



Joint Capability Technology Demonstration (JCTD) *Transition Desk Reference*



1. **PURPOSE.** Provide guidance on Joint Capability Technology Demonstration (JCTD) Transition activities. This document will be updated as required.
2. **DEFINITIONS.** This section defines common terms used to describe JCTD transition-related activities. For the purposes of the JCTD program, *Transition* is the enduring sustainment of a delivered JCTD capability (see Section 2.b). Transition activities include all processes and steps in preparation for transitioning the demonstrated JCTD capability to operational users, a Program of Record (PoR), General Services Administration (GSA), etc. Specific JCTD activity definitions include:
 - a. *JCTD Status.*
 - (1) **Active.** The final Operational Utility Assessment (OUA) has not been signed by the sponsoring Combatant Command (COCOM).
 - (2) **Completed.** The final OUA has been endorsed by the sponsoring COCOM at the Commander or Deputy Commander level.

* Note: Some COCOM OUAs might be endorsed by a specified J-code within the Sponsoring COCOM organization or elsewhere as circumstances dictate.
 - (3) **Transitioned.** All or components of the demonstrated JCTD capability were selected by one or more of the following defined *Transition Targets* for further investment, manufacturing or sustained operational use. The following are the JCTD Office definitions of transition:
 - (a) **Program of Record (PoR).** The JCTD capability is adopted by an existing PoR or results in the process to establish a new PoR. Additionally, other Service procurement efforts, such as using Service Table of Allowance (TOA), may be considered a transition in this category.

* Note: Transition to a PoR may be delayed depending on multiple factors, including the priority of the need the JCTD addresses, PoR POM funding outlook, the transitioning Program Office might require final adjustments to the JCTD-produced capability before adopting into the target Program, a Program office requires additional data or information on the demonstrated capability, etc.
 - (b) **General Services Administration (GSA) Schedule.** Some or all components of the completed JCTD are placed on a GSA Schedule, making it available for sale government-wide.
 - (c) **Fieldable Prototypes.** JCTD fieldable prototypes (see Section 2.h) are being used and sustained in theater.
 - b. *Capability.* The ability to achieve a desired effect under specified standards and conditions through combinations of means and ways across the doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) to perform a set of tasks to execute a specified course of action. A JCTD-produced capability should also include applicable knowledge products such as Tactics,

Techniques, and Procedures (TTPs), Concept of Operations (CONOPS), training manuals, production specifications, etc.

- c. *Fielded*. A JCTD-produced capability that is being used in an Operational capacity.
- d. *Good News Stories*. Any statistics related to cost- and or time-savings, lives saved, combat or HA/DR missions contributed-to, operation logistical support etc., that can be directly attributed to the JCTD capability.
- e. *Implementation Directive (ID)*. The ID is the foundational document developed following JCTD Congressional approval. The ID outlines the elemental execution activities and outlines the overarching execution path by defining resources, outcome, roles and responsibilities, and the schedule of the JCTD. The ID will also briefly summarize the JCTD transition strategy.
- f. *Knowledge Products*. TTPs, CONOPs, requirements or other documentation or information that contributes to the development and fielding of a materiel or non-materiel procurement effort. Technical and Transition Managers should ensure this data is maintained in a data repository with sufficient data rights (or the option to purchase them) for future Government use.
 - * Note: Knowledge products alone are usually not considered a transition and generally require further discussion to articulate the intangible and tangible results of a JCTD.
- g. *Management Plan (MP)*. The MP builds upon the ID and provides a more detailed overview on the management and execution of the JCTD, including additional specifics related to the transition of the capability.
- h. *Fieldable Prototypes*. The fieldable, operational prototypes that result from a JCTD. It is a capability that can be or has been fielded (see Section 2.i) to meet an operational need. To be considered a transition, fieldable prototypes must be funded for sustainment, generally by an Activity or Organization other than the JCTD Office.
- i. *Spiral*. An incremental capability resulting from a Technical Demonstration or Operational Demonstration that occurs before the final Operational Demonstration. Spirals should be written into the JCTD schedule, especially for JCTDs with a duration of more than 16 months. For example, a three year JCTD might have three scheduled spirals: one at the end of each year. Or an 18 month JCTD might have two: one occurring every nine months. Additionally, spirals are not limited to 12 months only – they can be planned at any point during the JCTD where applicable.
 - (1) In the event that a Spiral Transitions to one of the defined Transition Targets (see Section 2.a. (6)), it may be considered a transition. Spiral Transitions will be discussed on a case-by-case basis.
 - * Note: All JCTDs should be constructed using planned spirals in order to maximize potential to rapidly field or transition capability during the life of the project and provide off-ramps for the JCTD.
- j. *Technology Transition Agreement (TTA)*. A JCTD TTA is a short document that captures necessary elements and conditions for a JCTD-produced capability to transition.

