



PEO
STRI

PM TRADE Acquisition Transformation: Process / Product / Organization

PM TRADE

Requirements Development Process Map and SRI Team Objectives

2 March 2011

Agenda



- **PM TRADE SRI Team Objectives**
- **Overview/Recap of 90 day Tiger Team Outbrief (Slides 3-8)**
 - ✓ Requirements Planning
 - ✓ Technical & Logistics Planning
 - ✓ Acquisition Planning
 - ✓ Requirements Analysis
- **PM TRADE Process Flow Map (Long/Near Term)**
 - ✓ Detailed Breakout of each Process Area
- **PM TRADE Quality & Consistency Reviews**
 - ✓ Pink Team
 - ✓ Red Team
- **Process Timeline Summary**

PM TRADE SRI Team Objectives



To help the Product Managers be more successful in executing their mission

- 1. Reduce overall timelines to develop and release RFPs**
- 2. Improve timeline predictability in developing and releasing RFPs**
- 3. Improve initial quality of PM TRADE released documentation**
 - ✓ Reduce Acq. Center, rejections, comments, and overall review timelines through quality and consistency
 - ✓ Reduced Industry questions through early involvement in process.
- 4. Improve PM TRADE Road Map implementation opportunities to reduce total cost of ownership and enable component based acquisitions**
 - ✓ Engineering Opportunities
 - ✓ Acq. Log Opportunities
- 5. Implement pre-Project Team process that eliminates many of the current issues without adding additional team burdens**



Strategic Requirements Integration Team Mission

1. Requirements Planning and Development

- *Work with Combat Developer to facilitate clear and timely CPD/CDD requirements documents.*
- *Work with DAMO-TRS to facilitate accurate color and timing of funding*

2. Technical & Logistical Planning

- *Common Architectures: Early in the process, identify and develop key standards and interfaces for each program to promote interoperability and commonality.*
- *Improving Supportability: Early in the process, identify and design in life cycle cost reduction implementations.*

3. Acquisition Planning

- *Ensure early and deliberate program and resource planning. Develop (with DpM Offices) Early Acquisition Planning briefs and Acquisition Strategy Briefs*
- *Ensure standards and technology road map alignment*

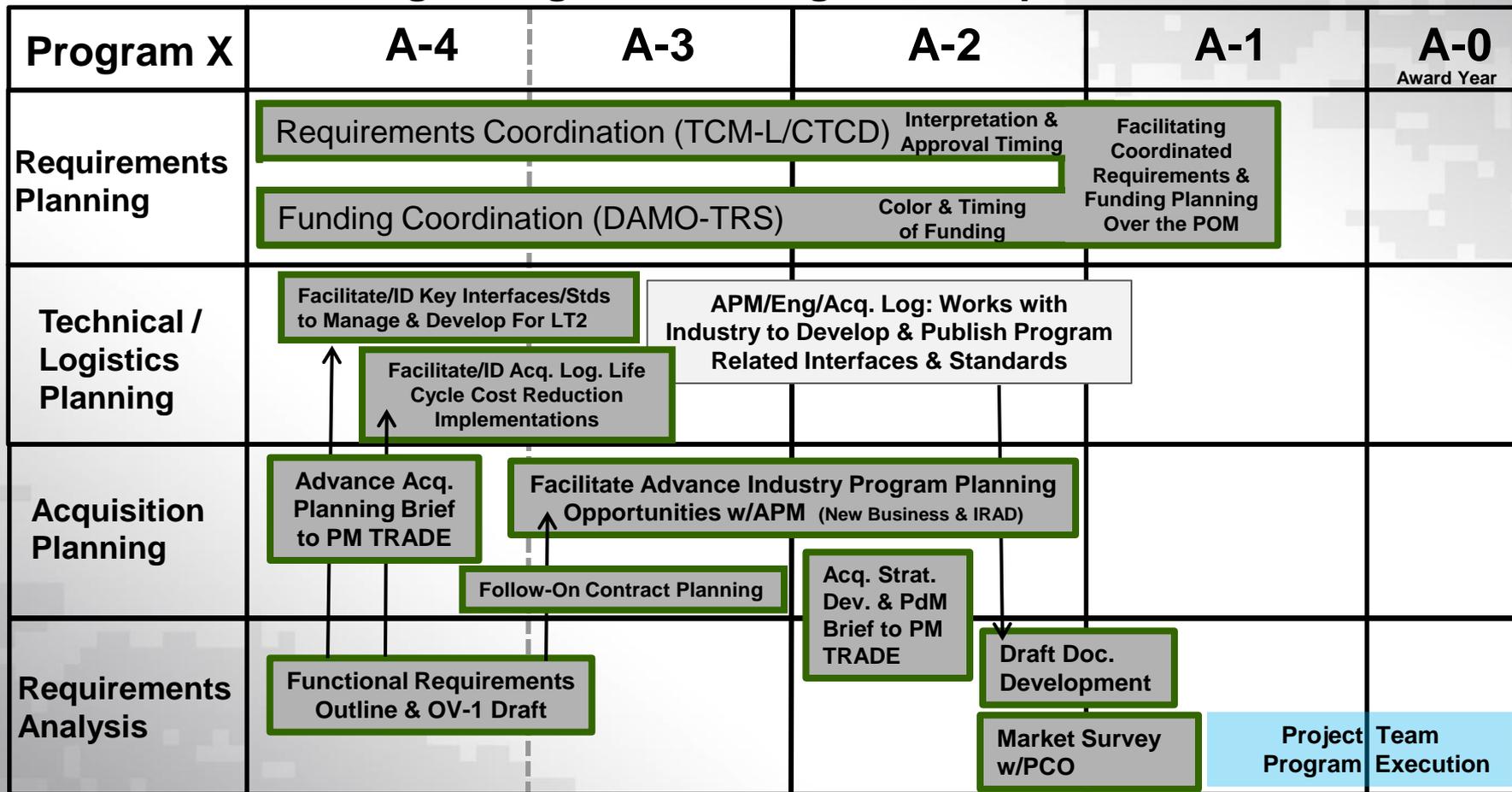
4. Requirements Analysis

- *Develop initial program requirements documents to support internal and external program planning development, process consistency, and product maturity. Transition draft products to the project team for final development and program execution.*

Strategic Requirements Integration Team Mission



Strategic Program Planning & Development



From 90 Day Tiger Team Out Brief

Requirements Planning & Development



Program Contract Award Year Countdown (award year minus X)

Program X	A-4	A-3	A-2	A-1	A-0 Award Year
Requirements Planning	Requirements Coordination (TCM-L/CTCD)		Interpretation & Approval Timing	Facilitating Coordinated Requirements & Funding Planning Over the POM	
	Funding Coordination (DAMO-TRS)		Color & Timing of Funding		

Establish periodic working level reviews/meetings with TCM-L, CTCD, and DAMO-TRS to coordinate and mature new and follow-on program requirements to facilitate timely PM TRADE program acquisitions.

- a) *Ensure mutual understanding and accurate interpretation of requirements.*
- b) *Highlight requirements language that imposes unrealistic execution or technical risk, solution specific requirements, and recommend threshold vs objective considerations as appropriate.*
- c) *Highlight color, level, and timing of funding requests to facilitate executable programs.*
- d) *Facilitate enhanced TCM-L/CTCD and DAMO-TRS requirements communication/coordination.*
- e) *Facilitate requirements signoff planning to ensure they are signed prior to MS decisions and RFP release.*

From 90 Day Tiger Team Out Brief

Technical & Logistics Planning & Development



Program Contract Award Year Countdown (award year minus X)

Program X	A-4	A-3	A-2	A-1	A-0 Award Year
Technical / Logistics Planning	<p>Facilitate/ID Key Interfaces/Std's/Tech to Manage & Develop For LT2</p> <p>Facilitate/ID Acq. Log. Life Cycle Cost Reduction Implementations</p>	<p>APM/Eng/Acq. Log: Works with Industry to Develop & Publish Program Related Interfaces & Standards</p>			

Facilitate timely identification and development of Road Map Interfaces, Standards, and Life Cycle Cost reduction opportunities for each program in sufficient time to incorporate specificity in RFPs.

- a) *Identify and develop high-level functional requirements to target key Road Map components for development.*
- b) *Facilitate Interface and Standards identification, selection, and development with APM TRADE and Director of Live Engineering*
- c) *Facilitate Acquisition Logistics identification of Life Cycle Cost drivers and corresponding Road Map development.*
- d) *Facilitate Acq. Log., APM, and Engineering standards development and corresponding language for incorporation in RFP.*

From 90 Day Tiger Team Out Brief

Acquisition Planning & Development



Program Contract Award Year Countdown (award year minus X)

Program X	A-4	A-3	A-2	A-1	A-0 Award Year
Acquisition Planning	Advance Acq. Planning Brief to PM TRADE	Facilitate PM TRADE Advance Industry Program Planning Opportunities (New Business & IRAD)	Acq. Strat. Dev. & Brief to PM TRADE		
		Follow-On Contract Planning			

Ensure early and deliberate program and resource planning. Develop (with DpM Offices) Early Acquisition Planning briefs and Acquisition Strategy Briefs.

