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**THE NEW JOINT CAPABILITIES INTEGRATION DEVELOPMENT
SYSTEM (JCIDS) AND ITS POTENTIAL IMPACTS UPON DEFENSE
PROGRAM MANAGERS**

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by

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The New Joint Capabilities Integration Development System (JCIDS) and Its Potential Impacts upon Defense Program Managers

Presenter: David Matthews, Senior Lecturer, Graduate School of Business & Public Policy and Colonel, U.S. Army (Ret.) earned a BA in 1966 and an MA in 1974. COL Matthews is a graduate of the U.S. Army Command and General Staff College, the U.S. Army War College, and the Defense Systems Management College. An Ordnance Corps logistician for the first two decades of his career, he served successively in the office of the Deputy Chief of Staff for Logistics, HQ, Department of the Army; Chief of the Logistics Division, Multiple Launch Rocket System Project Management Office; Commander of the U.S. Army logistics and materiel acquisition organization assisting in the modernization of the Royal Saudi Land Forces; and finally, as Project Manager, Army Tactical Missile System from 1990-1994. During the latter assignment, he was selected to receive the *Secretary of the Army's 1991 Project Manager of the Year Award*. In June 2003, and again in December 2004, he was selected to receive the *Meyer Award for Teaching Excellence in Systems Engineering*. He has served for the past eleven years as a Senior Lecturer at the Naval Postgraduate School teaching Project Management, Acquisition Logistics, and Defense Systems Acquisition.

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Abstract

The June 2003 release of the radically-revised CJCSI 3170.01C and CJCSM 3170.01 promulgating the new Joint Capabilities Integration Development System (JCIDS) literally turned the legacy Service-initiated Requirements Generation System (RGS) upside down. The decades-old “threat-driven,” “bottom-up” development process for warfare-materiel requirements was summarily replaced by a “transformational,” “capabilities-driven,” “top-down” process. The author provides an analysis, from a Program Manager’s (PM) perspective, of the potential impacts of these changes upon the acquisition community in four distinct areas: Continuity with Service legacy requirements generation expertise, PM management challenges when other PMs are responsible for supplying critical subsystems and components that will enable satisfaction of Key Performance Parameters, Total Ownership Cost implications of deploying multiple, low-density materiel configurations, and potential disconnections between Presidential Budget Requests and Congressional enactment.

First, there has been a “revolution” in the requirements generation process that needs to avoid “throwing out the baby with the bathwater.” Legacy knowledge and experience needs to be carefully considered when formulating requirements in the JCIDS process. The JCS and



Service staffs need to quickly act to take the necessary policy and bureaucratic steps to ensure JCIDS entities have institutionalized access to the legacy corporate memories and records of both the former Service RGS staffs and records on a real-time, or at least near real-time, basis. This would insure all of the potential impacts and previously-learned lessons would be reviewed and considered in the formulation of all new JCIDS requirements documents.

Second, there is the issue of developmental PM dependence upon other PMs, over whom they have little or no control, for on-time delivery of crucial subsystems and components in order to meet their Key Performance Parameters (KPPs). A new mandatory entry should be established in the quarterly Defense Acquisition Executive Summary (DAES) report. This entry would identify and provide the status of a system in regard to other PM-managed systems that the reporting PM was depending upon to achieve his/her KPPs; it would also include the status of any subsystems or components the reporting PM was managing which were critical to some other PMs' ability to meet his/her KPP requirements. Since the DAES report is reviewed and commented upon by the reporting PM's PEO, Service Acquisition Executive (SAE), and subsequently, the Defense Acquisition Executive (DAE), this mandatory communicative entry would ensure immediate visibility was given to any projected schedule and/or funding shortfalls in time to have them addressed (at whatever level necessary) to effect their timely resolution.

Third, since it is clear that the new evolutionary materiel requirements and development system has enormous potential for increasing the operation and support-cost components of Total Ownership Cost (TOC), the reduction of them needs to be addressed during the early steps in the new system's engineering process. The potential for deploying multiple, low-density materiel configurations would seem to dictate that the Services should be directed to formulate both a comprehensive Logistics Support Strategy and a Master Configuration Management Plan, as well as a Cost as an Independent Variable (CAIV) analysis for each JCIDS requirements document. These plans could then be crafted to produce the lowest practical Total Ownership Cost (TOC) for the full lifecycle of the developmental system.

Finally, it is apparent that significant potential exists for the congress to "disconnect" carefully-balanced DoD JCIDS materiel program Research, Development, Test, and Evaluation (RDT&E) and Production budget requests during the enactment process. Therefore, the DoD should clearly highlight, in its portion of the President's Budget, those RDT&E and Procurement programs that have critical interdependencies and which should be funded as a "package" to ensure that those programs can stay on their approved Acquisition Program Baselines (APB).

Key Words: Project Management, Program Management, JCIDS, Requirements Generation



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