



CHIEF NATIONAL GUARD BUREAU INSTRUCTION

NGB-J6/CIO
DISTRIBUTION: A

CNGBI 6000.01
13 August 2012

NATIONAL GUARD BUREAU (NGB) JOINT INFORMATION TECHNOLOGY PORTFOLIO MANAGEMENT

Reference(s): See Enclosure C.

1. Purpose. The purpose of this instruction is to:
 - a. Establish a Joint Information Technology (IT) Portfolio Management (Joint IT PFM) program.
 - b. Institute Joint Requirements Integration and Consolidation Group (JRICG) governance for the NGB Joint Staff (JS).
 - c. Establish the Joint IT Requirements Analysis (JITRA) process to support JRICG and IT requirements, acquisition, and resourcing decisions.
2. Cancellation. None.
3. Applicability. This policy applies to the NGB (the Chief, National Guard Bureau (CNGB) Personal Staff, Special Staff, JS, and the Army National Guard (ARNG) and Air National Guard (ANG) directorates). This issuance does not supersede any ARNG or ANG service-specific IT Governance or IT Portfolio Management policy or regulation.
4. Policy. It is NGB Policy that NGB Joint IT investments be managed to reduce duplication, enhance domestic operations effectiveness, and reduce risk through portfolio management. The intent is to establish a disciplined governance process that manages and validates Joint IT requirements; evaluates, prioritizes, and controls Joint IT investments; and informs leadership Joint IT acquisition and resourcing decisions.
 - a. All Joint IT investments will be managed as portfolios in accordance with (IAW) references a, b, c, d, e and f to ensure alignment with the CNGB

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mission, vision, goals, and objectives, and to comply with National Guard (NG) responsibilities as part of the Department of Defense (DoD) Information Enterprise IAW reference g.

b. The Joint IT PfM program will evaluate, prioritize for resourcing, and control Joint IT investments. A joint enterprise architecture will be developed, maintained, and applied to guide investment strategies and decisions. Additionally, the Joint IT PfM program will review and evaluate joint capability and interoperability requirements, establish and enforce standards, guide security and information assurance, and guide the NGB transition from the existing IT environment to the future DoD Joint Information Enterprise.

c. The Joint IT PfM program will support development and use of investment criteria and performance attributes by IT system owners and project managers (PM) to evaluate the effectiveness, interoperability, supportability, and sustainability of Joint IT investments IAW references h and i.

d. All Joint IT requirements will be validated and endorsed through Capability Review and JITRA processes prior to entering the Acquisition Planning Board (APB) process.

e. Joint IT investments with an estimated life-cycle cost exceeding \$1M over the Future Years Defense Program (FYDP) must be validated through the JITRA process, and be approved by the JRICG prior to referral to APB Level 1.

f. Joint IT investments with an estimated total life-cycle cost less than \$1M over FYDP must be validated through the JITRA process prior to referral to APB Level 2.

g. The NGB Capability Review, JITRA, JRICG, APB, and Financial Management Board (FMB) governance structures and processes will be aligned to ensure all Joint IT requirements are validated and investments reviewed and prioritized before the resourcing and acquisition decisions.

5. Definitions. See Glossary.

6. Responsibilities.

a. CNGB. CNGB shall provide strategic IT guidance and direction for the JRICG.

b. Vice Chief, NGB (VCNGB). VCNGB, as chair of the JRICG, shall:

(1) Act as the final decision authority regarding Joint IT investments and may delegate this authority to the Vice Chair as needed.

(2) Review and approve Joint IT investments with an estimated total life-cycle cost under \$1M over the FYDP.

c. NGB-Chief of Staff JS (NGB-CoS JS). NGB-CoS JS shall:

(1) Act as the validating authority for business IT requirements, ensuring each fills a business or administrative need IAW references j and k.

(2) Support the Capability Review process (Enclosure A).

(3) Act as final decision authority on best alternative solutions to meet validated Joint IT requirements.

d. NGB-JRICG. NGB-JRICG, IAW reference 1, shall:

(1) Review and approve Joint IT investments with an estimated total life-cycle cost exceeding \$1M over the FYDP.