- a) *In coordination with the DpM office, develop the Advance Acquisition Planning brief to enable strategic program and resource planning. Brief the PM TRADE Review Board*
- b) *In coordination with the DpM offices and initiate an out-year acquisition tracking calendar to “see” what’s in the pipe and ensure follow-on programs are started far enough in advance.*
- c) *Facilitate development of PM TRADE Advance Industry Program Planning briefs to give industry advance program intent information to support business and IRAD investments.*
- d) *In coordination with the DpM office, develop the Acquisition Strategy Brief to PM TRADE.*

From 90 Day Tiger Team Out Brief

Requirements Analysis



Program Contract Award Year Countdown (award year minus X)

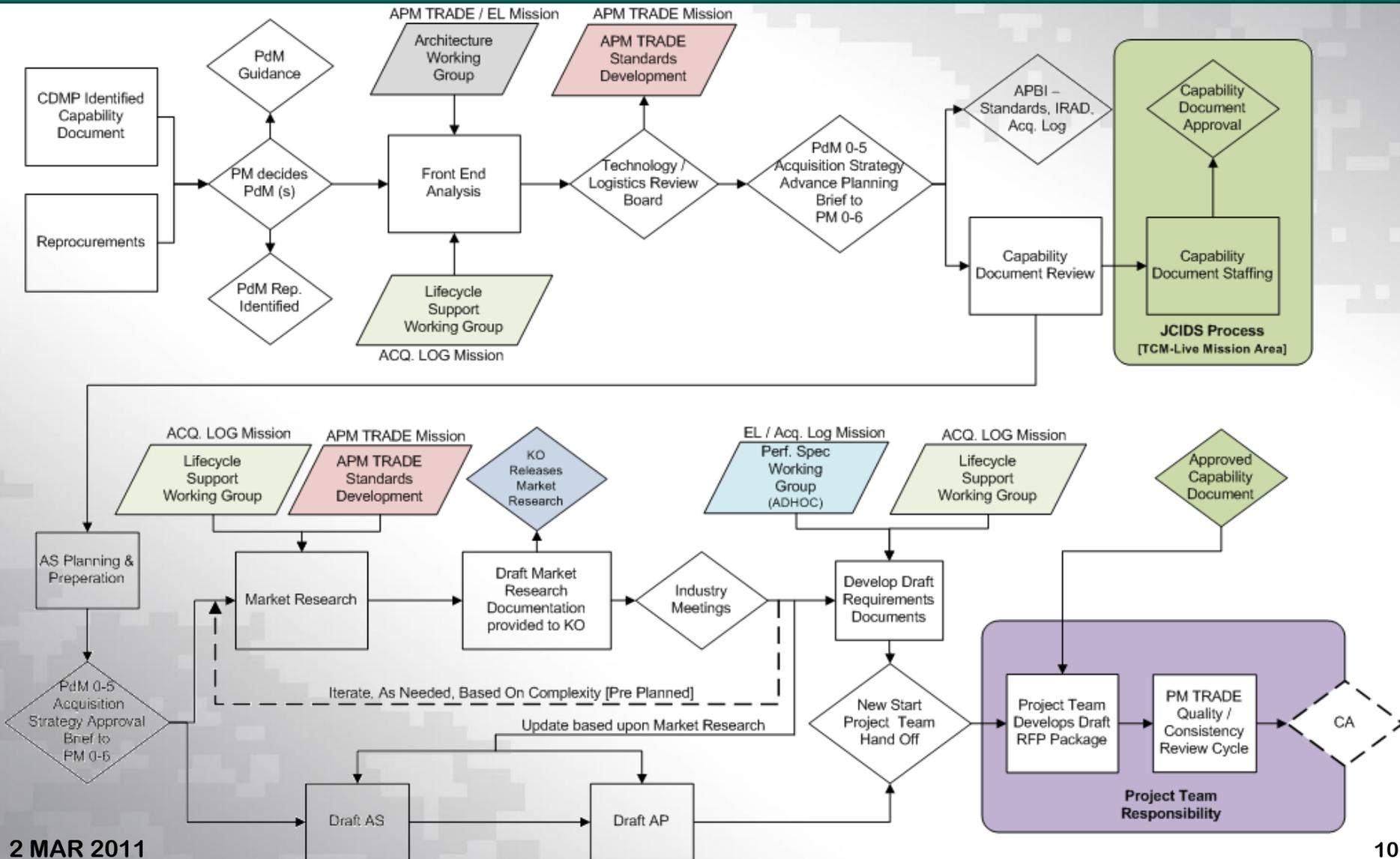
Program X	A-4	A-3	A-2	A-1	A-0 Award Year
Requirements Analysis	Functional Requirements Outline & OV-1 Draft		Draft Acq. Strat. Dev. & Brief to PM TRADE	Draft Requirements Development Market Research	Project Team Program Execution

Develop initial program requirements documents to support internal and external program planning development, process consistency, and product maturity. Transition draft products to the project team for final development and program execution.

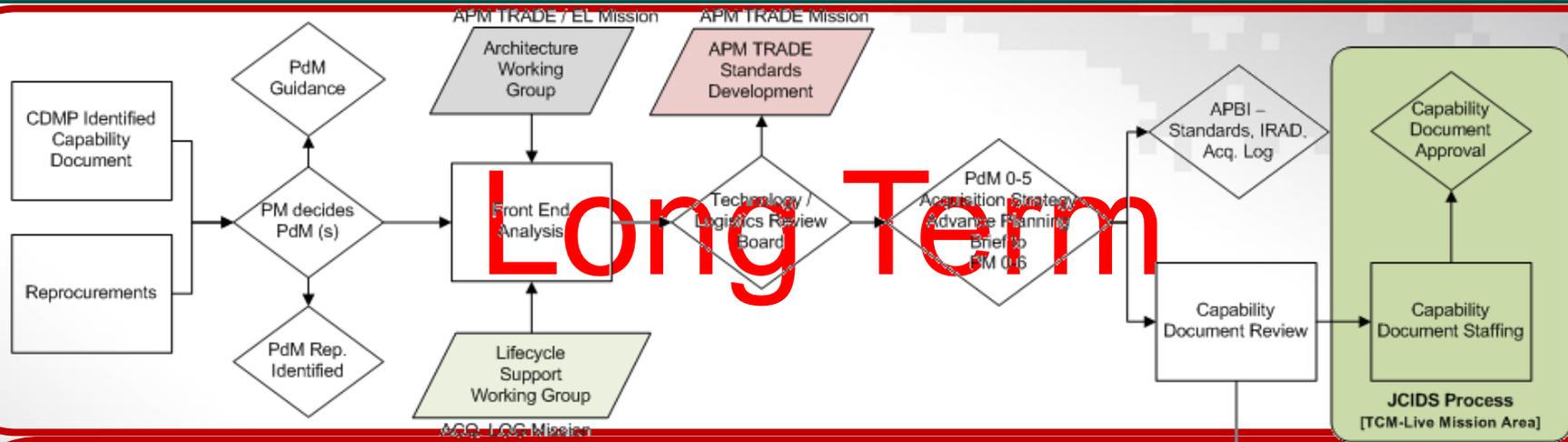
- Develop high-level functional requirements outline and a draft OV-1 to facilitate identification of program standards and life cycle cost reduction opportunities.
- Develop draft program requirements documents/products and mature with industry market survey input.
- Transition draft products and final development responsibility to the project director and team for program execution.

From 90 Day Tiger Team Out Brief

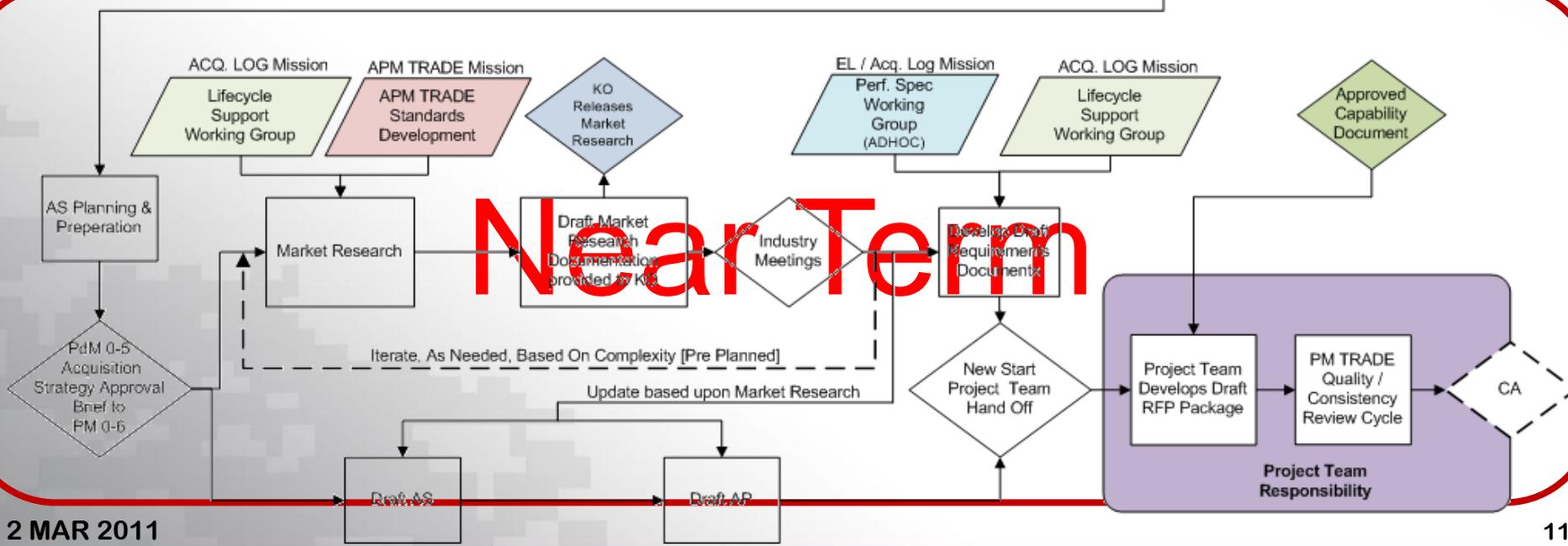
PM TRADE Process Map



PM TRADE Process Map

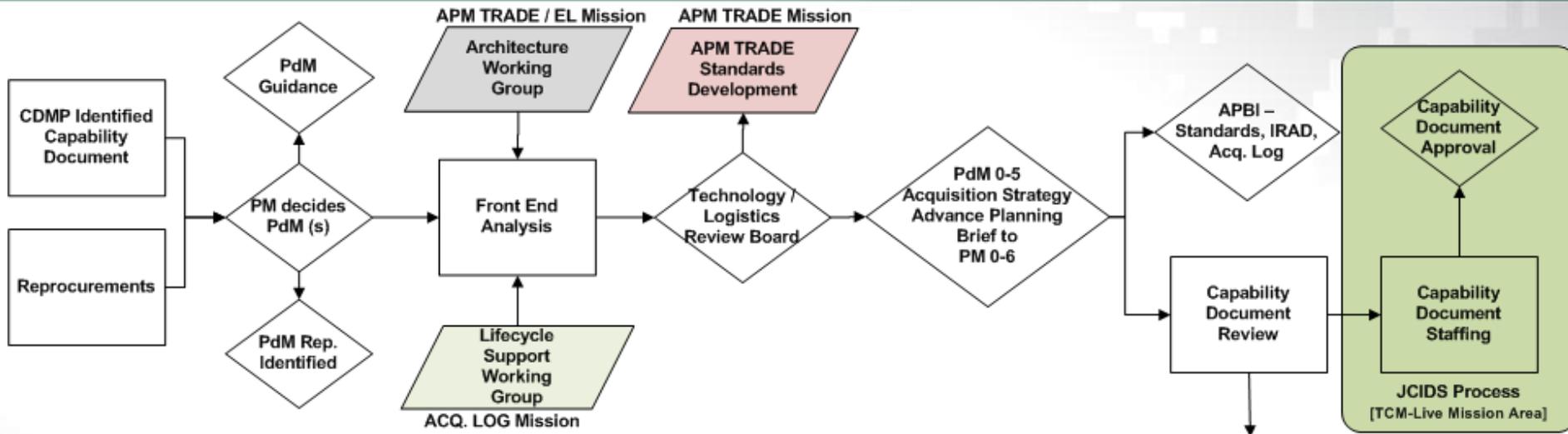


Long Term



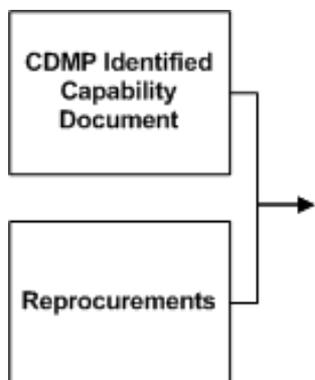
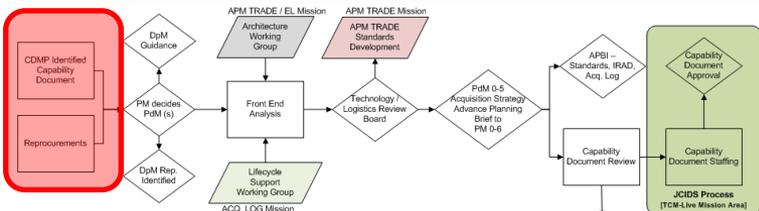
Near Term