- k. *Warfighter*. Individuals or organizations involved in planning and executing combat or non-combat operations at the tactical, operational, and/or strategic level.
3. **TRANSITION RANKINGS**. Proposed, executing, and completed JCTDs are ranked using a color designation as defined below.
- a. *Green – Successful Transition*.
 - (1) A capability is funded or scheduled to become funded as part of an existing PoR or activity has begun to initiate a new PoR.
 - (2) Some or all the JCTD fieldable prototypes are fielded and sustained per the definitions in Section 2.
 - (3) Some or all of the JCTD demonstrated components are placed on GSA Schedule.
 - (4) If the JCTD is in *proposal* status, Green would indicate that a Program or path and funding have been identified (see Appendix A).
 - b. *Yellow – Limited Transition*.
 - (1) Negotiations are underway for incorporation into a PoR, use of fieldable prototypes, or placement on GSA Schedule with no or partial funding.
 - (2) If the JCTD is in *proposal* status, Yellow would indicate that the Program or path is identified and the JCTD team is working with transition partners to reach agreement on funding (see Appendix A).
 - c. *Red – No Transition*.
 - (1) No transition occurred.
 - (2) Technology returned to tech base.
 - (3) Unable to determine if technology will transition to PoR, fieldable prototype, or GSA Schedule.
 - (4) If the JCTD is in *proposal* status, Red would indicate that a Program or path has not yet been identified (see Appendix A).
4. **TRANSITION DATA**. Notwithstanding the time gap following closeout of a JCTD, successful tracking of JCTD transitions will draw heavily on transition information obtained from the OEs, JCTD team members, Services (Program Offices/Resource Sponsors, etc.) and COCOMs. To the maximum extent possible, the JCTD office will collect transition data from:
- a. *Combatant Commands*. COCOM Sponsors/Operational Managers can provide up-to-date, in-theater and operational use of fieldable prototypes. This data can include name of operation, region, dates, notable success stories, interviews with users, media exposure (e.g., magazine articles, newspaper clippings, etc.), and any applicable video clips and/or pictures, when available.
 - b. *Technical Manager (TM)*. Will have notable technical development related successes that either contributes to transition or advances in the state of the JCTD as it relates to transition, use by unforeseen customers, etc.
 - c. *Transition Manager (XM)*. Will have access to updates on the transition status of the JCTD. This includes PoR funding status, fielding status of the JCTD, changes in transition schedule or timeline, etc.

- d. *Oversight Executives (OE)*. Can assist with transition-related status and information for JCTDs that might not be contained in the JCTD Transition Database.
- e. *Services (JCTD offices)*. Can assist with transition updates and pertinent developments (e.g., follow-on transition status, additional transitions, in-theater/operational uses, etc.) for JCTDs.
- f. *JCTD Transition Office*.
 - (1) Interface to the maximum extent with JCTD proposal teams and approved JCTD IMT teams to assist with transition strategy and issues.
 - (2) Maintain a *JCTD Transition Database* where transition data is stored. Collaborate with COCOMs, Services, and Agencies to develop transition trend analyses, lessons learned and best practices, product use, etc. that will benefit the entire JCTD community.
 - (3) Communicate with JCTD community stakeholders to share and compare valuable transition data.
 - (4) Conduct transition analyses to provide an overview of current FY and historical Program status.
 - (5) Collaborate with Defense Acquisition University (DAU) to ensure the most recent JCTD Transition programatics are updated in DAU coursework and training.