(2) Prioritize Joint IT investments, based on NGB strategic goals, objectives, and missions.

(3) Execute all chartered Joint IT PFM and oversight functions, with the following voting membership:

(a) VCNGB, Chair and tie-breaker.

(b) NGB-J6/Chief Information Office (CIO), Vice Chair.

(c) Director, ARNG.

(d) Director, ANG.

(e) Chairman, J6 Functional Advisory Council.

e. NGB-J6/CIO. NGB-J6/CIO shall:

(1) Establish and maintain the JITRA process and JRICG governance processes required to support Joint IT portfolio management.

(2) Establish Joint Integration Teams to accomplish JITRA process activities and support JRICG roles and responsibilities.

(3) Establish, manage, and maintain the joint enterprise architecture for domestic operations and business systems.

(4) Develop and manage Joint IT mission area portfolios.

(5) Lead joint portfolio reviews for alternative government solutions.

(6) Support analyses of alternative solutions to identify the solution best able to meet operational or business needs at acceptable risk.

(7) Support IT Requirements Sponsors in total life-cycle cost estimation for alternate solutions and in modification, customization, or transition planning for solutions to meet requirements.

(8) Support Commercial-off-the-Shelf (COTS) market research and financial analysis when no government alternative can meet a requirement.

(9) Review Joint IT projects to ensure investments are performing as expected.

(10) Assist Joint IT system owners and PMs to define investment criteria and performance attributes to support Joint IT investment reviews.

(11) Assist Joint IT system owners and project managers with certification and accreditation, customization, transition, sustainment, or retirement of Joint IT systems.

(12) Develop or revise NGB Joint IT instructions, manuals, notices, and charters as needed to comply with DoD IT PfM policy.

f. NGB-J3/7. NGB-J3/7 shall:

(1) Validate Joint IT requirements to meet domestic operational needs.

(2) Support the Capability Review process.

(3) Support JS directorates in developing requirements documents.

g. NGB-J8. NGB-J8 shall:

(1) Lead the Capability Review process on behalf of the Joint IT Requirements Sponsor.

(2) Assist Joint IT Requirements Sponsors in validating that Joint IT requirements fill a domestic operations or a business capability gap.

(3) Assist Joint IT Requirements Sponsors in developing requirements documents.

(4) Serve as gatekeeper to ensure that Joint IT Requirements Sponsors have properly documented requirements and submitted requirement documents to the JITRA process.

h. NGB-ZC-AQ. NGB-ZC-AQ shall:

(1) Refer all Joint IT requirement submissions to the NGB-J6/CIO for inclusion in the JITRA process.

(2) Support analyses of alternative solutions to identify the solution best able to meet operational or business needs at an acceptable risk.

(3) Support COTS market research and financial analysis when no government alternate solution is identified that meets requirements.

i. ARNG and ANG. ARNG and ANG shall:

(1) Refer all Joint IT requirement submissions to the NGB-J6/CIO for inclusion in the JITRA process.

(2) Support the Capability Review process as needed.

(3) Support the Joint Portfolio Review Process (Enclosure A, Step 3) to identify alternative solutions that may meet validated requirements.

(4) Support analyses of alternative solutions to identify the solution best able to meet operational or business needs at acceptable risk.

(5) Analyze and provide IT project financial, technical, and performance data to support JITRA processes and joint portfolio management.

j. Joint IT Requirements Sponsors. Joint IT Requirements Sponsors shall:

(1) Ensure all domestic operations Joint IT requirements are reviewed by NGB-J8 and validated by NGB-J3/7.

(2) Ensure that all business Joint IT requirements are reviewed by NGB-J8 and validated by the NGB-CoS JS.

(3) Support the Capability Review process.

(4) Support Joint Portfolio Review.

(5) Lead analyses of alternative solutions to identify the solution best able to meet operational or business needs at an acceptable risk.

(6) Complete total life-cycle cost estimates for alternative solutions and all modifications necessary to meet requirements.

(7) Lead COTS market research and financial analysis when no government solution meets identified requirements.

(8) Develop IT project plans and use performance measures and attributes to enable review and evaluation of Joint IT investments.