Long Term Planning Process / Work Flow



- Early Requirements Development Process
- Identifying and Allocating the new Rqmt
- Maturing the new requirement/capability document
- Initial Technology Analysis & Recommendations
- Acq. Strategy Advance Planning Brief
- The Path Ahead

Identifying the Requirement



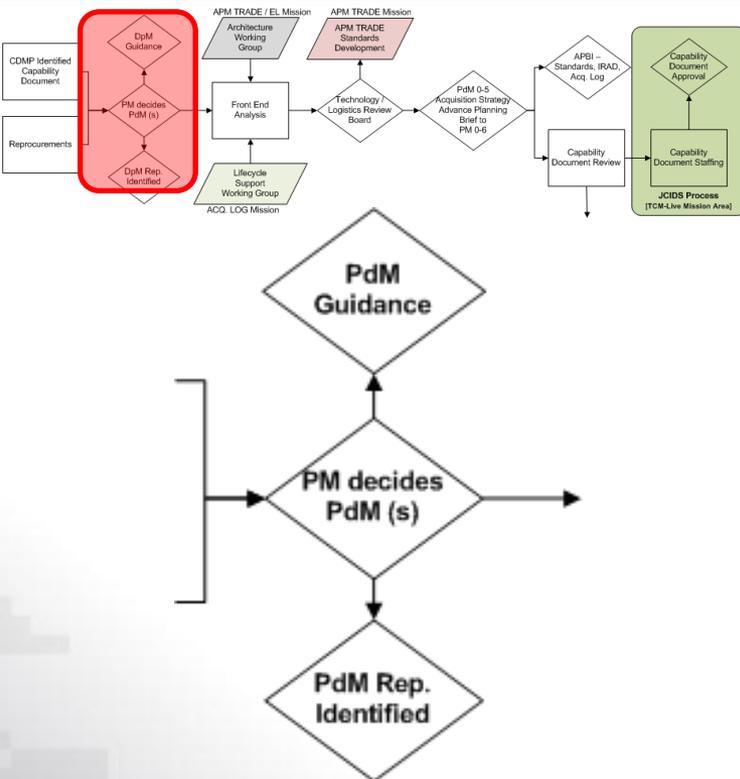
- **Starting Point of the PM TRADE Acquisition Process for New Start and Re-procurements**
 - ✓ **New Start – New CPD/CDD Requirements**
 - ✓ **Recompete – Road Map Insertion Opportunities – Tech, Acq. Log, Acq. Planning.....**

TCM-L/PM TRADE MOA signed 17 February 2011

SRI Team Role:

- **Facilitating CPD/CDD Development with TCM-Live via MOA**
 - ✓ **Plan, Manage, and Track via the Capability Development Master Plan**
 - ✓ **TCM-L detailed development via the Capability Development Master Schedule**

Mission Allocation and Early Guidance



Purpose:

- ✓ PM Identifies DpM (Executing Office)
- ✓ PdM provides SRI Team Early Guidance
- ✓ PdM identifies lead SME to work with SRI Team

Entrance Criteria:

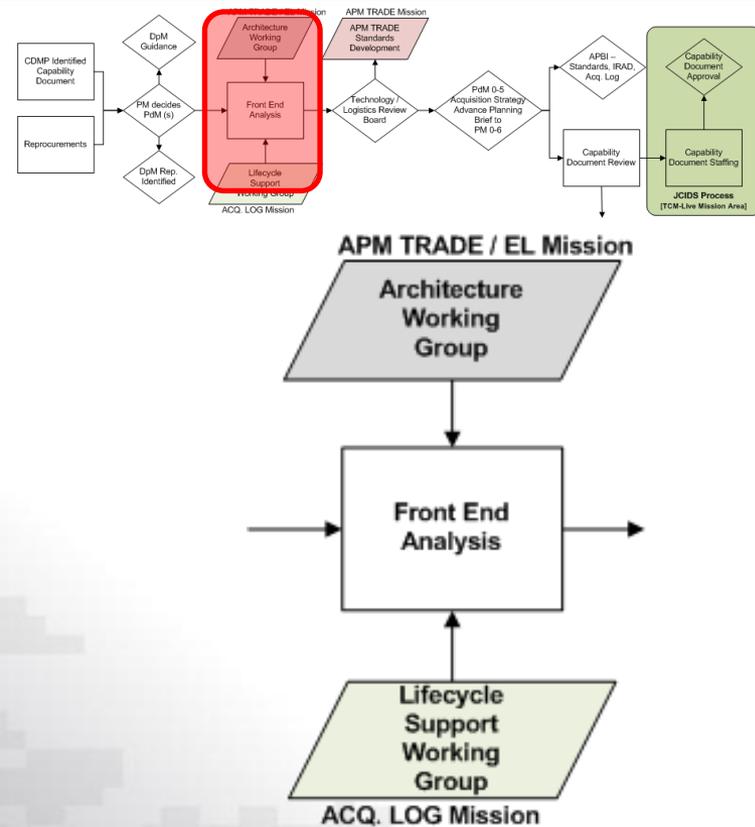
- ✓ New / Follow-on Requirement Identified

Exit Criteria:

- ✓ PdM Identified
- ✓ Early Guidance
- ✓ Key SME(s) identified (*preferably future PD/Eng for program continuity*)

- SRI Team Meets with PM, PdM, and PdM identified SME
- Team captures PM/PdM guidance
- Team prepares for requirements review and functional decomposition

Capability Document Front End Analysis



- **Road Map Opportunity Alignment**

- ✓ **Standards Opportunities (New/Existing)**
- ✓ **Acq. Log. Life Cycle Opportunities**
- ✓ **Technology Gaps**
 - *IRAD Opportunities*
 - *RDECOM Opportunities*

- Team performs requirements review and functional decomposition
- Works with APM TRADE, EL, SME, and Acq. Log to ID opportunities
- Road Map Opportunity Alignment
- Visual Depiction of key nodes (OV-1, SV-1 like diagrams)

Architecture Working Group



APM TRADE / EL Mission



Purpose: Established Engineering WG under the CPM contract that manages LT2 architectures, standards, and SW products (existing and future)

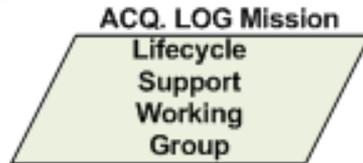
Participation: Government and Industry

- ✓ Lead: APM Chief Engineer
- ✓ Technical Expertise: Govt and Industry Engineers/Architects

Frequency: Weekly

- SRI Team coordinates with APM/EL to ensure alignment of architectures, standards, and products

Life Cycle Support WG



Purpose: To facilitate Life Cycle data collection to support Cost of Ownership reductions in ongoing and future programs

Participation: Consistent leadership with supporting offices and SMEs

✓ Lead: PM TRADE Acq. Log Mgr.

✓ Technical Expertise: Chief Eng, Eng SMEs, and Acq. Log SMEs, WFF

Frequency:

1. On going Acq Log management Life Cycle Data Working Group

2. Ad-Hock short duration, as needed sessions to resolve specific issues

2011

1. Core Spec/SOW Paragraphs

- ✓ Consistent Deliveries
- ✓ Training Packages & Tech Pubs

2012

2. Life Cycle Cost Reductions

- ✓ General Failures across Programs
- ✓ Excessive Labor Hour Drivers
 - Feeds Tech Rev. Board