5. **TRANSITION DATA TRACKING AND ANALYSIS**. Maintaining an accurate, up-to-date picture of the JCTD transition status, including historical statistics, lessons learned, etc. is a valuable tool that can lead to increased efficiency and transition effectiveness. Additionally, it allows the JCTD Office to rapidly respond to data calls, highlights program success, and provides data to enrich lessons learned and best practices.

The JCTD Program Office has established a *JCTD Transition Database* to record JCTD transition data, including recent and historical records. As practicable, the database should be populated in real-time as data becomes available. However, the main source of transition information will come from the PRB Close-Out Brief.

The following information should be reported for each JCTD project:

- a. *Status (Active/Completed/Transitioned)*.
- b. *Transitioned Products*.
- c. *Date of Transition (Provide anticipated date if it has not yet occurred)*.
- d. *Transition Target(s) (e.g., PoR, GSA Schedule, etc.)*.
- e. *Funding Information Provide POM details, and if not yet funded, provide expected POM year or notice of POM Issue Paper*.
- f. *Operational Use (i.e., COCOM AOR or named operation (e.g., OEF, OIF, Japanese Relief Efforts, etc.))*.
- g. *Was/Is there a TTA for this JCTD?*

- h. *Origin of JCTD: Urgent Operational Needs Statement (UONS), Joint UONS (JUONS), Joint Emerging Operational Need Statement (JEONS), Integrated Priority List (IPL), or Science and Technology IPL (STIPL)?*
- i. *Good news stories: Media exposure, time-savings, cost-reduction, lives-saved, etc.*

Additional efforts may include contributing to the development of Success Stories for those successfully transitioned JCTDs, especially those that provided a capability that revolutionized military operations (e.g., Predator, Global Hawk, etc.).

6. **TRANSITION DOCUMENTATION AND REVIEW.** Planning for transition early in the process is essential to success. The earlier stakeholders are engaged and involved, the more likely issues can be mitigated early on, increasing the chances of transition upon JCTD completion. This section will describe the required transition information required for each stage in a JCTD life and the “gates” when the JCTD Transition Office will review progress and provide support for the transition of each JCTD.
 - a. *JCTD Proposal Phase.* Transition planning should start during JCTD proposal development and a solid transition *strategy/strategies* should be expressed in the CNB/CDB briefings. JCTD proposals should articulate known, anticipated, or desired JCTD *Transition Target(s)*, and describe the status of transition funding and agreements. The JCTD Transition Office will review all proposals during CNB pre-brief cycle and provide guidance to the OEs and JCTD Director.
 - b. *JCTD Execution Phase.*
 - (1) **Implementation Directive (ID).** The ID should articulate a viable transition path or multiple paths and discuss anticipated transition funding, schedule, and known and/or possible issues. The JCTD Transition Office will review each ID for a transition strategy and will be a required chop during the coordination process.
 - (2) **Management Plan (MP).** The MP provides details into the management of the JCTD, including the transition and should expand on the transition information contained within the ID.
 - (3) **Technology Transition Agreement (TTA).** TTAs are coordinated by the JCTD XM and should be generated and staffed with the fullest participation of the other JCTD team members and the applicable transitioning organizations. TTAs should be signed at the O-6/GS-15 or SES/GO/FO level and typically by the JCTD Transition Office, Transition Manager, and representatives from the Program Office, Resource Sponsor, and others as applicable. The goal is to have a signed TTA at the 12 month mark for each JCTD. TTAs should be constructed to include exit criteria required by the accepting organization and should detail funding required for the Transition and/or sustainment of the JCTD.
 - (a) Each TTA is specifically tailored to the particular JCTD and is format-agnostic. The JCTD Transition Office can provide historical JCTD TTA examples and templates (see Appendix C). The JCTD TTA should include, but is not limited to the following information:
 - i. Operational Need
 - ii. Proposed Technical Solution