(9) Ensure all Joint IT requirements are reviewed by NGB-J6/CIO through the JITRA process prior to submission to the APB process.

(10) Coordinate with ARNG IT processes through the IT Requirements Control Board (ITRCB) to synchronize NG IT PfM.

(11) Analyze and provide Joint IT project financial, technical, and performance data to support JITRA and joint portfolio management processes.

7. Summary of Changes. This is the initial publication of CNGBI 6000.01.

8. Releasability. This instruction is approved for public release; distribution is unlimited. NGB directorates, the Adjutants General, the Commanding General of the District of Columbia, and Joint Force Headquarters-State may obtain copies of this instruction through www.ngbpdc.ngb.army.mil.

9. Effective Date. This instruction is effective upon publication.


CRAIG R. MCKINLEY
General, USAF
Chief, National Guard Bureau

Enclosures(s):

- A -- JITRA Process
- B -- Joint IT Requirement Submission
- C -- References
- GL -- Glossary

ENCLOSURE A

JOINT IT REQUIREMENTS ANALYSIS (JITRA) PROCESS

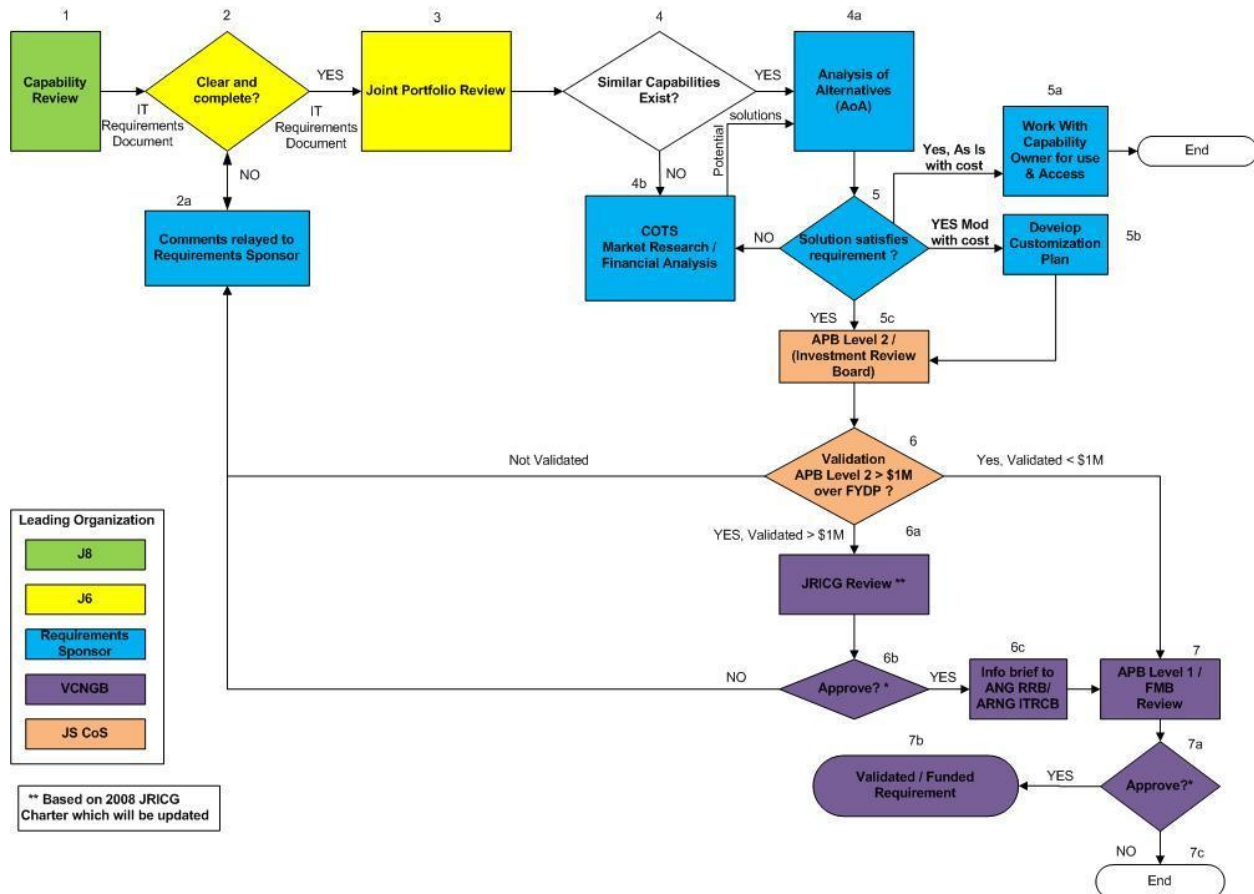


Figure 1. JITRA Process

1. The JITRA process, illustrated above, identifies the best available IT systems to be approved, procured, and operated to fulfill NG missions. The steps in the process include:

Step 1. Capability Review.

The Capability Review process is led by NGB-J8 on behalf of the Requirement Sponsor, and supported by the Sponsor, the NGB-CoS JS, NGB-J3/7, NGB-J6, the ARNG, and ANG, as required. This review determines if there is an operational or business gap that must be filled, and if the identified gap can be reduced or eliminated using non-materiel solutions and/or existing systems. For gaps that cannot be closed using non-materiel solutions and/or existing systems, a recommendation may be made to produce a requirements document and develop or procure a materiel IT solution. To support the Capability

Review, an initial portfolio review may take place. NGB-J8 will review the Operational IT requirement documents and NGB-J3/7 will validate and sign. NGB-J8 reviews business IT requirements as they are developed, validated, and approved by the NGB-CoS JS. After review and validation, the NGB-J8 submits the IT Requirements document to the JITRA process.

Step 2. Review and process the IT requirements document.

The NGB-J6 will review the IT requirements document for clarity and completeness. If the requirements document is complete and clearly specifies required capabilities and functions, it serves as basis for **Step 3**. If the requirements document is incomplete or if it fails to clearly specify the required capabilities and functions, proceed to **Step 2a**.

