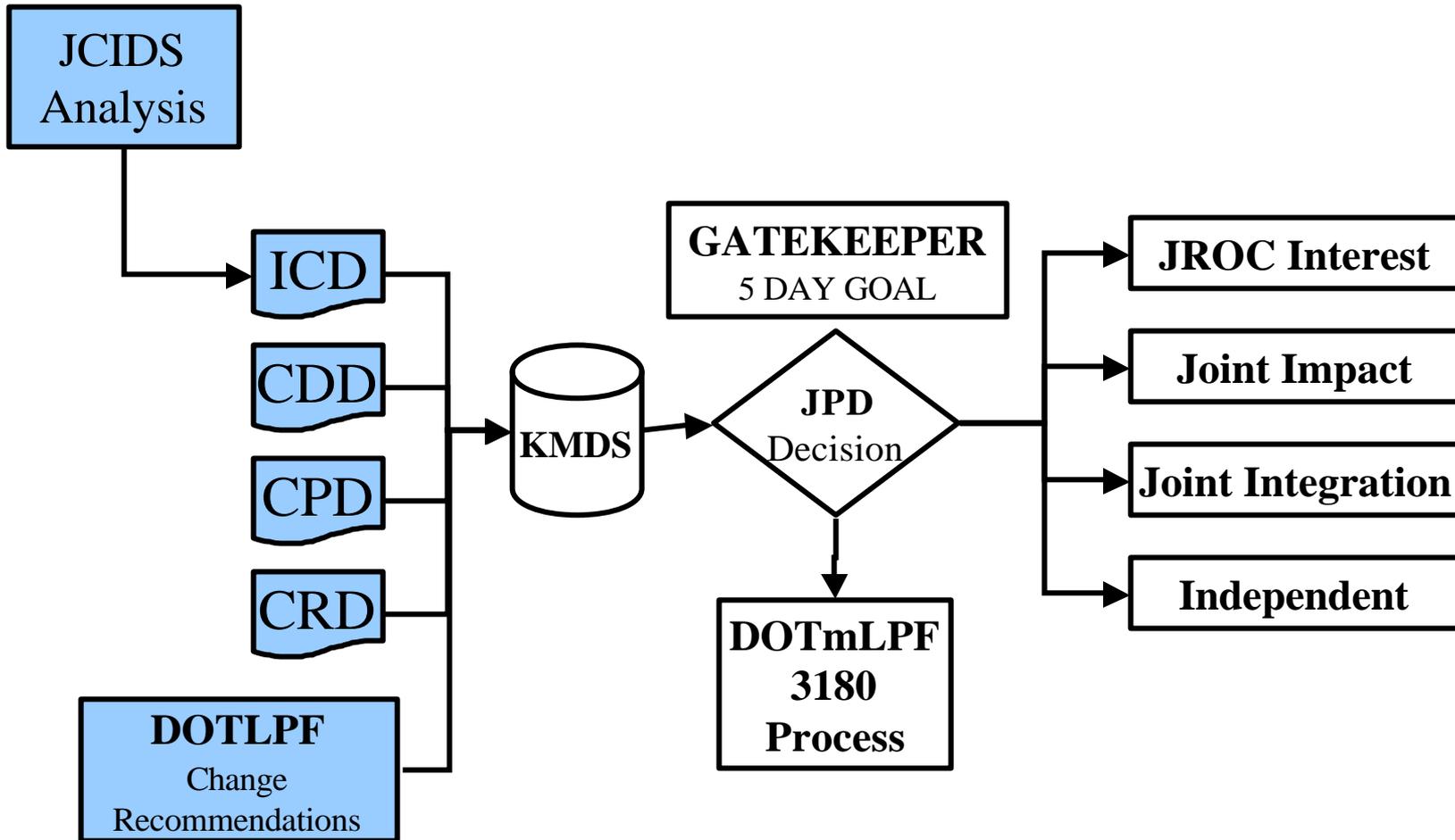
The CPD is focused on production of the increment

Mechanics



- **Gatekeeper**
- **Knowledge Management/Decision Support (KM/DS)**
- **Functional Capabilities Board**

GATEKEEPING PROCESS



 Developed by the Sponsor

Gatekeeper Meeting Decisions



- **Joint Potential Designator**
- **Validation Authority**
- **Approval Authority**
- **Lead JWCA (&POC)**
- **Supporting JWCAs (&POC)**
- **RAD Lead POC**
- **Lead FCB**
- **Supporting FCBs**