- iii. Transition Target Information
- iv. Transition Requirements
 - v. Integration Strategy
 - vi. Business Case
 - vii. Risks
- viii. Costs and Schedule
- ix. Points of Contact

(4) Program Review Board (PRB). All JCTDs entering a PRB shall update their current and forecasted transition status. The JCTD Transition Office will review all projects prior to a PRB and will conduct a more in-depth review of any projects with a “Yellow” or “Red” transition self-assessment ranking.

- (a) PRB – Interim. At a minimum, the following metrics should be addressed: Transition Target, including funding status and schedule, a copy of draft TTA, and updates to transition from previous brief (e.g., CDB, CNB, etc.), if applicable.
- (b) PRB – Final. Completing JCTDs should follow the JCTD Close-out Brief template which includes appropriate fields to report transition status and information. A copy of the signed TTA should also be included.

7. **TRANSITION FUNDING (TF)**. Some JCTDs may encounter unexpected issues that hinder or delay a transition. In some instances the JCTD Program may have access to funds that can be used to cause the transition to continue uninterrupted. Some examples of how these funds can be used include: finalizing specific JCIDS documentation tasks or document completion; accomplishing additional required testing methods and standards, technical documentation and/or technical specifications, drawings, etc. for Program Offices; software accreditation or certification; limited or extended use of the JCTD fieldable prototypes in an Operational environment as requested by the COCOM; or other activities that will assist a Program Office in transitioning the JCTD product. To the maximum extent possible, the JCTD should also seek funds from other sources to assist in these cases.

The OE of the JCTD should provide the following information when requesting TF assistance from the JCTD office (provide supporting documentation as attachments):

- a. JCTD Name
- b. Why is the funding needed? For example, an unforeseen issue occurred that will stall or prevent Transition, or an opportunity has arisen to enhance the originally stated Transition, etc.
- c. What are the consequences if funding is not received? For example, what is the impact to the warfighter?
- d. Does the JCTD have a signed TTA and OUA that supports this funding request?
- e. Are any other organizations contributing to the Transition funding shortfall issue?
- f. Draft funding request with Statement of Work.
- g. If funded, and upon completion of the Transition funding activity, an addendum should be attached to the JCTD Close-Out Brief to detail the results of this effort.

8. APPENDIX A.



Selection & Approval Consideration - Transition



Transition Commitment – JCTD Proposal Selection	CNB/CDB
Program and funds identified.	Green
Path identified and working with transition partner to reach agreement on funds.	Yellow
Program or path not identified.	Red

Notes:

1. Funding includes the funds to support transition and follow-on sustainment. Committed funds indicate that the level of funding is known and funding sources have identified program elements. It is expected that once transition agreement is signed funds will be programmed. It is understood that any funds committed or programmed are subject to the POM.
2. The technology agreement could be a Technology Transition Agreement or signed documentation that identifies the transition strategy, path, timing, funding required, sources of funding, and who will be responsible for ensuring transition occurs.

9. **APPENDIX B.**



Execution – Transition



Transition Commitment – JCTD Proposal Selection	Execution
<ul style="list-style-type: none"> (1) A capability is funded or scheduled to become funded as part of an existing PoR or activity has begun to initiate a new PoR. (2) Some or all the JCTD fieldable prototypes are fielded and sustained per the definitions in Section 2. (3) Some or all of the JCTD demonstrated components are placed on GSA Schedule. 	Green
<ul style="list-style-type: none"> (1) Negotiations are underway for incorporation into a PoR, use of fieldable prototypes, or placement on GSA Schedule with no or partial funding. 	Yellow
<ul style="list-style-type: none"> (1) No Transition occurred. (2) Technology returned to tech base. (3) Unable to determine if technology will Transition to PoR, fieldable prototype, or GSA Schedule. 	Red

10. **APPENDIX C.**



Insert other relevant logos

Technology Transition Agreement

between

Organization #1

and

Organization #2

for a

Joint Capability Technology Demonstration (JCTD) Project

Project: xxxx JCTD

Date: mm/dd/yyyy

1. Executive Summary

This section should provide an overview of the TTA.