Step 2a. Comments relayed to Requirement Sponsor.

If necessary, the document will be returned to the Requirement Sponsor with comments requesting further clarification and/or documentation. When the required information is provided, the package can continue to **Step 3**.

Step 3. Joint Portfolio Review.

The NGB-J6 will establish and lead a Joint Integration Team (JIT) (supported by the Requirement Sponsor, JS, ARNG, and ANG) to perform a Joint Portfolio Review. The JIT researches DoD portfolios for similar capabilities or services that may satisfy the requirement. The requirements document and supporting documentation will be staffed with the ARNG, and ANG using the Joint Application Staff Management System (JASMS), with a 10 day suspense. The Requirement Sponsor will coordinate with its ARNG, ANG, DoD, and interagency functional counterparts to discover potential capabilities. The NGB-J6 will coordinate with DoD and the interagency (Chairman, Joint Chiefs of Staff Joint Staff, specified and geographic commands, Defense Information Systems Agency, Department of Homeland Security, and other federal agency) counterparts to search for additional capabilities. A portfolio review package will document the findings, including a list of similar capabilities and alternative solutions discovered, and contact information for capability or solution sponsors.

Step 4. Similar Capabilities.

The NGB-J6 submits the portfolio review results to the Requirement Sponsor. If similar potential capabilities have been identified, the sponsor uses the portfolio review findings for **Step 4a**. If similar capabilities do not exist, proceed to **Step 4b**.

Step 4a. Analysis of Alternatives (AoA).

The AoA evaluates the performance, operational effectiveness, operational suitability, and estimated costs of alternative solutions to effectively meet the defined capability requirement. The Requirement Sponsor leads the AoA team, supported by NGB-ZC-AQ, NGB-J6, the ARNG, and ANG, and coordinates with capability/solution sponsors to gather information and schedule demonstrations useful to analyze the solution. An AoA is also performed on potential solutions identified in **Step 4b**. Once the AoA is completed, **Step 5** will determine if any alternative solution satisfies the requirement.

Step 4b. COTS Market Research/Financial Analysis.