2013

3. Life Cycle Cost Reductions

- ✓ Program Specific Failures within Production Run
 - Feeds Project Team

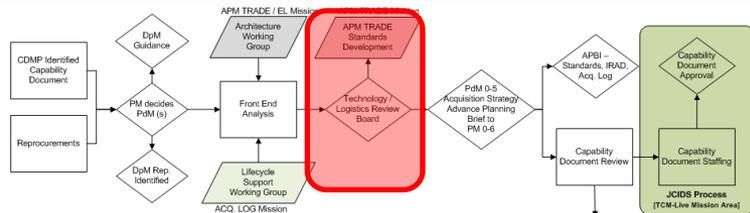
2014

4. Cost of Ownership

- ✓ Feeds CDD/CPD Documents

- Acq. Log Mission Area
- SRI Team supports Chiefs/Acq. Log. Mgr as required

Technology Review Board

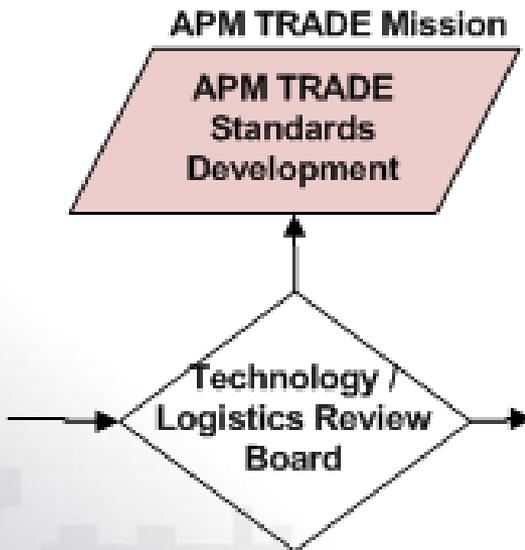


Purpose: Sr. Board Meets to determine best Road Map Opportunities for Program

Entrance Criteria: Road Map Standards, Technology, and Acq Log Recommendations

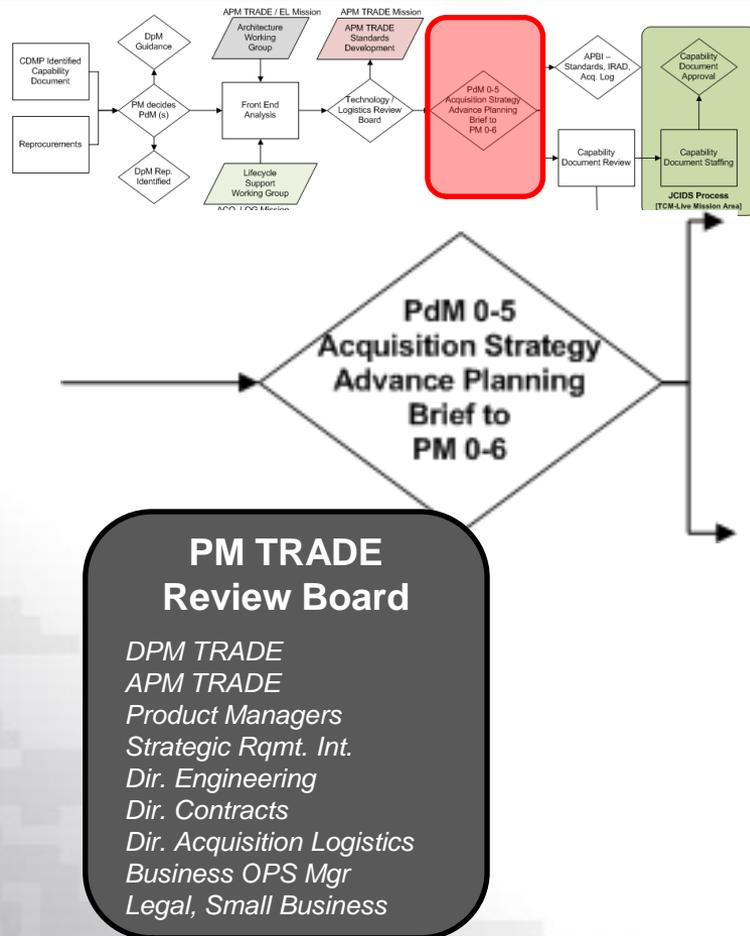
Exit Criteria: Technology Implementation Plan

- ✓ Identification of Existing Standard
- ✓ ID New Stds for Dev (APM TRADE execution)
- ✓ ID Acq. Log. Life Cycle Reductions
- ✓ Technology Gaps
 - *IRAD Opportunities*
 - *RDECOM Opportunities*



- SRI Team briefs potential opportunities to TRB
- TRB Members (EL Dir & Chiefs, PdMs/DPdMs, Acq. Log Mgr, SMEs, RDECOM,

Acq. Strategy Advance Planning Brief



Purpose: Early Look at Future Program Acquisition Strategy and Resource Planning for PM TRADE Leadership (PdM to PM)

Entrance Criteria: Check List Brief Addressing:

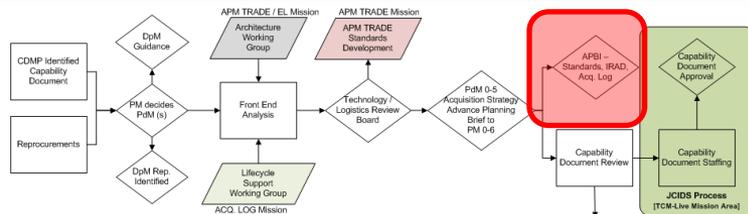
- ✓ *Mission Area/Strategic Relevance*
- ✓ *Workload Impacts*
- ✓ *Manpower Requirements (additional resources)*
- ✓ *Manpower Assignments (resource planning)*
- ✓ *Acq. Strategy Approval Brief Date*
- ✓ *Master Planning Schedule thru Contract Award*
- ✓ *TCM-Live Rqmt Development Team*
- ✓ *Technology Road Map Integration Plan*
- ✓ *Other key topics as appropriate*

Exit Criteria:

- ✓ **Guidance & Concurrence**
- ✓ **Capability Doc. Support Team (if req.)**

- SRI Team supports PdM in developing 45-60 min. brief to PM TRADE
- SRI Team works with APM/EL/Acq Log to develop Road Map Insertion portion of Brief
- Works to PdM to Recommended Rqmts Development team

Advance Planning Program Brief to Ind. (ABPI)



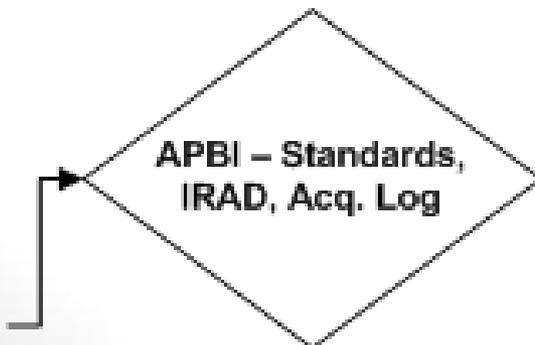
Purpose: Provide Industry early insight to future business opportunities, new standards implementation, and IRAD opportunities

Entrance Criteria:

- ✓ Approved Quad Chart Overview
- ✓ TRB Technology Implementation brief
 - Invoked Standards – What to Expect
 - Standards Development Forums Schedule
 - Technology Gaps - *IRAD Opportunities*

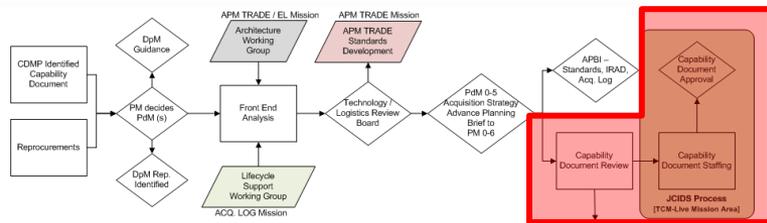
Exit Criteria:

- ✓ Event Complete, Brief Posted to Portal



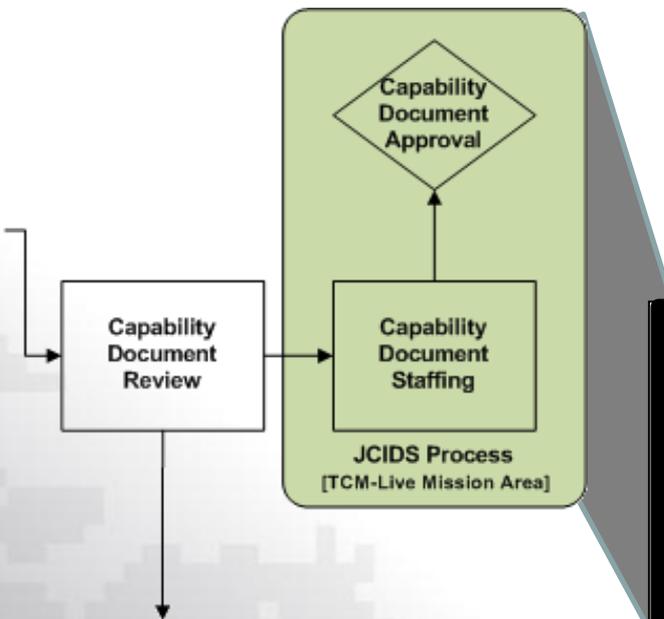
- Ensure Technology Gap Alignment
- Facilitates with APM Industry Day ABPI Prog, Stds & IRAD Presentations
- Monitors APM/ Acq Log Standards Development

JCIDS Development Support



• Support TCM-Live in Developing Capability Documents

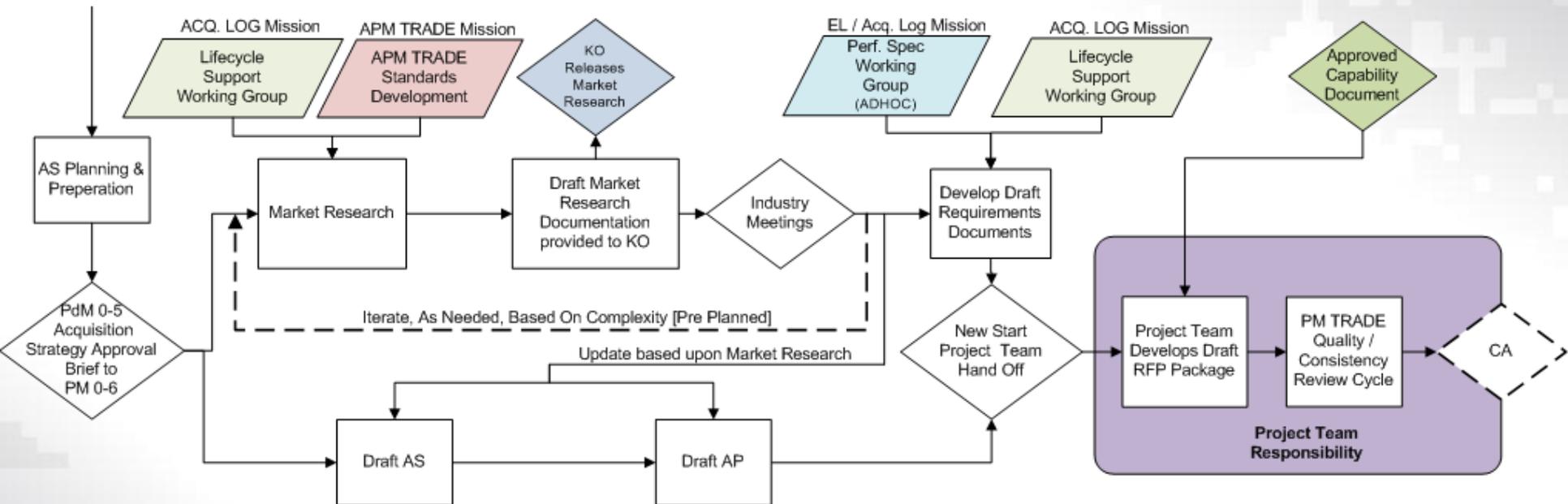
- ✓ **Managing to detailed Master Plan and Master Schedule**
- ✓ **Facilitate JCIDS Development and Funding Alignment per MOA**
- ✓ **PM TRADE Support Team Providing Detailed Input**



