Joint Capabilities Integration and Development System (JCIDS) 
A Primer 
19 Oct 2012

Sources:
• CJCSI 3170.01H, 10 Jan 2012
• CJCSI 5123.01F, 10 Jan 2012
• JCIDS Manual, 19 Jan 2012 & errata 20 Sep 2012
• Joint Staff, J-8
• Joint Staff, J-6
Developing Requirements

- The Requirements Environment
- Capabilities-Based Process
- Identifying Capability Requirements
- JCIDS Interaction With the Acquisition Process
- Oversight, Review and Validation of JCIDS Documents
- Rapid Response Lanes
- Guiding Principles and Challenges
The Requirements Environment

**Finding the balance between:**

<table>
<thead>
<tr>
<th>Combatant Command (CCMD) near-term requirements to support Contingency Plans and current missions</th>
<th>and</th>
<th>Services’ long range vision &amp; investment plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Versatile, joint systems</td>
<td>and</td>
<td>Systems optimized for service missions</td>
</tr>
<tr>
<td>Growing demands</td>
<td>and</td>
<td>Fiscal &amp; political constraints</td>
</tr>
<tr>
<td>Geographic specificity</td>
<td>and</td>
<td>Worldwide applicability</td>
</tr>
<tr>
<td>Ambitious requirements</td>
<td>and</td>
<td>Achievable acquisition strategy</td>
</tr>
<tr>
<td>Quantity matters</td>
<td>and</td>
<td>High-end capabilities</td>
</tr>
</tbody>
</table>
Joint Capabilities Integration and Development System (JCIDS)

• The Goal of JCIDS is to...
  - Provide the Joint Force with the capabilities needed to perform across the full range of military operations and challenges
  - Support the JROC in its Title 10 responsibilities
    • Cost, schedule, performance trades
    • Prioritizing joint military requirements in shaping the force

• Supported by...
  - Integrated, collaborative review process
  - Leveraged expertise of all government agencies

JCIDS along with the Defense Acquisition System and the Planning, Programming, Budgeting and Execution processes form the principal DOD decision support processes for developing capabilities required by the military forces to support the national military strategy and the defense strategy
This presentation contains information meant to supplement most of the charts.
### Strategic Guidance And Desired Effects

**Strategic Guidance**

- National Security Strategy
- National Defense Strategy
- National Military Strategy
- Quadrennial Defense Review (QDR) Report
- Guidance for Employment of the Force (GEF)
- Defense Planning Guidance (DPG)

**Joint Concepts (J7)**

- JCSI 3010.02C
- Joint Concepts
- Joint Concept Development & Experimentation (JCDE) Process Guide
- JCDE Campaign Plan

**Support for Strategic Analysis (CBP)**

- Integrated Security Constructs
- Multi-Service Force Deployment
- Operational Availability Studies
- Global Force Management

**Joint Concepts (J7)**

- JCSI 3010.02C
- Joint Concepts
- Joint Concept Development & Experimentation (JCDE) Process Guide
- JCDE Campaign Plan

**DoD 5000 (OSD)**

- Program Objective Memorandum/ Budget Estimate Submission
- Program and Budget Review
- Resource Management Decisions (RMDs)
- President’s Budget

**Delivered Capability to the Joint Warfighter**

- Program Objective Memorandum/ Budget Estimate Submission
- Program and Budget Review
- Resource Management Decisions (RMDs)
- President’s Budget
This presentation contains notes pages to supplement most of the charts.

**Capabilities-Based Requirements**

- **Fielded Capabilities**
  - Materiel Solutions
- **Acquisition**
- **Planning, Programming, Budgeting, and Execution (PPBE)**
  - Non-Materiel Solutions
  - Do Nothing
  - Take risk
- **Warfighter Feedback**
- **Capabilities-Based Assessment (CBA)**
  - Set the Strategic Stage
  - Set Priorities
  - Identify Needs

**Set the Strategic Stage**

**Identify Needs**

**Set Priorities**

**Do Nothing**

**Take risk**
• A key supporting process for DoD acquisition and PPBE processes
  – That supports “the statutory responsibility of the JROC to validate joint warfighting requirements”
  – And supports the CJCS advising the Secretary of Defense in identifying, assessing and prioritizing joint military requirements
  – A Staffing method enabling the Joint Staff to ensure Sponsors’ needs meet the Chairman’s intent (Joint force needs)

• **JCIDS is not**... the entire “Integrated Defense Acquisition, Technology, and Logistics Life Cycle Manager”
  “Requirements” (JCIDS)

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This presentation contains notes pages to supplement most of the charts
JCIDS and Acquisition