If the Joint Portfolio Review or AoA produces no government alternate solutions, the Requirement Sponsor performs COTS market research. The Requirements Sponsor, with support of NGB-ZC-AQ and NGB-J6, will identify alternative commercial solutions and document:

- Solution options and configurations
- Contact Information
- Initial sustainment cost estimates
- Schedule and delivery timeframes
- Risks

The COTS review package provides the basis for **Step 4a**.

Step 5. Solution satisfies requirement.

The Requirement Sponsor, supported by NGB-ZC-AQ, NGB-J6, the ARNG, and ANG, will determine if any of the alternative solutions identified in the AoA meet the capability requirement. If no consensus can be reached, the final decision authority for this step is the NGB-CoS JS. The proposed solution package will proceed to the most appropriate step of **Steps 5 a-c**, depending on the AoA results.

Step 5a. Work with Capability owner for use and access.

If the proposed capability/solution meets the requirement as currently configured without customization, the Requirement Sponsor will coordinate with the capability/solution owner for set up and use. Once the solution is implemented, the process ends with **Step 7c**.

Step 5b. Develop Solution Customization Plan.

If the capability/proposed solution meets the requirement with modifications, the Requirement Sponsor, with NGB-J6 support, will:

- Research the modification cost
- Determine the additional personnel and sustainment costs
- Develop a project plan and key performance measures
- Present a Solution Customization Plan to the APB Level 2/Investment Review Board (IRB).

The proposed Solution Customization Plan proceeds to **Step 5c.**

Step 5c. APB Level 2/IRB.

The Requirement Sponsor briefs the APB Level 2, chaired by the NGB-CoS JS, on the proposed solution project plan to include any customization required. NGB-J6 will certify to the APB Level 2/IRB that the requirement has been through the JITRA process. The APB Level 2 will perform an investment review and decide whether to validate the proposed solution for ABP Level 1 or JRICG approval.

Step 6. APB Level 2 validation decision.

If a solution is validated and the estimated cost is less than \$1M over the FYDP, the package proceeds to **Step 7.** If the estimated cost is greater than \$1M over the FYDP, the sponsor will brief the solution to JRICG for approval in **Step 6a.** If not validated, the package returns to **Step 2a.**

Step 6a. Joint Requirements integration and consolidation group review.

The JRICG is the senior-level government body that provides Clinger-Cohen Act and IT portfolio management oversight for the NG enterprise and focuses on Joint IT integration, consolidation, prioritization, evaluation, planning, and analysis. The JRICG determines whether to approve proposed solutions as part of a portfolio and provides findings to the APB Level 1/FMB.

Steps 6b and 6c. JRICG approval decision and ITRCB Brief.

If the JRICG approves the solution, the Requirements Sponsor provides the ITRCB with an information brief. If the solution is not approved, the JRICG findings are provided to the Requirements Sponsor through **Step 2a.**

Step 7. APB Level 1/FMB review and approval.

APB Level 1/FMB is the NGB-J8 led final approval authority the Requirement Sponsor must obtain to customize an existing government solution or to acquire a commercial solution to meet the required capability.

Step 7a. APB Level 1/FMB approval.

If the APB Level 1/FMB approves the solution, the process is complete. The approval indicates that the requirement and the proposed solution have been validated and funded. Upon validation and funding the process continues with step 7b.

Step 7b. Validated/Funded Requirement.

Once requirements are validated, they compete within their respective programs and appropriations for funding. Organizations with validated and funded requirements begin acquisition of the requirements by submitting purchase requests through the applicable financial system (Army or Air) and according to the organizations annual obligation plans. In the case of contracts, resource advisors and contract officer representatives should also closely coordinate their purchase request generation with the NGB-ZC-AQ.