22- 29 Month Lead Time to Develop and Secure a Signed CDD/CPD			
TCM-L Lead Mission Area			
Draft Rqmt Dev (TCM-L)	Final Review, SME, TRADE, User / Customer	Prop Staffing	Gatekeeper Staffing
6 Months	6-8 Months	2-3 Months	8-12 Months
Year - 3	Funding Year - 2	Funding Year - 1	

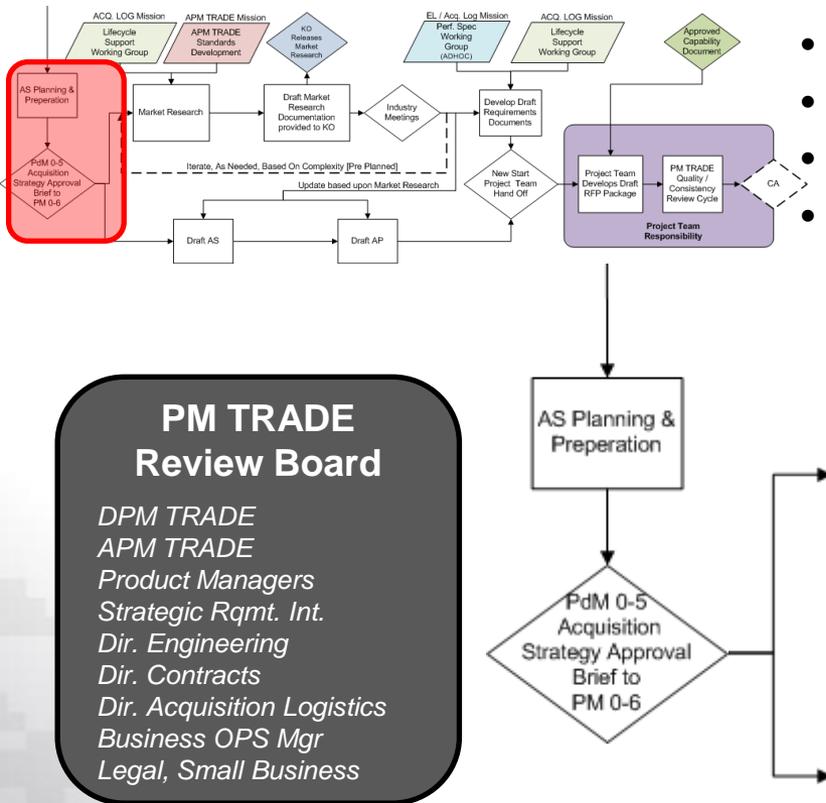
- SRI Team ensures continuity of technical and programmatic guidance
- SRI Team facilitates PM TRADE Support team input
- SRI hosts internal reviews and TCM-Live conference calls

Near Term Planning Process / Work Flow



- Establishing Sound Guidance and Path Forward
- Developing a Programmatic and Technical Execution Path
- Preparing for and Executing Market Research
- Developing Draft program technical and supporting documentation
- Develop and update draft Acq. Strategy and Acq. Plan
- Transition to Project Team

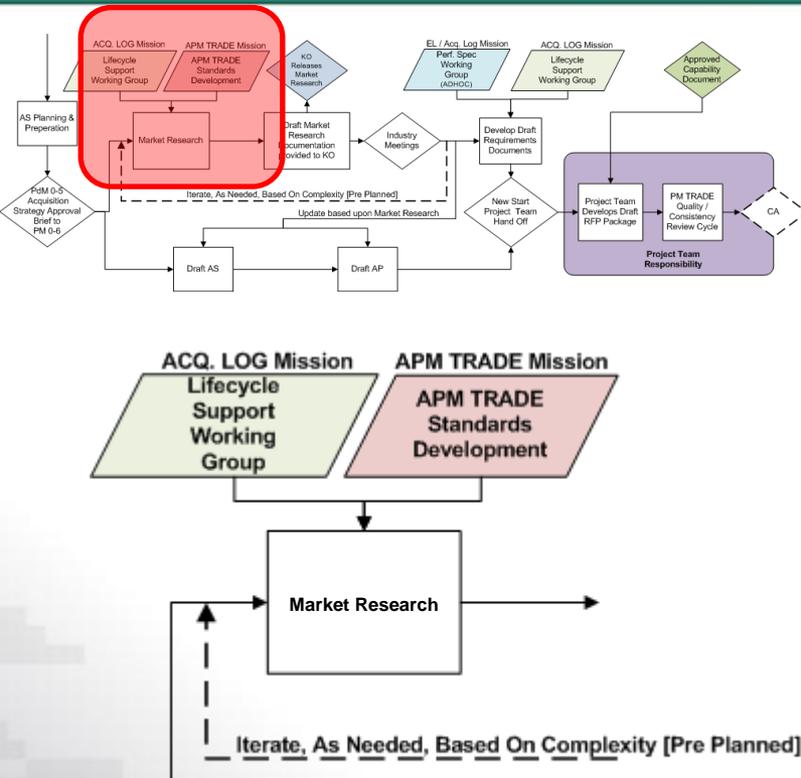
Acq. Strategy Approval Brief



- Draft Acq. Strategy
- PM TRADE Guidance/Acceptance
- 90- 120 Minute Brief to PM
- Product Manager Presents to PM TRADE
 - AS Check List Brief Addressing:
 - ✓ Mission Area/Strategic Relevance
 - ✓ Requirements Documentation
 - ✓ Resourcing (cost and personnel)
 - ✓ Capability/Performance/Schedule
 - ✓ Trade Offs/Risks
 - ✓ Competition (Large/Small bus.)
 - ✓ Contract Vehicle/ Type/ Years
 - ✓ Security (IA)
 - ✓ PM TRADE Staffing Priority
 - ✓ Draft Schedule
 - ✓ Other Key AS issues for guidance/ concurrence

- SRI Team supports PdM in developing draft AS decision information for presentation to PM TRADE
- SRI Team incorporated APM/EL/Acq. Log Road Map development status in Brief
- Works with PdM, EL, AL to identify Key personnel for brief

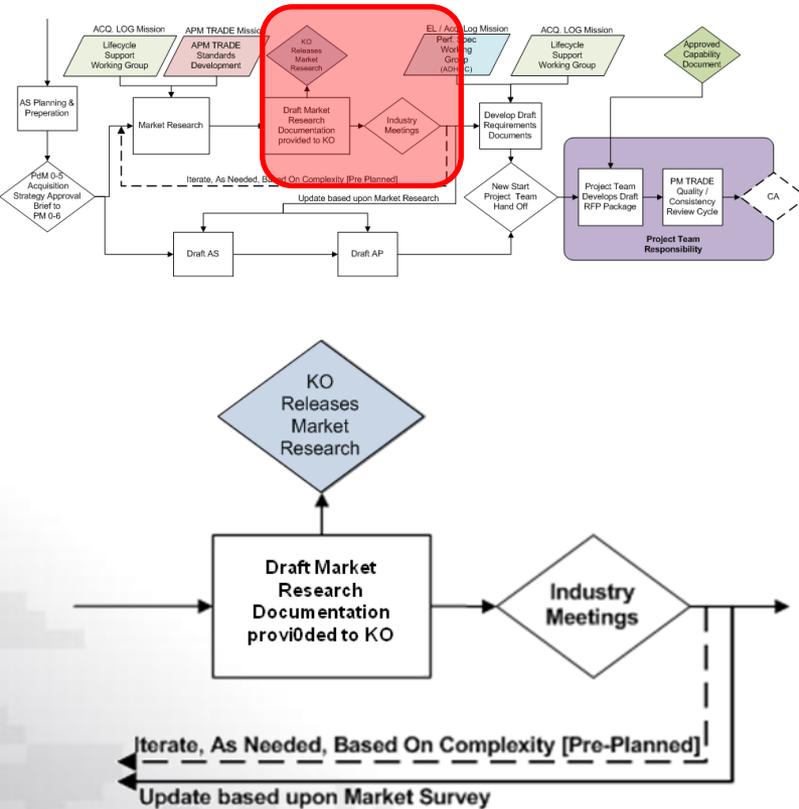
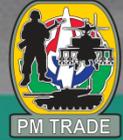
Developing Market Research Documentation



- **Technical & Business Case Information**
- **Core Specification Paragraphs**
- ✓ **Standards Language & Arch. Diagrams**
 - ***APM TRADE Standards Incorporated (Road Map)***
 - ***Acq. Log. Standards***
- **Core Support /Sustainment Paragraphs**
- **Key Program Parameters**

- Develop and Conduct Mkt Research with SMEs and KO
- Incorporate detailed Road Map specifications
- Incorporate Business Case information

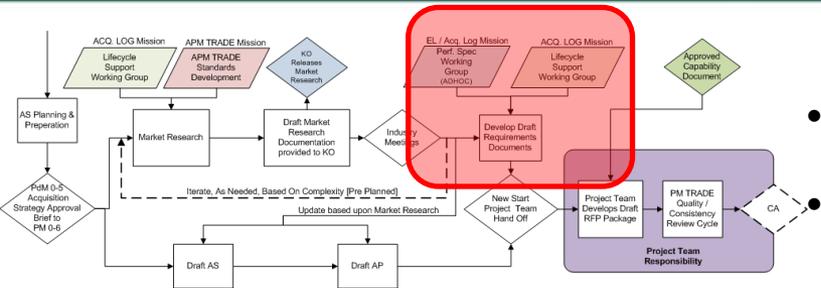
Market Research & Industry Meetings



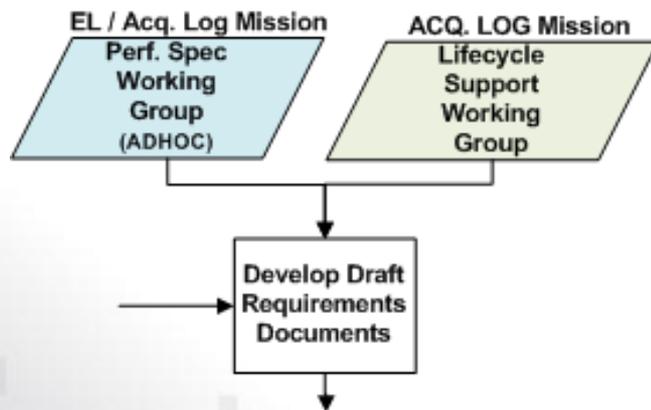
- **Conduct Market Research IAW AI 002**
- **Public Announcement (KO) of Intent to collect data and meet with no obligation**
- **1-on-1 Meetings with Industry to convey and gain program/product insight**
- **Process allows for additional market research iteration based on program complexity**
- **Desk side brief to PdM/PM if draft AS altered based on Mkt Research**

- Conduct Research & Meetings with PdM Key personnel/SMEs
- Collect pertinent program information to shape documentation
- Possible opportunity to refine AP (small business, contracting strategy, ...)