- key acquisition activities/documents -

**Identification of Capability Requirements**
- Operational Planning
- CBAs & Other Studies
- Exercises/Lesson Learned Outputs
- Mission & Problem
- Capability Gaps
- Tasks
- Performance
- Conditions
- Approaches
- Materiel
- Non-Materiel Approaches
- Materiel
- Operational Risk
- Capabilities-Based Assessment/Others

**Systems Engineering Plan (SEP)**
- Technology Demonstrated
- Initial Key Performance Parameters/Key System Attributes (KPPs/KSAs)
- Acquisition Strategy
- T&E Master Plan (TEMP)
- SEP

**Low Rate Initial Production (LRIP)**
- Initial Operational T&E (IOT&E)
- Acquisition Strategy
- Acquisition Program Baseline (APB)
- TEMP
- SEP

**Analysis of Alternatives (AoA)**

**Technology Development Strategy (TDS)**

**Operational Assessments**
- Revise KPPs/KSAs
- Acquisition Strategy
- Acquisition Program Baseline (APB)
- TEMP
- SEP

**Competitive Prototyping**

**Evolutionary Acquisition**

**Production & Deployment**

**Getting the front end right is key**
Approaches to Identifying Capability Requirements

- Operational Planning
- Capabilities-Based Assessments & Other Studies
- Exercises/Warfighting Lessons Learned
- Joint Capability Technology Demonstrations (JCTDs), Urgent Operational Need (UON) Solutions and Warfighting Experiments
- Joint Improvised Explosive Device Defeat Organization (JIEDDO) Initiatives
- Defense Business Systems Business Cases
Primary Outputs of Approaches to Identify Capability Requirements

- Mission Description & Problem Being Assessed
- Identification & Assessment of Prior Studies
- Identification of Tasks Required to Meet Mission Objectives
- Identification of Capability Requirements Within One or More Joint Capability Areas (JCAs)
- Assessment of Capability Gaps
  - Between identified requirements and current or programmed force capabilities
- Operational Risks
- Possible Non-Materiel & Materiel Approaches to Close or Mitigate Gaps
Three Requirements “Lanes”

• Deliberate Requirements
  – Service, CCMD or Agency Driven
  – Traditional route for capabilities that require significant tech development and/or are not urgent or compelling in nature

• Emergent Requirements
  – CCMD Driven
  – Supports accelerated acquisition of capabilities needed for an anticipated or pending contingency operation
  – Vice Chairman, Joint Chiefs of Staff (VCJCS) verifies, Joint Capability Board or JROC validates

• Urgent Requirements
  – CCMD Driven
  – Urgent and compelling to prevent loss of life and/or mission failure during current operations
  – Require little tech development and can be resolved in less than two years
This presentation contains notes pages to supplement most of the charts.
Capabilities-Based Assessment (CBA)

Existing Guidance

NEEDS

What we need for the mission

GAPS

The problems and the risks

SOLUTIONS

What should we do about it?

Where does this need rank? How soon do we need it?
CBA Outputs

• CBA Documentation:
  – Initial Capabilities Document (ICD)
  – Joint DOTmLPF-P* Change Recommendation (DCR)

• CBA Recommendations for Materiel Approaches:
  – Information systems or similar technologies
  – Evolution of existing systems with significant capability improvements
  – Transformational systems

• Managers Must Communicate to Avoid Disconnects Over Seams Between JCIDS, Defense Acquisition System, and PPBE

A Joint DCR may be generated from a validated ICD, or may be generated without an associated ICD if non-materiel approaches appear to be the most viable solution.

*DOTmLPF-P = Doctrine, Organization, Training, materiel, Leadership and Education, Personnel, Facilities & Policy
• **Joint DCR**
  - When DoD Decides a Joint Non-Materiel Solution is appropriate
  - Non-Materiel Solutions
    • Change doctrine
    • Reorganize
    • Train and educate DOD personnel differently
    • Acquire commercial or non-developmental items
    • Acquire more quantities of existing items
    • Add or reassign personnel
    • Move or realign facilities
    • Change policy

• Page Limit: 30 Pages
This presentation contains notes pages to supplement most of the charts.