ENCLOSURE B

JOINT IT REQUIREMENTS SUBMISSION

OFC Symbol:

IT Requirements
FOR
IT Requirements Sponsor

Chief of Staff Joint Staff (Business Requirements)	<i>Initials</i>	<i>Initials</i>
	Concur	Non-concur
NGB-J3/7 Directorate (Operational Requirements)	<i>Initials</i>	<i>Initials</i>
	Concur	Non-concur
NGB-J8 Capability Review:	<i>Initials</i>	<i>Initials</i>
	Concur	Non-concur

Prepared for Information Technology Requirement Decision

Date

1. Brief Description of the specific Requirement (list all attachments and referenced documents). ***[Describe the purpose, desired solution objectives, pertinent facts to assist the requirement decision-makers, current funding status, market research results, and targeted distribution of the requirement.]***
2. Joint Capability Area. Cite the applicable supported joint capability, functional, and mission areas. ***[Identify the timeframe under consideration for initial operational capability based on the operational outcomes to be provided; what effects must result to achieve those outcomes; how these effects complement the supported mission/functional area; and what enabling capabilities are required to achieve the desired operational outcomes.]***
3. Requirement Justification and Impact if not funded.

4. Required Capability. ***[Describe the capabilities required as identified during the requirement definition. Explain why the required capabilities are essential to the Directorate to achieve NGB objectives, goals, or DoD Directives.]***

5. Capability Gaps.

a. ***[Describe in operational terms, the missions, tasks, and functions that cannot be performed now or are unacceptably limited or when and how they will become unacceptably limited. Identify whether the capability gap is due to lack of proficiency in the existing capability (cannot accomplish the mission to the level expected), or due to lack of insufficient effective capability, or the current capability requires replacement. This discussion should also provide the linkage between the required capabilities and the Concept, CONOPS, or NGB assigned mission.]***

b. ***[Describe the attributes of the desired capabilities in terms of desired outcomes. Broad descriptions of desired outcomes help ensure that the required capabilities are addressed without constraining the solution space to a specific, and possibly limited, materiel system. Where multiple characteristics are identified, they should be prioritized based on an NGB validated list of prioritized capability attributes and their value to the capability within the previously described CONOPS context. For instance, which requirement feature is more important: i.e. speed, accuracy, storage, security, retrieval, etc.?.]***

6. Threat and Operational Environment.

[Describe in general terms the operational environment, including joint operational environments, in which the capability must be exercised and the manner in which the capability will be employed.]

7. Personal Identifiable Information collection required. ***Explain why, and from whom information will be collected.***

8. Training Required. ***[If yes, explain in detail.]***

9. Life Cycle Cost Projection. ***[Provide specifics.]*** (Includes training, sustainment, and services.)

PREPARED BY: _____ DATE: _____

APPROVED BY: Director 2Star/Deputy _____ DATE: _____

*This is a sample IT requirements document format. The format may vary depending on the results of the Capability Review process.

ENCLOSURE C

REFERENCES

- a. 40 United States Code (U.S.C.), Subtitle III, Chapters 111, 113, 115 and 117 (formerly division E of the Clinger Cohen Act of 1996).
- b. Office of Management and Budget Circular No. A-130, "Management of Federal Information Resources," as Amended
- c. DoD Instruction 8115.01, 10 Oct 2005 "Information Technology Portfolio Management"
- d. DoD Instruction 8115.02, 30 Oct 2006, "Information Technology Portfolio Management Implementation"
- e. CJCS Instruction 8410.01A, 11 May 2011, "Warfighting Mission Area Technology Portfolio Management and Net-centric Data Sharing"
- f. DoD Directive 7045.20, 20 September 2008, "Capability Portfolio Management"
- g. DoD Directive 8000.01, 10 Feb 2009, "Management of the DoD Information Enterprise"
- h. CJCS Instruction 6212.01F, 21 March 2012, "Net Ready Key Performance Parameter (NR KPP)"
- i. DoD Directive 4630.5, 23 April 2007, "Interoperability and Supportability of IT and National Security Systems (NSS)"
- j. 10 U.S.C., Subtitle A, Chapter 7, Section 186. "Defense Business System Management Committee"
- k. Directive-Type Memorandum (DTM) 11-009, Acquisition Policy for Defense Business Systems (DBS), 2011
- l. "Joint Requirements and Integration Consolidation Group (JRICG) Charter, signed by CNGB, 2008"
- m. CJCS Instruction 3170.01H, 10 Jan 2012, "Joint Capabilities Integration and Development System"