Draft Rqmt. Doc. Development

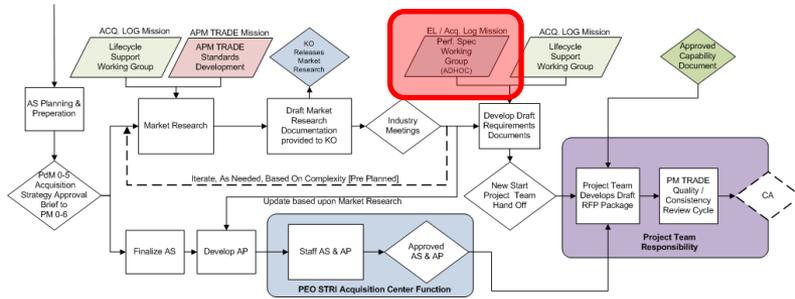


- **Develop Draft Requirements Documents**
- **Ensure Conformance across Mission Areas:**
 - ✓ PM /PdM Guidance
 - ✓ Road Maps
 - ✓ Acquisition Instruction guidance
 - ✓ SS/ Mkt. Survey insight
- **Prepare Project Team for Transition**



- SRI Team works across PM TRADE functional areas to develop key documentation with SMEs

Ad Hoc Performance Specification WG



Purpose: To develop/mature key performance specification/SOW language to ensure completeness of thought and merit

Participation: Consistent leadership with supporting SMEs

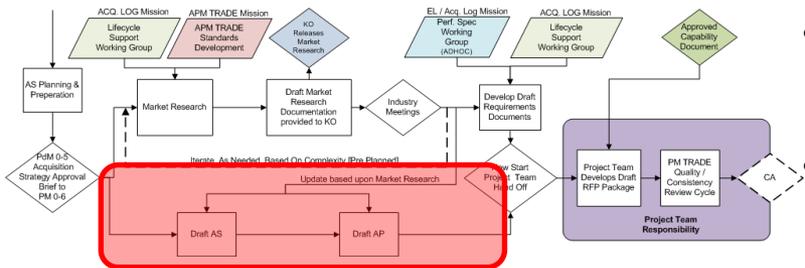
- ✓ Lead: Chief Eng(s)/Acq. Log Mgr.
- ✓ Technical Expertise: Eng/Acq. Log SMEs

Frequency: Short duration, as needed sessions to resolve specific issues

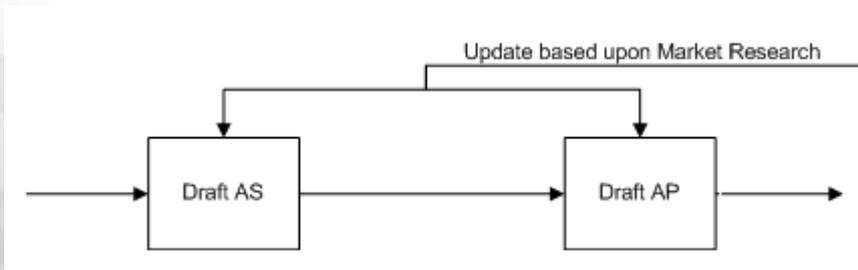


- SRI Team, with Chiefs/Acq. Log. Mgr identifies and stands up WG to address capability/acquisition specific concerns

Develop and Update Draft AS & AP

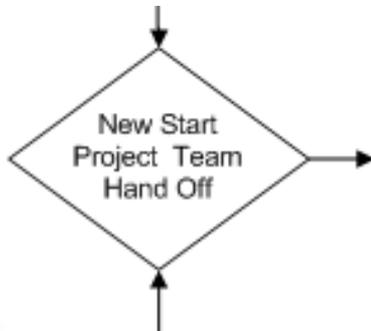
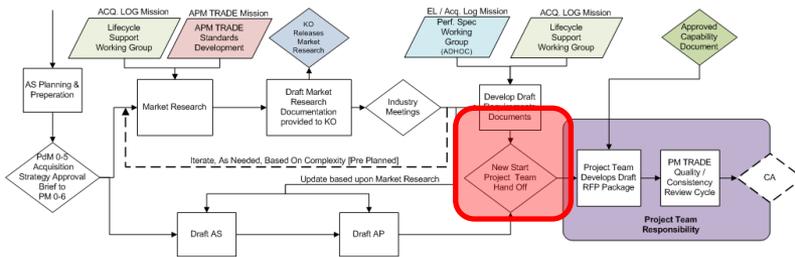


- Addresses #1 Tiger Team PD Issue – Grey beard program guidance need up front
- Based on PM/PdM Guidance and Market Research Update Draft AS/AP
- Develop Draft AP IAW IA-004, Incorporate Mkt. Research findings as appropriate
- Staff Draft AP internal to PM TRADE to ensure continuity of vision and document quality



- SRI Team drafts and updates Word versions of AS and AP.

Transition to Project Team



Purpose: Formal Transition of SRI Team responsibility to Project Team

Entrance Criteria:

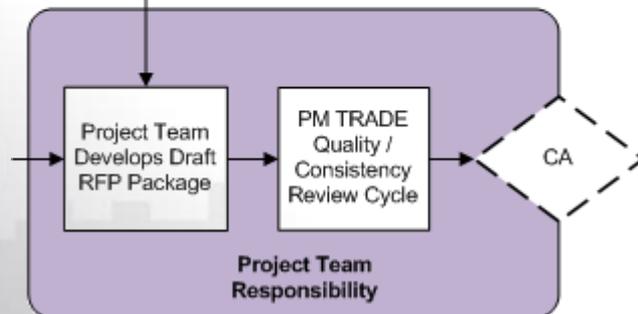
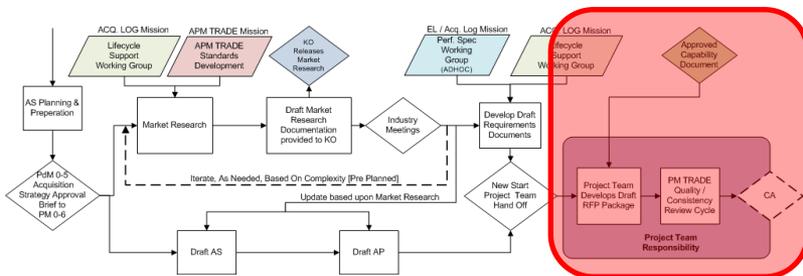
- Transition Brief (product status/maturity, risks, issues, draft completion schedule)
- Complete Team Identified (present at brief)

Exit Criteria:

- PM / PdM Concurrence

- SRI Team develops transition brief with SMEs and PdM
- SRI Team, SMEs and PdM brief PM
- Full Project Team present at brief

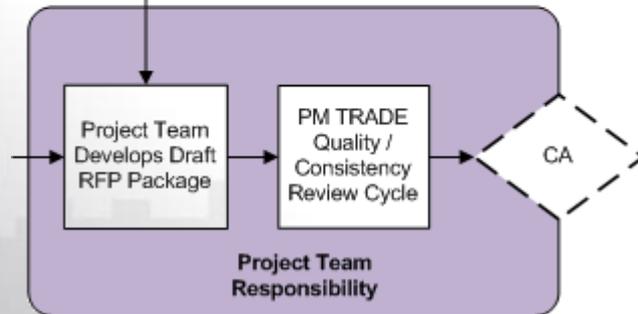
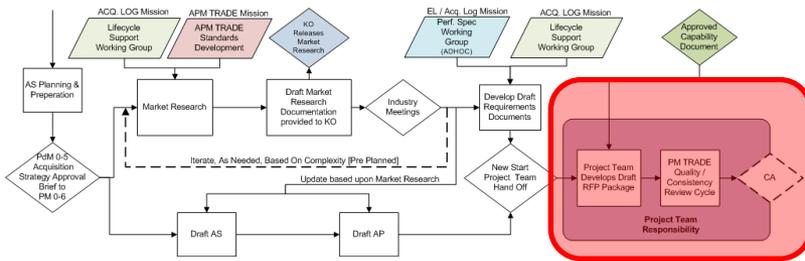
Project Team Mission Area



- **Project Team Responsible for RFP Development**
- **PdM/Acq. Center manages the process to award**
- **PM TRADE conducts Quality Control Reviews to ensure programmatic documentation quality prior to releasing packages to Acq Center.**
 - ✓ **Pink Team** – final TRADE review of programmatic documentation approving release to Acq, Center. (*Draft RFP*)
 - ✓ **Red Team** – final TRADE review of programmatic documentation approving release to Acq, Center. (*Final RFP*)