FCB Responsibilities



- **Organization, analysis & prioritization of capabilities proposals within functional area**
- **Oversee development and update of Functional Concept**
- **Ensure integrated architecture reflects the functional area**
- **Ensure new capabilities are conceived and developed in joint warfighting context**
- **Ensure JCIDS documents are consistent with integrated force, leverage abilities of the department, and contribute appropriately**
- **Develop and maintain prioritized list of DOTMLPF requirements**
- **Validate ACAT II and below Joint Impact proposals**
- **JROC approves which FCBs exist, functional areas, lead organization to chair each FCB**

FCB Participants



Principal Members

- Services
- Combatant Commands or their designated representatives (as desired)
- Defense Intelligence Agency (DIA) representative for Intelligence Supportability
- OUSD (AT&L)
- D, PA&E
- OASD C3I/DOD CIO
- USofAF (Space)
- USD(I)
- Mission Requirements Board Executive Secretary

Advisory Membership

- JWCA Leads
- J-6E (Interoperability advisor)
- DoD Laboratories & Industry

Summary



- **The first (big) step towards a capabilities based process**
- **Next revision will merge materiel and non-materiel change processes**
- **Still work to do in concepts and architectures**
- **That work will help focus future analysis and further refine the process**



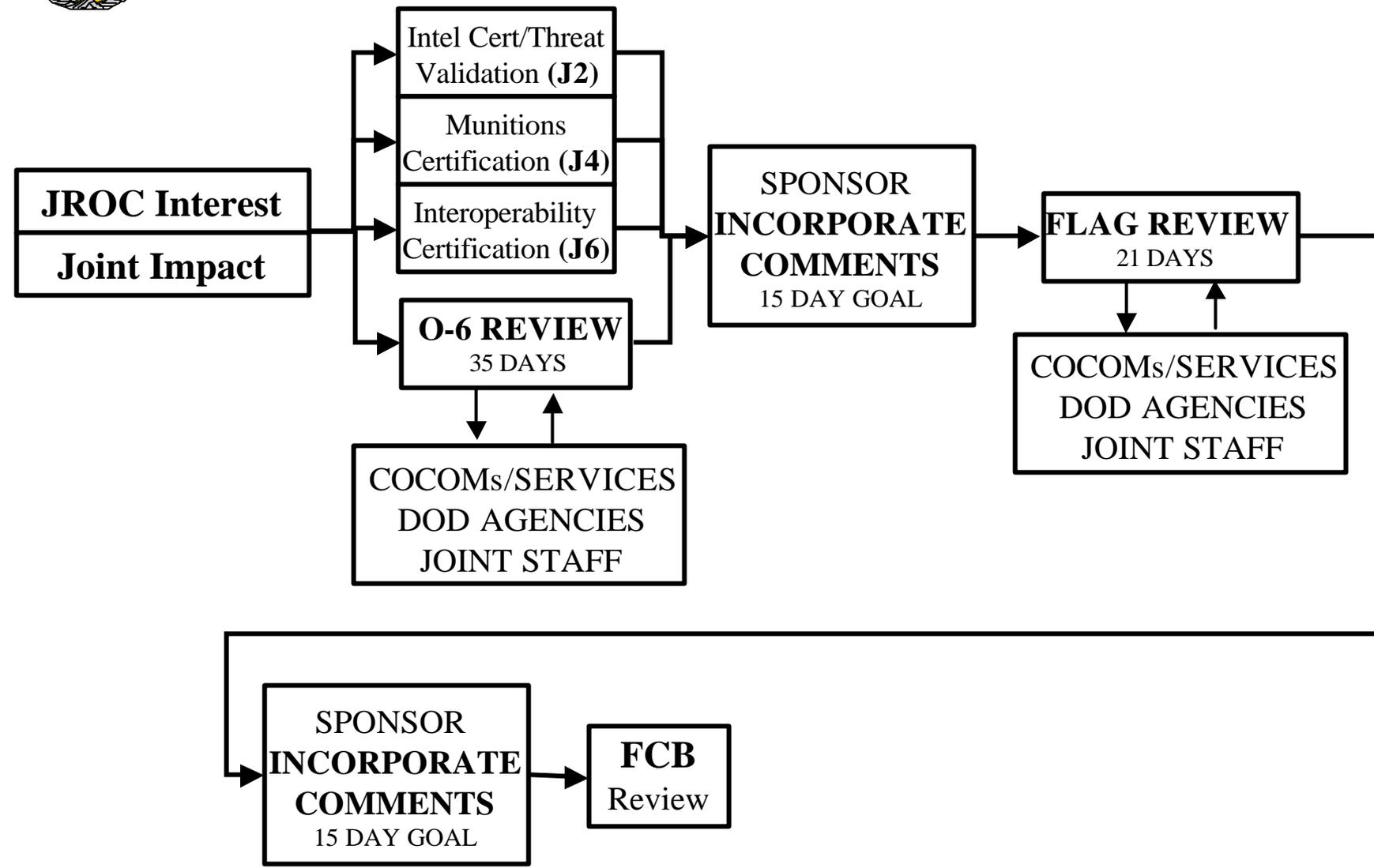
Questions ?