- n. JCIDS Manual, 19 Jan 2012, “Manual For The Operation Of The Joint Capabilities Integration And Development System”
- o. CJCS Instruction 6510.01F, “Information Assurance (IA) and Support to Computer Network Defense (CND)”
- p. Public Law 103-62, “Government Performance Results Act (GPRA)”
- q. Public Law 111-352, “GPRA Modernization Act of 2010”
- r. DoD Directive 5134.01, 9 Dec 2005, “Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L))”
- s. DoD Directive 5000.01, 12 May 2003, “The Defense Acquisition System,”

GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

AoA	Analysis of Alternatives
ANG	Air National Guard
APB	Acquisition Planning Board
ARNG	Army National Guard
BCL	Business Capability Lifecycle
CIO	Chief Information Officer
CND	Computer Network Defense
CNGB	Chief, National Guard Bureau
CoS, JS	Chief of Staff, Joint Staff
COTS	Commercial-off-the-Shelf
DBS	Defense Business Systems
DoD	Department of Defense
DoDD	Department of Defense Directive
DoDI	Department of Defense Instruction
DOTMLPF	doctrine, organization, training, materiel, leadership and education, personnel, and facilities
DTM	Directive-Type Memorandum
EA	Enterprise Architecture
FMB	Financial Management Board
FYDP	Future Years Defense Program
GPRA	Government Performance Results Act
IA	Information Assurance
IRB	Invest Review Board
IT	Information Technology
ITPFM	Joint Information Technology Portfolio Management
ITRCB	IT Requirements Control Board
JASMS	Joint Application Staff Management System
JIT	Joint Integration Team
JITRA	Joint IT Requirements Analysis
JRICG	Joint Requirements Integration and Consolidation Group
JS	Joint Staff
NG	National Guard
NGB	National Guard Bureau
NR KPP	Net Ready Key Performance Parameter
NSS	National Security Systems
PfM	Portfolio Management
PM	Program Manager
U.S.C.	United States Code
USD (AT & L)	Under Secretary of Defense for Acquisition, Technology and Logistics
VCNGB	Vice Chief, National Guard Bureau

PART II. DEFINITIONS

Analysis of Alternatives (AoA) -- The AoA is an evaluation of the performance, operational effectiveness, operational suitability, and estimated costs of alternative systems to meet a mission capability. The AoA assesses the advantages and disadvantages of alternatives being considered to satisfy capabilities IAW reference m.

Capability -- The ability to achieve a desired effect under specified standards and conditions through combinations of means and ways to perform a set of tasks. It is defined by an operational user and expressed in broad operational terms in the format of a joint or initial capabilities document or a joint doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) change recommendation. In the case of materiel proposals/documents, the definition will progressively evolve to DOTMLPF performance attributes identified in the capability development document and the capability production document IAW reference n.

Capability Review -- A process led by NGB-J8, on behalf of the Requirements Sponsor to determine if there is an operational or business gap that must be filled, and if so, whether this gap is best reduced or eliminated using non-materiel solutions and/or existing systems, or materiel solutions. Output of the Capability Review varies and depends on the type of requirement. For Defense Business Systems, requirements documentation will generally align with the Business Capability Lifecycle (BCL) process. For National Security Systems (NSS), requirements documentation will generally align with JCIDS. Operational IT requirements will be validated by the NGB-J3 and business IT requirements will be validated by the NGB-CoS JS, and submitted by the NGB-J8 for inclusion in the JITRA process IAW reference n.

Capability Requirement -- A capability required to meet an organization's roles, functions, and missions in current or future operations. To the greatest extent possible, capability requirements are described in relation to tasks, standards, and conditions in accordance with the Universal Joint Task List or equivalent DoD Component Task List. If a capability requirement is not satisfied by a capability solution, then there is also an associated capability gap which carries a certain amount of risk until eliminated. A requirement is considered to be 'draft' or 'proposed' until validated by the appropriate authority IAW reference n.

Enterprise Architecture (EA) -- An EA provides context and rules for accomplishing the mission of an organization. An EA defines: a) the people,

processes, and technology required in the “current” and “target” environments, and b) the roadmap for transition to the target environment IAW reference g.

Information Technology (IT) -- Any equipment or interconnected system or subsystem of equipment that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information by the executive agency IAW reference e.