- SRI Team coordinates/facilitates reviews, chaired by PdM and PM designees

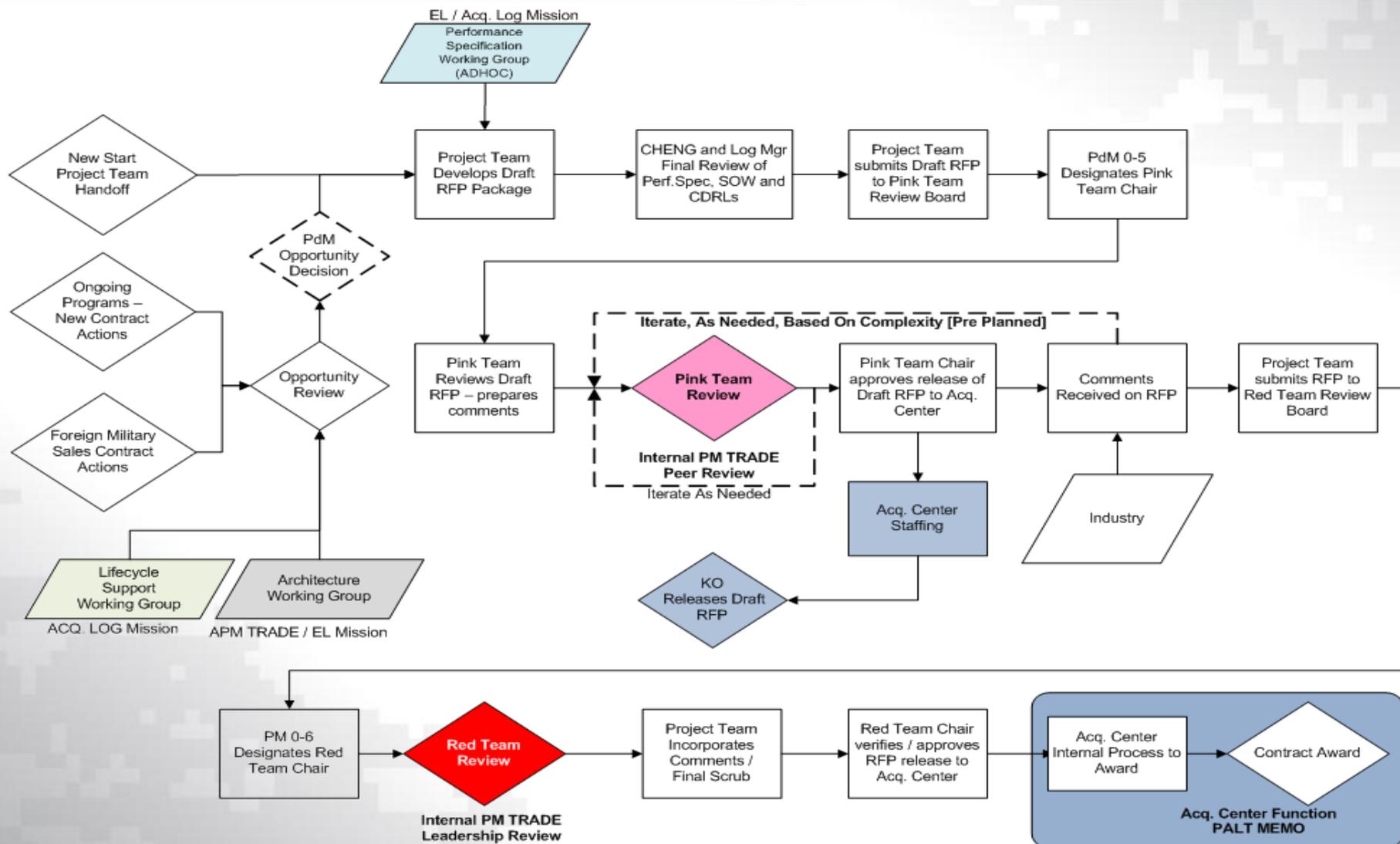
PM TRADE Quality & Consistency Reviews



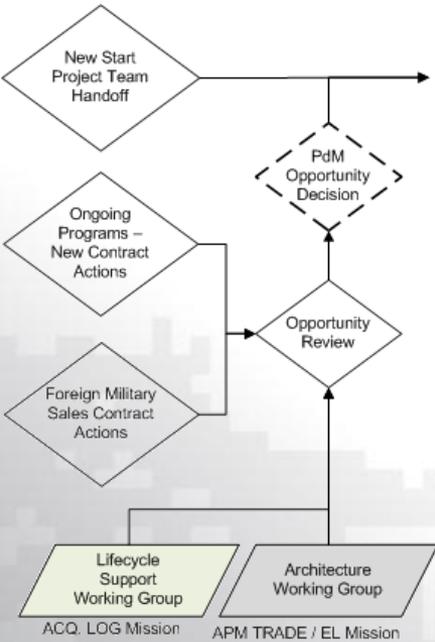
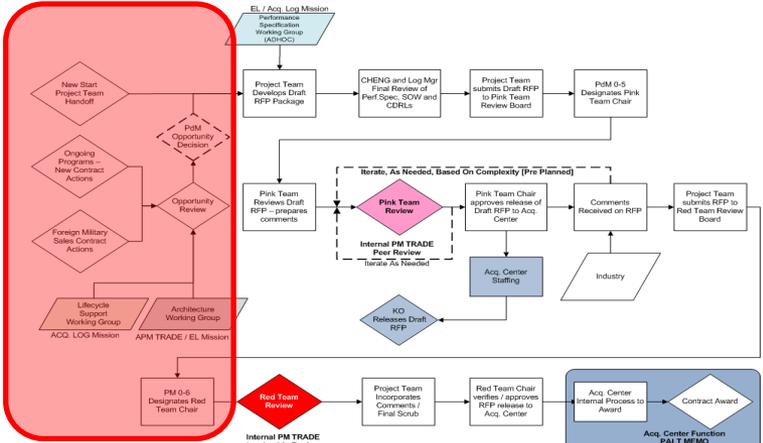
- SRI Team facilitates review with team and review board

- **Two levels of formal PM TRADE internal reviews to ensure programmatic documentation product quality , consistency, and conformance to guidance and AIs**
- **Pink Team Review**
 - ✓ Peer Review, SMEs, Chief Engs, APM, DPdM s, Legal, KO....
 - ✓ Finalizes Spec, SOW, CDRLS, and other key documents – results in signed documents
- **Red Team Review**
 - ✓ TRADE Leadership Review approving release to Acq Center

Project Team RFP Development Processes



Identifying Road Map Opportunities



Purpose: Identify emerging contract actions for road map implementation opportunities

Entrance Criteria:

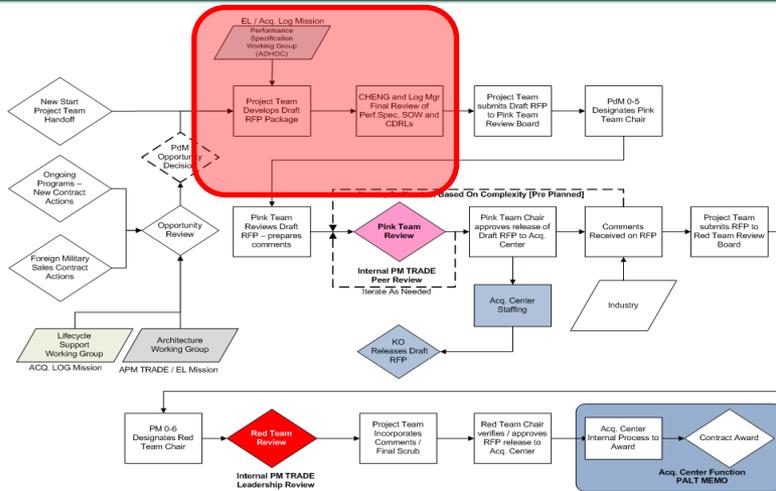
- Starting Point for other than JCIDS New Start contract actions
 - ✓ FMS, Customer Funded, ECPs,
 - ✓ No Action required for Transitioned Programs - *Opportunity Process Completed*
 - ✓ Initial screening mechanism – 1 page summary of activity – Format TBD with PdMs

Exit Criteria: Road Map Opportunity insertion decision (if required)

- ✓ Tech Standards, Acq. Log Cost Reduction
- ✓ Cost, Schedule, Risk Tradeoffs Considered

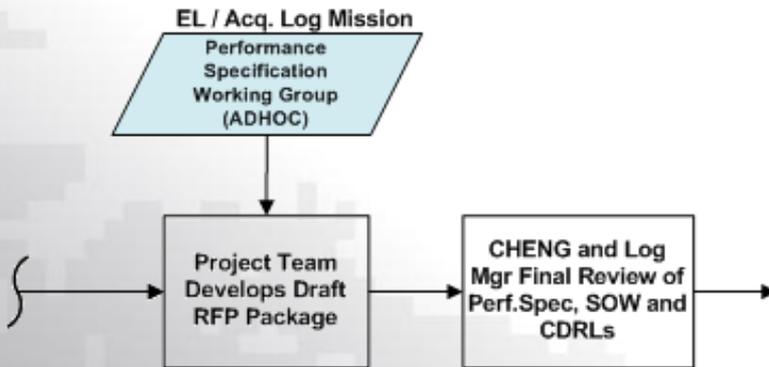
- SRI Team facilitates opportunity review

Project Team RFP Development



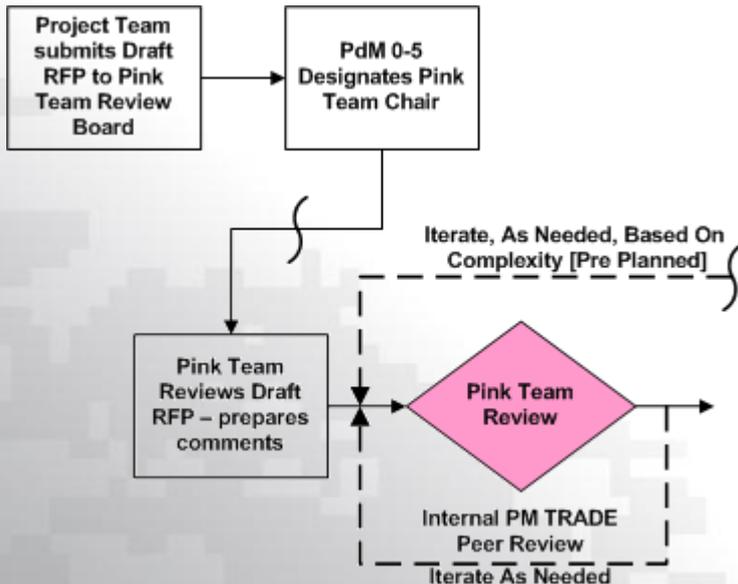
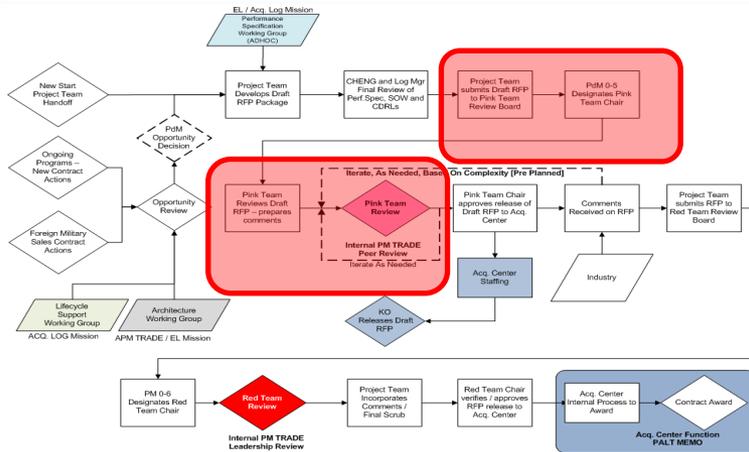
- Project Team Develops RFP
- Performs internal Project Team level final review of programmatic documents prior to Pink Team