JWCA Responsibilities

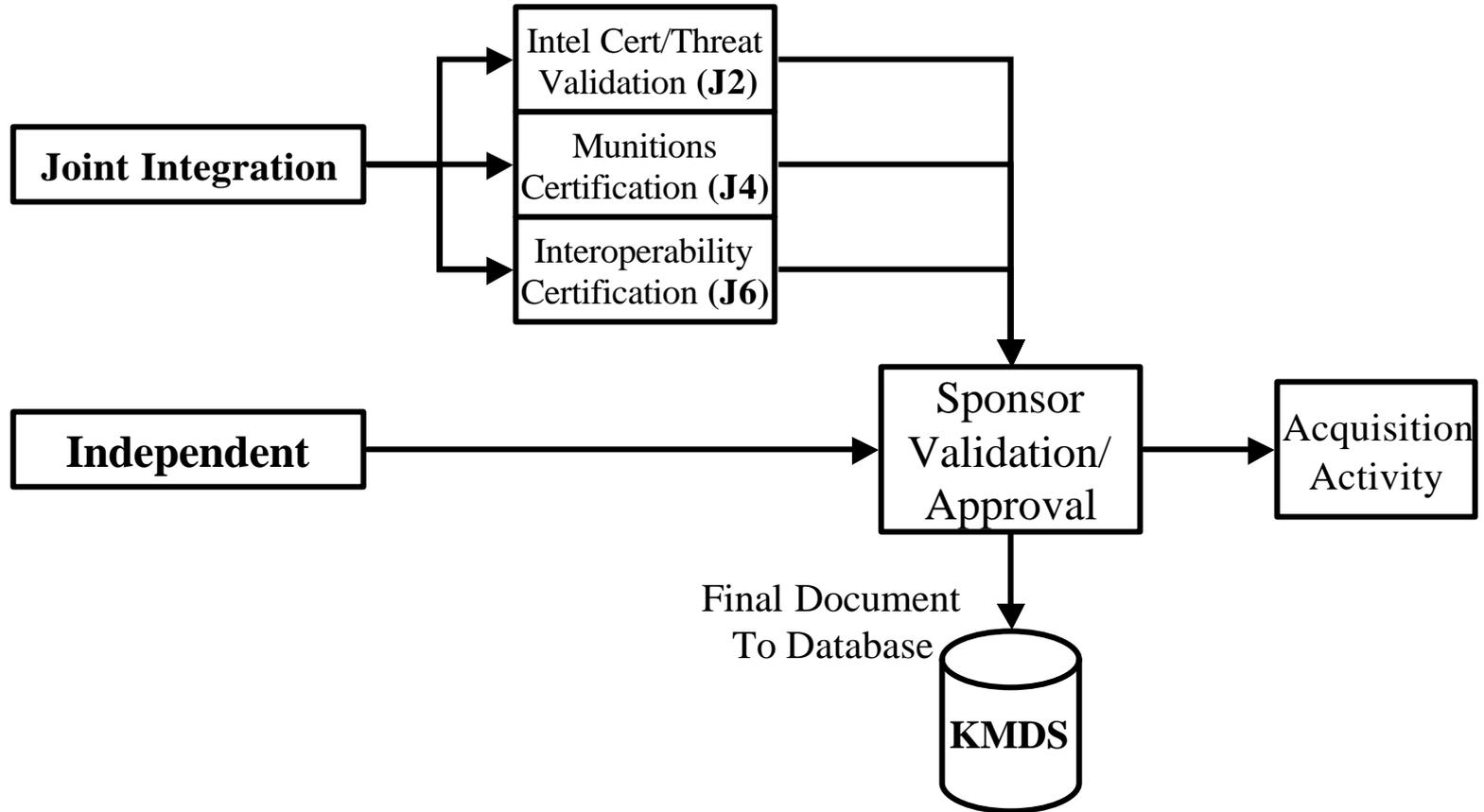


- Coordinate and assist sponsor during JCIDS document development to ensure cross-component harmonization of proposals, and that joint warfighting capability gaps are being adequately addressed.
- Support the Gatekeeper in determining the JPD and the lead and/or supporting JWCA for each JCIDS document.
- Lead JWCA. Analyze JCIDS documents and coordinate with supporting JWCA to ensure all joint warfighting aspects have been considered in the analysis.
- Supporting JWCA. Coordinate with and support the Lead JWCA analysis of JCIDS documents.
- Coordinate with the sponsor to resolve any potential issues prior to or as a result of formal staffing.
- Provide a summary analysis and recommendation to the FCB/JCB/JROC on validation and/or approval of JCIDS documents.
- Continually review the assigned functional area through analysis as directed by the JROC and other analytic efforts to identify capability shortfalls.
- Develop and maintain a prioritized list of capability shortfalls and a prioritized list of current JCIDS proposals across the assigned functional areas.