- **Identification of Capability Requirements**
  - Operational Planning
  - CBAs & Other Studies
  - Exercises/Lessons Learned

- **Approach & Conditions**
  - Mission & Problem
  - Capability Gaps
  - Tasks
  - Performance

- **Analysis of Alternatives (AoA)**
  - Technology Development Strategy (TDS)
  - Test & Evaluation (T&E) Strategy (TES)
  - System Engineering Plan (SEP)
  - Material Development Decision

- **Material Solution Analysis**

- **Sponsor**

- **President, SECDEF & Chairman: Strategic Guidance**

- **OSD/Joint Staff**
  - Support to Strategic Analysis (SSA) Products
  - Joint Operations Concepts (JOpsC) Family

- **Select Joint Concept**

- **CCMD**

- **Identify Capability Requirements**

- **Military Services**
  - JROC action for JROC Interest programs (ACAT)
    - Validates ICD
    - Reviews AoA Results
    - Validates CDD

- **Low Rate Initial Production (LRIP)**
  - Initial Operational T&E (IOT&E)
  - Acquisition Strategy
    - APB
    - TEMP
    - SEP

- **Getting the front end right is key**
CBA Output Documents

ICD

• Initial Capabilities Document (ICD)
  – Documents Capabilities-Based Assessment (CBA) Results specifically Capability Gaps
  – Identifies relevant operational attributes
  – Documents recommendations for non-materiel solutions and/or materiel approaches (or a combination)
  – Supports a Materiel Development Decision (MDD) for materiel approaches
  – Predecessor for the Capabilities Development Document (CDD)

• Page Limit: 10 Pages
ICD Operational Attributes

• Describes Capability Requirements with Appropriate Qualitative Parameters and Metrics
  – Outcomes, time, distance, effect, obstacles to be overcome, and supportability

• Guides the Analysis of Alternatives (AoA)

• With AoA results, Guides Development of Key Performance Parameters (KPPs) for Inclusion in Capabilities Development Document (CDD)
Information System (IS) ICD

• IS ICDs Implement the “Information Technology (IT) Box” Model
• IS ICDs are Required When the Solution Requires Research and Development, and Acquisition of Applications with a Projected Software Development Cost of Over $15 Million
• Not Used for Software Embedded as a Subset of a Capability Solution Developed IAW Other Validated JCIDS Documents

- IS ICD Applies to:
  - Commercial off the Shelf (COTS)/Government off the Shelf (GOTS) software, and associated hardware without modification
  - Commercial capability solutions with integrated, DoD-specific performance standards
  - Additional production or modification of previously developed U.S and/or Allied or interagency systems or equipment

“IT Box” model calls for fewer iterations of validating documents through the JCIDS process by describing the overall IS program in the IS ICD, and delegating validation of detailed follow-on requirement and solution oversight to a flag-level organization other than the JROC or JCB.
Definition of the IT Box

**Requirements Organization & Oversight**
Component Requirements Oversight Council (AFROC, AROC, R3B, MROC, etc.) with authority to further delegate

- **Biannual status review by the Lead FCB**
- **No return to the JROC unless new core capabilities added to the ICD**
- **Return if expenditures exceed ROM estimate by 10% or failure to meet performance minimums**
- **CDDs and CPDs only required for MDAPs**

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- **Identification of Capability Requirements**
  - Operational Planning
  - CBAs & Other Studies
  - Exercises/Lesson Learned Outputs
  - Mission & Problem
  - Capability Gaps
  - Tasks
  - Performance Conditions

- **Approaches**
  - Capabilities-Based Assessments
  - Other

- **Recommendations**
  - Material
  - Material Development Decision

- **Analysis of Alternatives (AoA)**
- **Technology Development Strategy (TDS)**
- **Test & Evaluation (T&E) Strategy (TES)**
- **System Engineering Plan (SEP)**
- **Technology Demonstrated**
- **Initial Key Performance Parameters/Key System Attributes (KPPs/KSAs)**
- **Acquisition Strategy**
- **T&E Master Plan (TEMP)**
- **SEP**

**Military Services**

**Sponsor**

**SECDEF** Joint Staff / Joint Requirements Oversight Council / OSD (AT&L, CAPE), Services and OSD (DOT&E) -- Joint Staff

**OSD/Joint Staff**
- Support to Strategic Analysis (SSA) Products
- Joint Concepts

**Policy**

**Getting the front end right is key**
Key JCIDS Development Documents

CDD

• Capability Development Document (CDD)
  – Draft CDD (Sponsor Approved) Supports Milestone A and Technology Development Phase
  – Validated CDD Supports Pre-Engineering & Manufacturing Development (EMD) Review, Milestone B, and EMD Phase
  – Defines Performance Requirements to Achieve the Capability
    • Identifies KPPs, Key System Attributes (KSAs), and additional performance attributes
    • Attributes should be Authoritative, Measurable and Testable
  – Describes DOTmLPF-P Constraints associated with the solution
  – May describe multiple increments