- ✓ Eng Chief,
- ✓ Acq Log Mgr,
- ✓ KO,
- ✓ Legal



- SRI Team No Action

Pink Team Review



Purpose: Ensure product quality , consistency, and conformance to guidance and AI

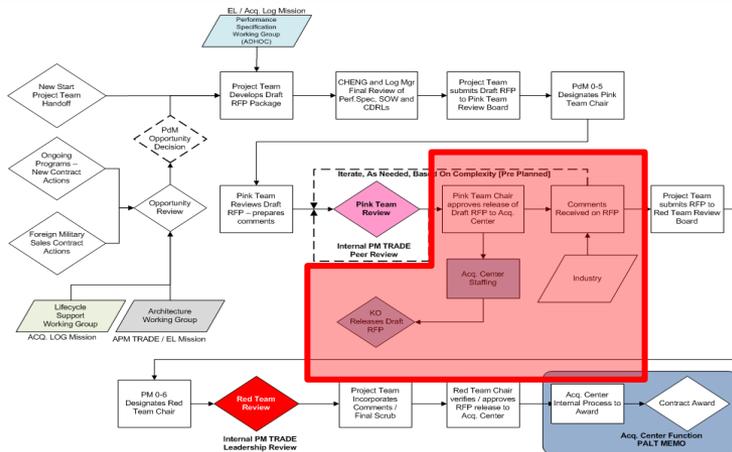
Entrance Criteria:

- PdM designates Pink Team Chair (PdM/DPdM)
- Pink Team Identified: Chief Engs, APM, DPdMs, Legal, KO, SME's....
- Project Team posts draft RFP package for Pink Team review
- Pink Reviews and Prepares Comments

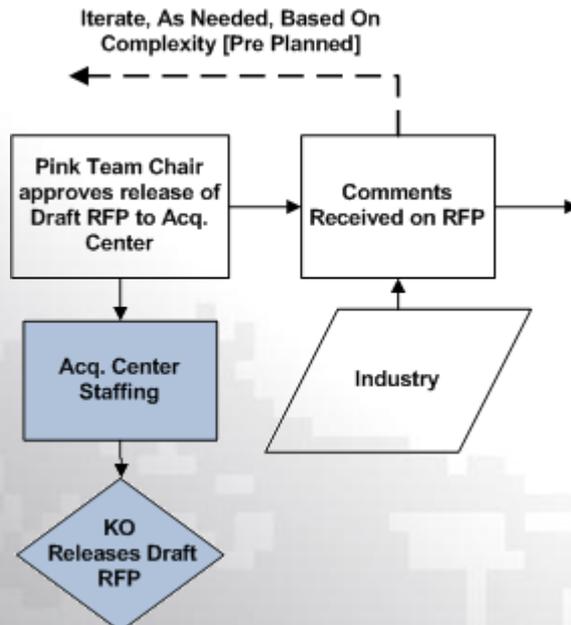
Exit Criteria:

- ✓ Project Team incorporates comments
- ✓ RFP Programmatic Documentation Signed (Spec, SOW, CDRL,)
- SRI Team facilitates Pink Team Coordination and Review

Draft RFP Release

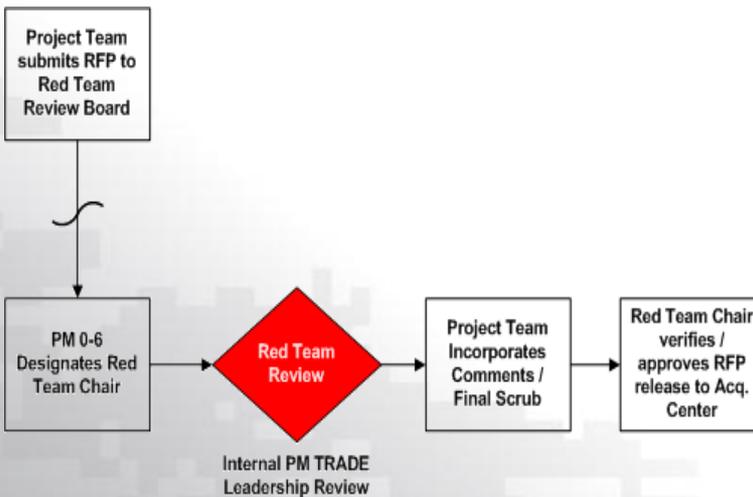
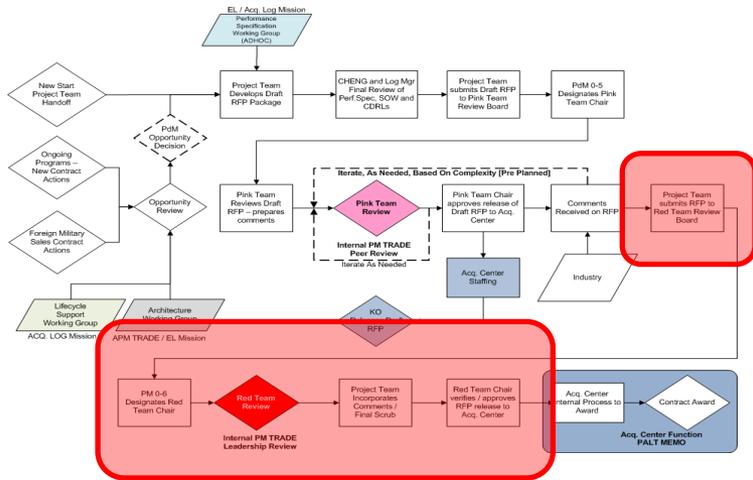


- Supporting RFP documents signed and routed through the Acquisition Center for Release to Industry



- Project Team provide SRI Team lessons learned on Pink Team Review Process and industry comments (future documents)

Red Team Review



Purpose: TRADE Leadership Review to ensure product quality , consistency, and conformance to guidance prior to final release to Acq Center/Industry

Entrance Criteria:

- PM designates Red Team Chair (PM/DPM)
- Red Team Identified: Trade Review Board (Sr. Mgrs)
- Project Team posts RFP package for Red Team review
- Red Reviews and Prepares Comments

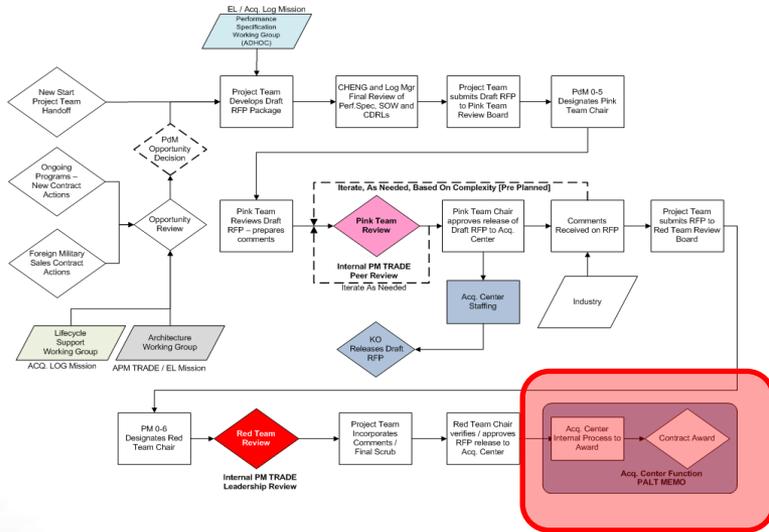
PM TRADE Review Board

- DPM TRADE
- APM TRADE
- Product Managers
- Strategic Rqmt. Int.
- Dir. Engineering
- Dir. Contracts
- Dir. Acquisition Logistics
- Business OPS Mgr
- Legal, Small Business

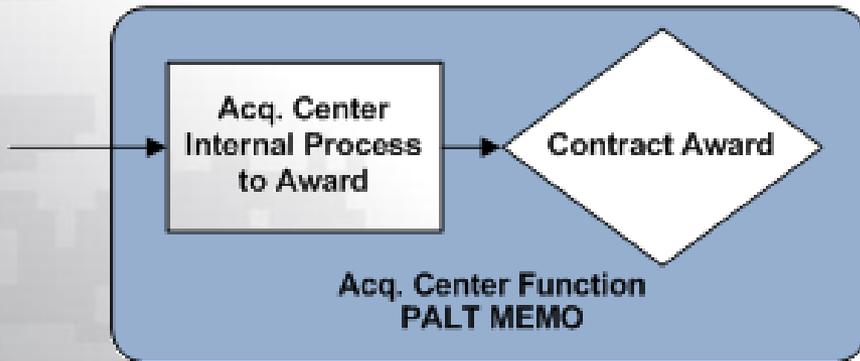
Exit Criteria:

- ✓ Project Team incorporates comments
- ✓ RFP Documentation Released to Acq. Center
- SRI Team facilitates Red Team Coordination and Review

Acq. Center Process Area



- Acq. Center manages the process to award



- SRI Team No Action

Requirements to Award Timeline



Requirements
Lead Time to
Award
33-43 Months

22- 29 Month Lead Time to Develop and Secure a Signed CDD/CPD			
TCM-I Lead Mission Area			
Draft Rqmt Dev (TCM-L)	Final Review, SME, TRADE, User / Customer	Prop Staffing	Gatekeeper Staffing
6 Months	6-8 Months	2-3 Months	8-12 Months
Year - 3		Funding Year - 2	Funding Year - 1

SRI Team Advance Planning Windows of Opportunity

11-14 Month Lead Time from MS Decision to Award					
Milestone B/C Decision		Project Execution			
AS Dev	Sources Sought / Market Research	Draft to Final RFP - Govt	Proposal Dev. Industry	SS Eval	Acq. Center Award Process
1 Month	2-4 Months	2 Months	2 Months	1-2 Months	5-6 Months

Contract Award

2 nd Qtr	3 rd Qtr	4 th Qtr	1 st Qtr	2 nd Qtr
Prior Year - 1			Funding Year	

PM TRADE SRI Team Objectives



To help the Product Managers be more successful in executing their mission

- 1. Reduce overall timelines to develop and release RFPs**
- 2. Improve timeline predictability in developing and releasing RFPs**
- 3. Improve initial quality of PM TRADE released documentation**
 - ✓ Reduce Acq. Center, rejections, comments, and overall review timelines through quality and consistency
 - ✓ Reduced Industry questions through early involvement in process.
- 4. Improve PM TRADE Road Map implementation opportunities to reduce total cost of ownership and enable component base acquisitions**
 - ✓ Engineering Opportunities
 - ✓ Acq. Log Opportunities
- 5. Implement pre-Project Team process that eliminates many of the current issues without adding additional team burdens**