Interoperability -- The ability of systems, units, or forces to provide data, information, materiel, and services to and accept the same from other systems, units, or forces and to use the data, information, materiel, and services so exchanged to enable them to operate effectively together. IT and NSS interoperability includes both the technical exchange of information and the end-to-end operational effectiveness of that exchange of information as required for mission accomplishment. Interoperability is more than just information exchange. It includes systems, processes, procedures, organizations, and missions over the life cycle and must be balanced with information assurance IAW reference o.

IT Investment -- The development and sustainment resources needed in support of IT or IT-related initiatives. IT investment recommendations focus on whether acquisition programs, IT systems (as discussed in reference h), models and simulations, and budget initiatives should be initiated, modified, continued, or terminated. Specific financial and/or budget information will support program, system, and initiative recommendations. IT investments covered by this policy include both DBS and NSS IAW reference d.

IT Portfolio Management -- The management of selected groupings of IT investments using strategic planning, architectures, and outcome-based scoring criteria to achieve mission capability. A portfolio is a collection of capabilities, resources, and related investments that are required to accomplish a mission-related or administrative outcome. A portfolio includes outcome performance measures (mission, functional, or administrative measures) and an expected return on investment. “Resources” include people, money, facilities, weapons, IT, other equipment, logistics support, services, and information. Management activities for the portfolio include strategic planning, capital planning, governance, process improvements, performance metrics/measures, requirements generation, acquisition/development, and operations IAW reference d.

IT Requirement Sponsor -- Any NGB organization (CNGB Personal or Special Staff, JS, or the ARNG and ANG directorates) submitting an IT capability necessary to fulfill or prevent a gap in executing NG domestic operations missions or supporting business functions.

Joint Integration Team -- An integrated product team supporting the JRICG and the JITRA process by performing Joint Portfolio Review and other IT PFM duties. Joint Integration Teams consist of NGB-JS, ARNG, and ANG staff appointed under the auspices of the JRICG.

Joint IT Requirement -- An IT capability needed to fulfill or prevent a gap in executing NG domestic operations missions or supporting business functions.

Joint IT Requirements Integration and Consolidation Group (JRICG) -- The JRICG is the senior-level governance body that provides Clinger Cohen and IT portfolio management oversight and program support for the NG enterprise. The JRICG was chartered by the CNGB in 2008 to provide the focus for integration, consolidation, prioritization, evaluation, planning and analysis and support for IT programs in the National Guard enterprise IAW reference 1.

Joint Portfolio Review -- The activity performed as part of the NGB JITRA process to determine if a requirement can be met by an existing DoD or other Federal agency capability or system. This activity is performed by Joint Integration Teams, consisting of ANG, ARNG and NGB-JS, led by the NGB-J6/CIO Integration Management Branch, under the auspices of the JRICG.

Materiel Solution -- An IT solution adopted, developed, or purchased to satisfy one or more capability requirements (or needs) and reduce or eliminate one or more capability gaps IAW reference m.

Non-materiel Solution -- Changes to doctrine, organization, training, (existing) materiel, leadership and education, personnel, and/or facilities, implemented to satisfy one or more capability requirements (or needs) and reduce or eliminate one or more capability gaps, without the need to develop or purchase a new materiel solution IAW reference m.

Standard -- Quantitative or qualitative measures for specifying the levels of performance of a task.

Supportability -- Supportability is a key component of system availability. It includes design, technical support data, and maintenance procedures to facilitate detection, isolation, and timely repair and/or replacement of system anomalies. This includes factors such as diagnostics, prognostics, real-time maintenance data collection, and human systems integration considerations.

Sustainment -- The provision of personnel, training, logistics, environment, safety and occupational health management, and other support required to maintain availability of materiel and support operations or combat until successful accomplishment or revision of the mission or the national objective.

Validation -- The review of documentation by an operational authority other than the user to confirm the operational capability. Validation is a precursor to approval IAW reference m.

Validation authority -- The individual within the DoD components charged with overall capability definition and validation. The NGB-J8 assists NGB-J3/7 in performing this role for DOMOPS requirements, and assists the CoS JS in performing this role for business requirements.