CDD KPPs and Sustainment KSAs are inserted verbatim into the APB
Key Performance Parameters (KPPs)

• Performance Attributes of a System
• Critical To Develop an Effective Military Capability
• KPPs Must be Measurable, Testable, and Quantifiable in a Practical and Timely Manner
  – Enable feedback from T&E; support decision making
• Mandatory KPPs
• Validated by the JROC for JROC Interest Documents
• Failure to Meet a KPP Brings the Military Utility of the System into question, and May Result in a Reevaluation of the Program, or Modification of Production Increments.
Key System Attributes (KSAs)

- Attributes or Characteristics Considered Essential to Achieving a Balanced Solution
- Not Critical Enough to be Selected as a KPP
- Must be Measurable, Testable and Quantifiable
- Identified by the Sponsor; Should be Kept to a Minimum
- Sponsor Senior Leadership can Change a KSA
Mandatory Key Performance Parameters (KPPs) & Key System Attributes (KSAs)

- **Force Protection KPP** (all manned systems)
- **Survivability KPP** (all manned systems; may be applicable to unmanned)
- **Sustainment KPP** (all ACAT I)
  - Materiel Availability
  - Operational Availability
- Supporting KSAs
  - Materiel Reliability
  - Operation & Support Costs
- **Net Ready KPP** (all IS & NSS)
- **Training KPP** (all ACAT I)
- **Energy KPP** (all where provisions of energy impact operational reach, or protection of energy infrastructure or energy resources is required)
Force Protection KPP

• Applies to Manned Systems and Systems Designed to Enhance Personnel Survivability

• Force Protection Attributes:
  - Protect personnel by preventing or mitigating hostile actions
  - Emphasis in on protecting the system operator, rather than the system itself
  - Attributes that are offensive and primarily intended to defeat enemy forces are not considered force protection attributes
  - Protection against accidents, weather, natural environmental hazards or disease (except when related to a biological attack) are not force protection

• Protection FCB Assesses the Force Protection KPP for JROC and JCB Interest Programs

• If Not Used Must Explain Why Not in the...
Survivability KPP

• Expected for All Manned Systems and May be used for Unmanned Systems
• Survivability Attributes Contribute to the Survivability of Manned or Unmanned Systems
• Joint Staff, J-3, and the Protection FCB Must Concur if Sponsor Decides Not to Use
• Examples:
  Speed
  Maneuverability
  Armor
  Electromagnetic Spectrum Control
  Redundancy of Critical Subsystems
  Protection from Chemical, Biological and Radiological Effects
Sustainment KPP & KSAs

• Applies to All ACAT I Programs.
• ACAT II and Below Programs Include the Sustainment KPP or Sponsor Defined Sustainment Metrics
• Three Elements:
  • Availability KPP: Consists of Materiel Availability and Operational Availability
  • Reliability KSA
  • Operations & Support Cost KSA
• Joint Staff, J-4 and Deputy Assistant Secretary of Defense (Materiel Readiness) Review/Analyze
• Applies to all Information Systems (IS) and National Security Systems (NSS) Used in the: 
  automated acquisition, Storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of DOD data or information regardless of classification or sensitivity

• Not Applicable to Systems That Do Not Communicate With External Systems

• C4/Cyber FCB Assesses the NR KPP, or Sponsor Justification of Why It Is Not Applicable, for JROC Interest, JCB Interest, or Joint Integration Programs, and Provides NR KPP Certification In Accordance With CJCSI 6212.01.
Net-Ready KPP, continued

• Net-Ready KPP Consists of Three Attributes:
  - Supports Military Operations
  - Is Entered and Managed on the Network, and
  - Effectively Exchanges Information

• Three-Step Development Process

  Step 1. Mission Analysis – Determines Attribute Details for “Supports Military Operations”

  Step 2. Information Analysis – Determines Attribute Details for “Entered & Managed on the Network” and “Effectively Exchanges Information”

  Step 3. Systems Engineering & Architecture – Supports all 3 attributes
<table>
<thead>
<tr>
<th>NR-KPP Attribute</th>
<th>Key Performance Parameter</th>
<th>Threshold</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support to military operations</td>
<td>Mission: Tracking and locating (Finding, Fixing, Finishing) High-Value Target (HVT) Measure: Timely, actionable dissemination of acquisition data for HVT Conditions: Targeting quality data to the neutralizing/ tracking entity</td>
<td>10 minutes</td>
<td>Near-real-time</td>
</tr>
<tr>
<td></td>
<td>Area denial of HVT activities</td>
<td></td>
<td>HVT tracked, neutralized</td>
</tr>
<tr>
<td>Mission Activities: Find HVT</td>
<td>Measure: Location accuracy Conditions: Individual differentiation</td>
<td>100 meter circle</td>
<td>25 meter circle</td>
</tr>
<tr>
<td></td>
<td>Identify armed/ not armed Identify individual</td>
<td></td>
<td></td>
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</tbody>
</table>
### Net-Ready KPP Example