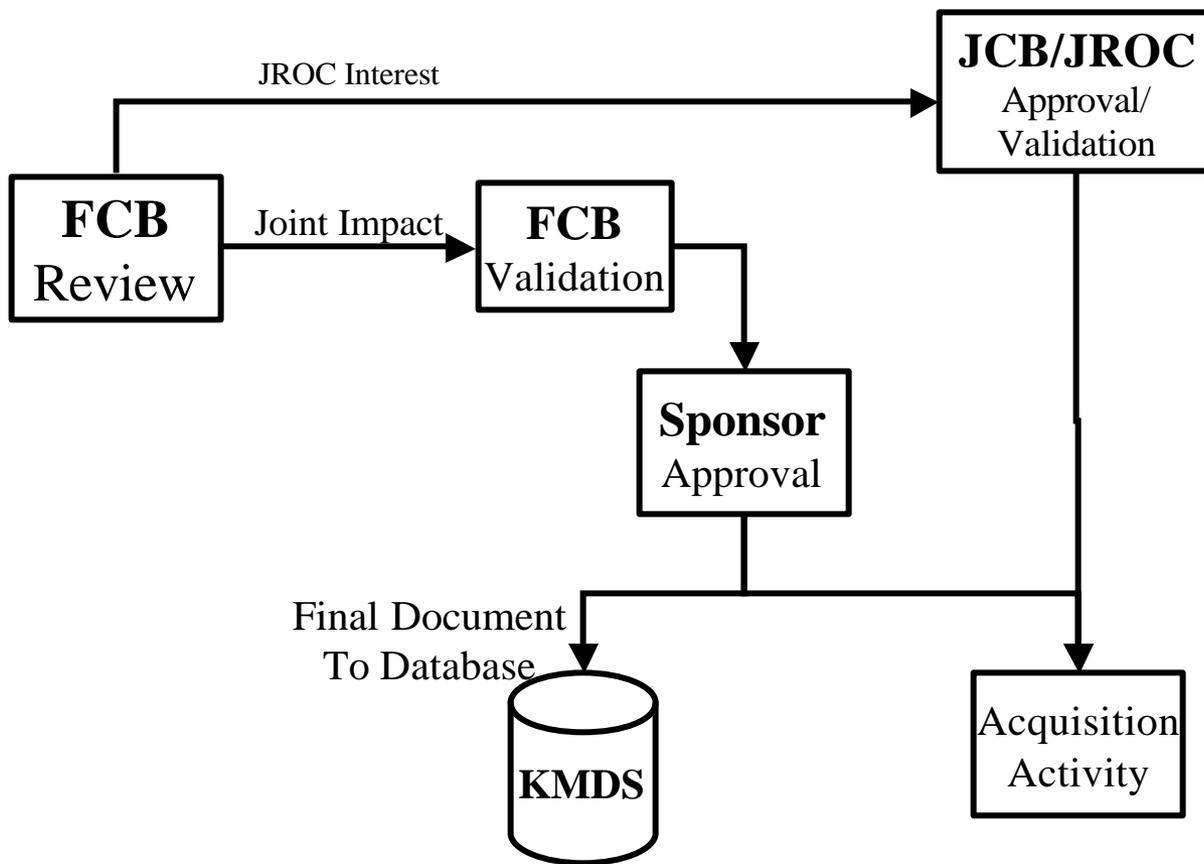
JROC INTEREST AND JOINT IMPACT STAFFING



JOINT INTEGRATION AND INDEPENDENT



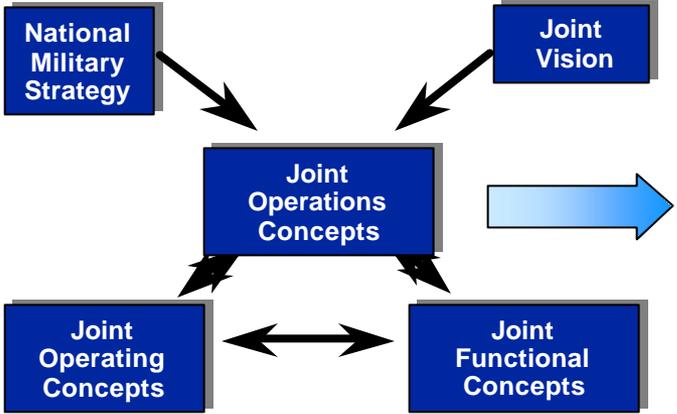
JROC INTEREST AND JOINT IMPACT APPROVAL



A Methodology



Concepts



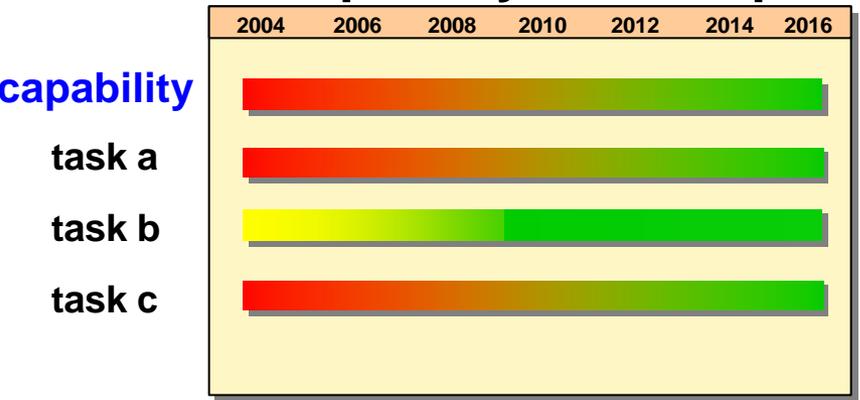
Architectures

- Battlespace Awareness Architecture
- Command and Control Architecture
- Force Application Architecture
- Protection Architecture
- Logistics Architecture

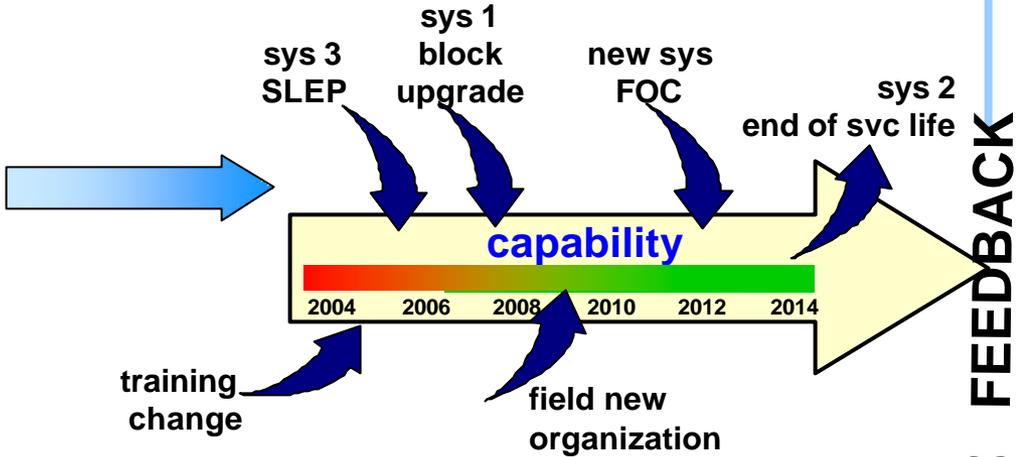
Assessment

| | capability | | | capability | | capability | |
|----------|------------|--------|--------|------------|--------|------------|--------|
| | task a | task b | task c | task d | task e | task f | task g |
| system 1 | Green | | Red | | Green | | Green |
| system 2 | | Yellow | Yellow | | | Green | |
| system 3 | Green | | | | | | |
| system 4 | | | | | Yellow | | Green |
| system 5 | | Yellow | | | Green | | |
| system 6 | | | | | Green | Yellow | Red |

Capability Roadmap



Resource Strategy



Joint Capabilities Integration and Development