2. Operational Need

This section should provide a brief description of the operational problem to be addressed, including the priority of the need.

3. Proposed Technical Solution

This section should provide a description of the technical capability being developed in the JCTD, including current performance of the technology/product, current TRLs, etc.

4. Transition Target Information

This section should document what program/organization/etc. will receive the technology, who is developing the technology, the resource sponsor, and the expected date of transition.

5. Transition Requirements

Identify quantifiable criteria that will be used to measure whether the technology/product development effort is proceeding appropriately. The final negotiated exit criteria are provided and quantified clearly describing the technical performance of the product. This includes

additional specific parameters that now take into account the threshold and objective values. Provide:

1. Definitive, complete, measurable parameters to be tracked, to include performance and physical attributes.
2. Conditions under which technology/product will be tested/demonstrated prior to delivery to acquisition.
3. Minimum acceptable performance threshold.
4. Desired final goal/objective.
5. Estimate of the transition TRL, coordinated with the program office.

6. Integration Strategy

Describe the process for integrating the technology into the acquisition program. Include the following elements of the acquisition strategy, if applicable:

- Acquisition Cycle Entry Point (e.g., Initial Capabilities Document (ICD), Capability Development Document (CDD), etc.)
- Program Element (PE) numbers funding the transition and Operations and Maintenance (sustainment)

7. Business Case

This section should briefly document the benefits this technology provides. For example, why is this capability better than other capabilities?

8. Risks

In subsections below, briefly describe the assessment of project risk in four categories cited below. Describe efforts that were/will be conducted to mitigate these, e.g., a Risk Mitigation Plan.

7.1 Technical Risk is LOW/ MEDIUM /HIGH. Brief reason for ranking. Technical risk is an estimate of the potential that the proposed technology will not meet the necessary performance specifications (cite exit criteria), or is deficient in some other essential key performance parameter (e.g., weight, volume, power consumption, reliability, maintainability, etc.).

7.2 Schedule Risk is LOW/ MEDIUM /HIGH. Brief reason for ranking. Schedule risk is an estimate of the potential for the effort proposed in this TTA, to not meet scheduled deadlines.

7.3 Cost Risk is LOW/ MEDIUM /HIGH. Brief reason for ranking. Cost risk is an estimate of the potential for the proposed effort to fail to meet target costs for either development, acquisition, or operations and maintenance.

7.4 Business Risk is LOW/ MEDIUM /HIGH. Brief reason for ranking. Business risk is an estimate of the potential for the failure of the supplier of the proposed technology to either

produce the product in a timely manner or in adequate quantity, or to be able to provide support for the product throughout the intended operational lifetime.

9. Costs and Schedule

This section should provide a chart depicting transition costs and schedule (or two separate charts), including milestones, broken out by each organization involved with transition.

10. Points of Contact

This section should provide a table, listing contact information, title, and organization of relevant individuals.

11. **APPENDIX D.**



Transition Funding Criteria



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- JCTD Name.
 - Why is the funding needed? For example, an unforeseen issue occurred that will stall or prevent Transition, or an opportunity has arisen to enhance the originally stated Transition, etc.
 - What are the consequences if funding is not received? For example, what is the impact to the warfighter?
 - Does the JCTD have a signed Technology Transition Agreement and Operational Utility Assessment that support this funding request?
 - Are any other organizations contributing to this Transition funding shortfall?
 - Provide a draft funding request with Statement of Work.
 - If funded, and upon completion of the Transition Funding activity, an addendum should be attached to the JCTD Close-Out Brief to detail the results of this effort.
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12. **REFERENCES.**

- Joint Capabilities Integration and Development System Manual – January 19, 2012