Attribute 2. Enter and Managed on the Network

<table>
<thead>
<tr>
<th>NR-KPP Attribute</th>
<th>Key Performance Parameter</th>
<th>Threshold</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enter and be managed in the network</td>
<td>Network: SIPRNET&lt;br&gt;Measure: Time to connect to an operational network from power up&lt;br&gt;Conditions: Network connectivity</td>
<td>2 minutes</td>
<td>1 minute</td>
</tr>
<tr>
<td></td>
<td>99.8</td>
<td>99.9</td>
<td>99.9</td>
</tr>
<tr>
<td>Network: NIPRNET&lt;br&gt;Measure: Time to connect to an operational network from power up&lt;br&gt;Conditions: Network connectivity</td>
<td>2 minutes</td>
<td>1 minute</td>
<td>99.9</td>
</tr>
</tbody>
</table>
### Net-Ready KPP Example

**Attribute 3. Exchange Information**

<table>
<thead>
<tr>
<th>NR-KPP Attribute</th>
<th>Key Performance Parameter</th>
<th>Threshold</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exchange information</td>
<td>Information Element: Target Data&lt;br&gt;Measure: Dissemination of HVT biographic and physical data&lt;br&gt;Measure: Receipt of HVT data&lt;br&gt;Measure: Latency of data&lt;br&gt;Measure: Strength of encryption&lt;br&gt;Conditions: Tactical/Geopolitical</td>
<td>10 seconds&lt;br&gt;Line of Sight (LOS)&lt;br&gt;5 seconds&lt;br&gt;NSA certified type 1&lt;br&gt;Permissive environment</td>
<td>5 seconds&lt;br&gt;Beyond LOS&lt;br&gt;2 seconds&lt;br&gt;NSA certified type 1&lt;br&gt;Non-permissive environment</td>
</tr>
</tbody>
</table>
Training KPP

• Applies to All ACAT I Programs

• Attributes Include (among others): Proficiency Level; Time to Train; Training Retention and Associated Metrics

• Intent is to Ensure that Training Requirements are Properly Addressed from the Beginning of the Acquisition Process and Throughout the Program’s Acquisition Life-Cycle.

• J-7, in Coordination with USD(Personnel &Readiness), Assesses the Training KPP, or Sponsor Justification of Why the Training KPP is Not Applicable, for JROC or JCB Interest Programs.
Energy KPP

• Applies to Systems Where the Provision of Energy, Including Fuel and Electric Power, Impacts Operational Reach, or Requires Protection of Energy Infrastructure or Energy Resources in the Logistics Supply Chain

• May be Expressed as Units of Energy Used per Period of Time (e.g. gallons per hour), or as Number of Refuelings Required (e.g. tankings per hour).

• Logistics FCB, in Coordination With Joint Staff J-4 / Engineering Division (J-4/ED) and With Advice From the Defense Energy Board as Appropriate, Assesses the Energy KPP, or Sponsor Justification of Why the Energy KPP is Not Applicable, for JROC or JCB Interest Programs
This presentation contains notes pages to supplement most of the charts...
Key JCIDS Development Documents

CPD

- Capability Production Document (CPD) (MS C)
  - Supports Production and Development of one increment
  - Documents Authoritative, Testable Capabilities
  - Support Production, Testing, and Deployment
    - May describe Incremental Production and Deployment
  - No New Requirements
  - Must meet Operational Performance Attributes

- Page Limit: 40 Pages

CPD KPPs and Sustainment KSAs are inserted verbatim into the APB
### Differences Between the CDD and the CPD

<table>
<thead>
<tr>
<th>CDD</th>
<th>CPD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus on Design &amp; Development</td>
<td>Focus on Production</td>
</tr>
<tr>
<td>All Increments</td>
<td>A Specific Increment</td>
</tr>
<tr>
<td>Production Representative Articles</td>
<td>Low-Rate Initial Production</td>
</tr>
<tr>
<td>measured against KPPs/KSAs</td>
<td>articles measured against refined KPPs/KSAs</td>
</tr>
</tbody>
</table>
J-8, Deputy Director for Requirements (DDR) is the Gatekeeper

The Gatekeeper:

Performs an initial review of all JCIDS proposals

Gatekeeper determines:

- Joint Staffing Designator (JSD)
  - JROC Interest
  - JCB Interest
  - Joint Integration
  - Joint Information
  - Independent

- Lead and supporting Functional Capability Boards

Formal Staffing Begins After Gatekeeper Decisions
This presentation contains notes pages to supplement most of the charts.
Deliberate Staffing

- Begins when Gatekeeper receives new document via KM/DS
- Gatekeeper determines JSD and assigns to lead and supporting FCBs
- FCB staffing runs concurrently with stakeholder review and comment via KM/DS (comments are signed out at GO/Flag/SES level)
- Sponsor adjudicates comments – for JROC and JCB Interest documents must be to satisfaction of FCB Chair
- FCB Chair recommends validation/no validation to JCB/JROC
- Validated documents are posted to KM/DS
- ICD, CDD, CPD to appropriate Acquisition Executive for action

4 days | Est. 21 days commenting/30 days Adjudication/7 days to FCB Chair | Est. 7 days to JCB/14 Days to JROC | Total: 83 days
JROC Decision Chain

**ROC DECISION CHAIN**

- **VCJCS**
  - JROC Chairman; Advises the CJCS
  - Owns JCIDS; Validates JROC Interest Documents; Final Authority

- **JROC**
  - Validates JCB Interest Documents; Assists JROC

- **JCB**
  - Reviews Documents; Prioritizes Within Portfolio; Makes Validation Recommendation to JCB/JROC

- **FCB**
  - Reviews Documents & Prioritizes Prior to JCB Review

- **FCB WG**

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**JROC MEMBERSHIP**

**Chair:** VCJCS  
**Council Members:**  
- Vice Chief of Staff, Army  
- Vice Chief of Naval Operations  
- Vice Chief of Staff, Air Force  
- Assistant Commandant of the Marine Corps  
- **Combatant Commands***

*Unless otherwise directed to participate by the JROC Chairman, CCMD representatives are highly encouraged to participate as voting members when matters related to the area of responsibility or functions of that command will be under consideration by the JROC. USD(AT&L), Dir, CAPE, USD(Comptroller), DOT&E, and USD(Policy) attend as JROC advisors.

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JROC: Joint Requirements Oversight Council  
JCB: Joint Capability Board  
FCB: Functional Capability Board  
FCB WG: Functional Capability Board Working Group

This presentation contains notes pages to supplement most of the charts.
Joint Capabilities Board (JCB)

• Provides Review and Endorsement of Documents and Adjudication of Lower Level Issues Prior to JROC Validation
• Reviews/Adjusts Joint Prioritization From the Functional Capability Boards (FCBs)
• Validates JCIDS Documents with a Joint Staffing Designation (JSD) of “JCB Interest”
• JCB Chair: Director, J-8
• JCB Membership: General/Flag Officers, or civilian equivalent, from the Military Services and Combatant Commands

USSOCOM has delegated validation authority for Special Operation Peculiar JCIDS documents at the level of JCB Interest and below.
• Provides Review and Endorsement of Documents and Adjudication of Lower Level Issues Within Their Portfolio Prior to JCB Review

• Review/Adjusts Joint Prioritization Established by the FCB Working Groups

• Aligned with Joint Capability Areas (JCAs)

• FCB Chair: General/Flag Officer, or Civilian Equivalent

• FCB Lead: Military Officer, 0-6, or Civilian Equivalent

• FCB Membership: Representatives in Military Grade of 0-6, or Civilian Equivalent, from Joint Staff, Commands, COMDs, and Other Organizations
This presentation contains notes pages to supplement most of the charts.

**Functional Capability Boards & Sponsoring Organizations**

- **C4/Cyber**
  - BGen Weggeman
  - JS J-6

- **Battlespace Awareness**
  - Mr. Gareau
  - JS J-2

- **Logistics**
  - Mr. Hawkins
  - JS J-4

- **Force Support**
  - BGen O’Donohue
  - JS J-8

- **Protection**
  - BG Polakowski
  - JS J-8

- **Force Application**
  - BGen O’Donohue
  - JS J-8

**Additional JCAs:**
- Building Partnerships
- Corporate Management & Support

**FCB Membership: (O-6 level)**

- Services
  - Combatant Command Reps
  - OSD (AT&L)
  - OSD (I)
  - USecAF (Space)
- DOD CIO
- D/CAPE
- DIA Rep (Threat)
- ODNI/IRB
- Other DoD Agencies as necessary
- OSD (Comptroller)

*FCB Leads as of 19 Sep 2012*
• Provide Initial Review and Assessment of Documents Prior to Review by the FCB

• Establish Joint Prioritization of Capability Requirements Within Their Portfolios

• Established by the FCB Chair

• FCB WG Lead: Military Officer, 0-6, or Civilian Equivalent

• FCB WG Membership: Military, civilian, or contractor support Subject Matter Experts from Joint Staff, Services, Combatant Commands, and other Organizations With Equity in the FCB’s Portfolio.
• IT system that transforms JCIDS capability tracking from document-centric to **data-centric** process
  - Developed and deployed on NIPRNet and SIPRNet
  - SIPRNet is “authoritative source” and integrated with KM/DS

- Capability gap traceability
- Process metrics
- Ease of use enhancements
  - Improved search capability
  - Improved document creation
  - Input standardization
- Ability to data share with other DoD applications
This presentation contains notes pages to supplement most of the charts.
Summary of the Deliberate JCIDS Process

- Materiel Solutions
  - Initial Capabilities Document (ICD)
  - Capability Development Document (CDD)
  - Capability Production Document (CPD)

- Non-Materiel Solutions – Joint DOTmLPF-P Change Recommendation (DCR)

- Operational Requirements Development is a Team Effort; All Stakeholders Should be Involved; Involve the User in Technical Requirements Development

- Implementing Major Changes to Improve the Process...
  - New CJCSI 3170.01H (JCIDS) and CJCSI 5123.01F (JROC Charter) dated 10 Jan 12; JCIDS Manual dated 19 Jan (J-8 errata dated 20 Sep 2012)
Rapid Response Situations

• Urgent and Compelling Needs During Crisis and Conflict, or Anticipated or Pending Contingency Operation

• Each Service has Policies and Procedures, but ...

• Service-Unique Approaches do not Address Theater-Wide Joint Urgent and Emergent Operational Needs

• Requirements Managers Need to Stay Engaged in the Process
Joint Urgent & Emergent Operational Needs

- The Joint Rapid Response Lanes are the Joint Urgent Operational Needs (JUON) and Joint Emergent Operational Needs (JEON)

- JUON/JEON Validation and Resourcing Involves:
  - The Gatekeeper (J8 Deputy Director for Requirements (DDR)) Validates JUONs
  - JCB/JROC validates JEONs as determined by VCJCS
  - The Joint Rapid Acquisition Cell (JRAC)
  - Functional Capabilities Boards (FCBs)
  - Working Groups
  - The Military Services, Defense Agencies, Intelligence, Surveillance, Reconnaissance Task Force and Joint Improvised Explosive Device Defeat Organization (JIEDDO)
• **Urgent Operational Need (UON):**
  - Capability requirements identified by a DOD Component as impacting an ongoing or anticipated contingency operation. If left unfulfilled, UONs result in capability gaps potentially resulting in loss of life or critical mission failure. DoD Components, in their own terminology, may use a different name for a UON.

• **Joint Urgent Operational Need (JUON):**
  - UONs that are identified by a Combatant Command as inherently joint and impacting an ongoing contingency operation.

• **Joint Emergent Operational Need (JEON):**
  - UONs that are identified by a Combatant Command as inherently joint and impacting an anticipated or pending contingency operation.
• Urgent Situations
  – Ongoing conflict or crisis
  – Unforeseen military requirements
  – Must resolve as soon as possible

• These Situations Must Result in:
  – Direct enemy-action related loss of life and/or
  – Critical mission failure

• Staffing goal: 15 days
Emergent Situations

• Emergent Situation
• Supports Accelerated Acquisition of Capabilities Needed for an Anticipated or Pending Contingency Operation
  – Variation of the JUONs process
  – Driven by “pending” or “imminent” operations and require capability in short timeframes to avoid loss of life an/or mission failure when operations commence
  – Verification by VCJCS is required prior to staffing as an emergent candidate
    • JCB or JROC is validation body as determined by VCJCS
    • Staffing goal: 31 days
Who Initiates an Urgent/Emergent Need?

- Urgent/Emergent Needs are Submitted by a Combatant Command

- The Need May Originate from:
  - A Joint Force Commander
  - A Service Component Commander
  - A commander’s delegated representative

- Services Must Validate Service-Unique Urgent/Emergent Need

- JUONs/JEONs are Validated by the Joint Staff DDR or JCB/JROC
The Sponsor

• Component (Service or Agency) Recommended by the Gatekeeper and Named by the JRAC

• The Sponsor Develops an Initial Course of Action for JRAC Review
  – Implementation Recommendation
  – Funding Strategy Recommendation

• The Sponsor Manages the Approved JUON / JEON Effort

Components will use all available authorities to fund, develop, assess, produce, deploy, operate, and sustain urgent operational need (UON) capabilities expeditiously (DoDD 5000.71)
Staffing begins when Gatekeeper receives the document

Gatekeeper has 1 day to review and assign to Lead FCB

JEONs confirmed by Gatekeeper with VCJCS; VCJCS assigns JCB or JROC as validation authority

Lead FCB & Joint Rapid Acquisition Cell (JRAC) assess validity of JUON/JEON and identify potential solutions (if possible – ultimate solution will be determined post-validation)

FCB Chair & JRAC make recommendation for or against validation

Validation is communicated to JRAC, who assigns a solution sponsor to rapidly fund, develop, and field a solution
The JUON / JEON Process Consists of Four Phases:

**GENERATION Phase**
- Force Commander identifies Urgent /Emergent Need
- CCMD Staff determines the most suitable process
- CCMD Chief of Staff certifies and submits to Joint Staff (J-8 Gatekeeper)

**VETTING Phase**
- J-8 Gatekeeper receives and verifies that JUON / JEON meets submission criteria
- Joint staff reviews and validates JUON (Gatekeeper) or JEON (JCB or JROC)
- JRAC determines a resourcing Strategy and assigns Sponsor
- Solutions may be identified during FCB/JCB/JROC review; or after assignment to sponsor

**EQUIPPING Phase**
- Sponsor creates a Simplified Acquisition Plan
- Sponsor procures and delivers solution to the Warfighter
- Sponsor provides progress reports on performance, cost, and schedule
- Sponsor submits an assessment of operational utility within 90 days of fielding

**OPERATIONS & SUPPORT Phase**
- Sponsor sustains solution and monitors performance for twenty-four months
- Sponsor, CCMD, and FCB prepare Capability Review to address final disposition of fielded system

The Warfighter Senior Integration Group (SIG) is the Oversight Body for DoD Urgent Needs
See DoDD 5000.71, 24 Aug 2012
Challenge of Rapid Acquisition

- Future Focused
- Very Structured Process
- Evolved Requirements
- Analysis of Alternatives
- Lengthy Development
- High Visibility on Program
- Large Investment

Deliberate

immediate

- Now-focused
- More ad hoc process
- Broad requirement
- Quick assessment of alternatives
- Limited development
- High visibility on results
- Limited investment
- Very Limited Feedback
- May Transition to Program of Record (POR)
Rapid Response Summary

• An Urgent / Emergent Situation that Results in
  – Loss of life and/or
  – Critical mission failure

• Each Service has Its Own Approach to Urgent Needs

• JUONs / JEONs are Part of the Requirements Determination Process

• Requirements Managers Need to be Involved with Follow-On Activities
Waivers

• Waivers can be used for:
  – Request to submit a CDD without an ICD (ICD waiver is not required to submit a Joint DCR without a preceding ICD)
  – Request to submit a CPD without a preceding ICD and/or CDD
  – ICD and/or CDDs may be waived in cases where it is best to proceed directly to MS B or C (GOTS/COTS solutions, transitioning UONS/JUONS, successful JCTDs, etc..)
  – Tripwire relief – when a sponsor does not believe a tripwire review is necessary.

• J-8/DDR is the approval authority for:
  – ICD, CDD and tripwire waiver requests
  – Deviations from processes described in the JCIDS Manual
Guiding Principles

- **Know the requirements** - the requirements/acquisition community should not only clearly understand the requirements, but should be actively engaged with the user in establishing realistic and achievable requirements within budget constraints.

- **Question the requirements** - if a requirement doesn’t make sense, question it – the answer may be surprising.

- **Are the requirements realistic** - is it physically possible to meet the requirement? Can it be tested? Is an 80% solution adequate and field the remaining 20% when technology is mature enough?

- **Beware of derived requirements** - an engineer’s “derived” technical requirement can take on a life of its own; keep focused on the user’s operational requirements.

- **Tech Reviews** - JCIDS sponsor/user should attend PDR and CDR to answer questions on operational requirements.

- **Configuration Steering Boards (CSBs)** - PM has the authority to recommend descoping options and to object to new requirements after MS B, unless approved by the CSB. Must be
Requirements Challenges

• Gaming the System by Specifying the Solution too Early
• Incomplete or Rushed Analysis
• Vague/Poorly Written Requirements
• Good Briefings Based on Poor Documents
• Confusing Requirements with Specifications
• Not Following Up on Results of DAS Reviews and T&E results
• Requirements Creep (Operational & Technical)
• Misusing the Urgent/Emergent Requirements Determination Processes
• Cost and Schedule Estimates Based on Incomplete