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# ***AF Digital Campaign Virtual Industry Exchange Day***

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- There may be silence until the meeting starts at 1130 hrs EDT. If you are seeing this slide or the agenda slide you are in the right place.
- Please log into the meeting with your name and company
- All conversations and chats are to be unclassified and no FOUO
- Please put questions in Q&A chat and we will answer as many as possible during the question and answer session. Answers to questions we don't get to will be posted at <https://www.afmc.af.mil/digital/>
- Dr. Roper will be answering questions during a separate period following his remarks. Please address Dr. Roper in the chat for his question and answer period.
- Please vote with the thumbs up button to help prioritize questions of most interest
- All material will be placed on <https://www.afmc.af.mil/digital/>
- This AFMC Digital Campaign Virtual Industry Exchange Day will be recorded and link provided on the website above
- The Digital Campaign intends to continue these exchange forums regularly as the Campaign progresses



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# **AF Digital Campaign Industry Exchange Day**



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# AF Digital Campaign Industry Exchange Day Agenda

1100 – 1130	Login	Administrative
1130 – 1145	Welcome/Kickoff	Gen Arnie Bunch
1145 – 1215	AF Digital Engineering Vision	Dr Will Roper
1215 - 12:30	Questions and Answers with Dr. Roper	Dr Will Roper
1230 – 1315	Digital Engineering Exemplars	
	1230-1245 Ground Based Strategic Deterrent	Col Jason Bartolomei
	1245-1300 WeaponONE	Dr Craig Ewing
	1300-1315 Protected Anti-jam Tactical SATCOM	Mr Phu Tran
1315 – 1325	Break	
1325 – 1335	AFMC/SMC Digital Campaign	Maj Gen Bill Cooley/ Brig Gen Jason Cothorn
1335 – 1355	AF Integrated Digital Environment	Mr Tom Lockhart
1355 – 1415	Evolving Acquisition Process	Mr Lansen Conley
1415 – 1435	Workforce and Culture	Ms Jackie Janning-Lask
1435 – 1520	Questions and Answers	Maj Gen Bill Cooley
1520 – 1530	Conclusion	Maj Gen Bill Cooley

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**General Bunch**

***Welcome/Kickoff***



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**Honorable Dr. Will Roper**

***Digital Engineering Vision***



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## Digital Engineering Exemplars



***Ground Based Strategic Deterrent  
WeaponONE  
Protected Anti-jam Tactical SATCOM***

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# ***Headquarters U.S. Air Force***

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## **Ground Based Strategic Deterrent (GBSD) Digital Engineering**

**Col Jason Bartolomei  
Director, GBSD Systems Directorate**

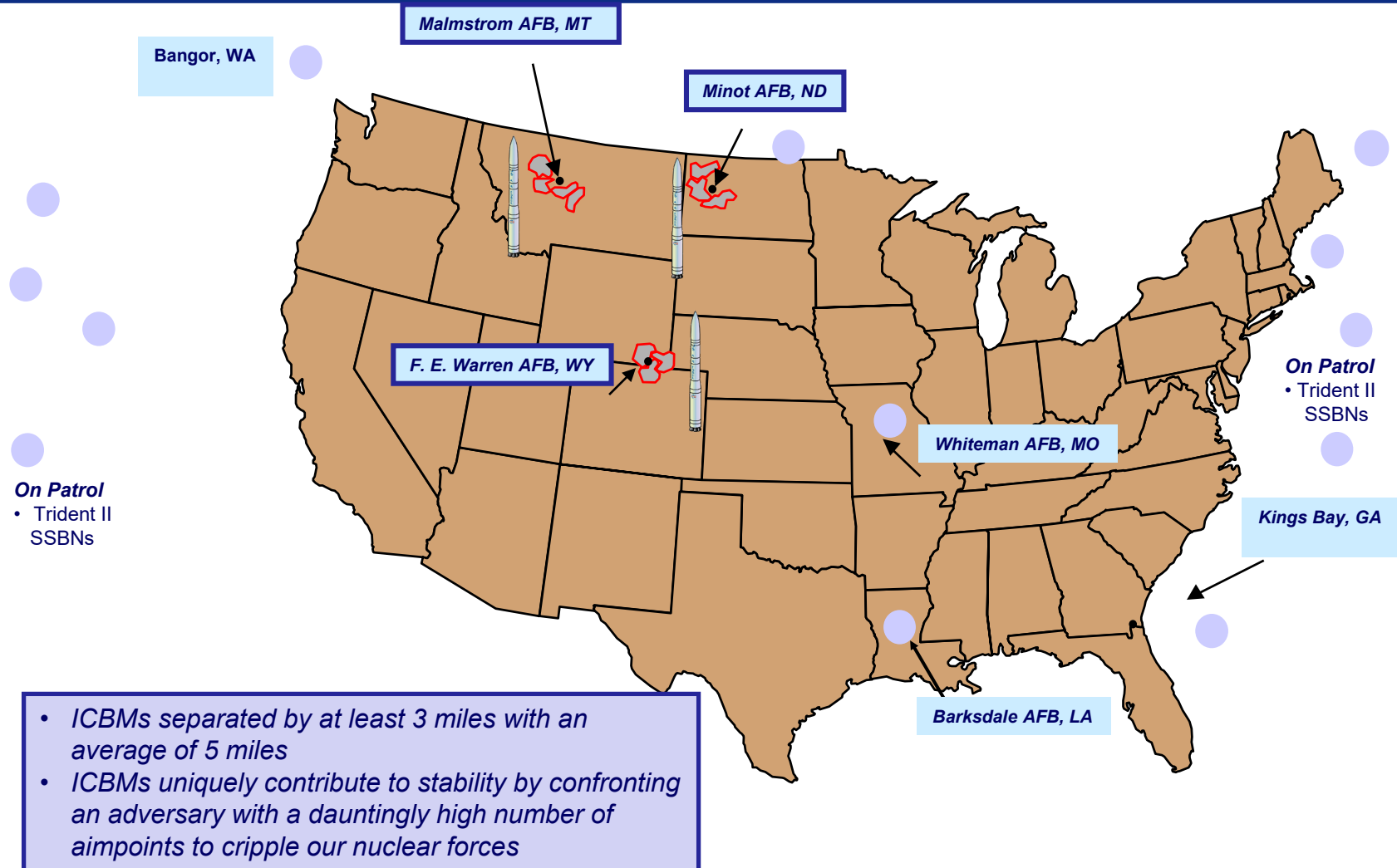
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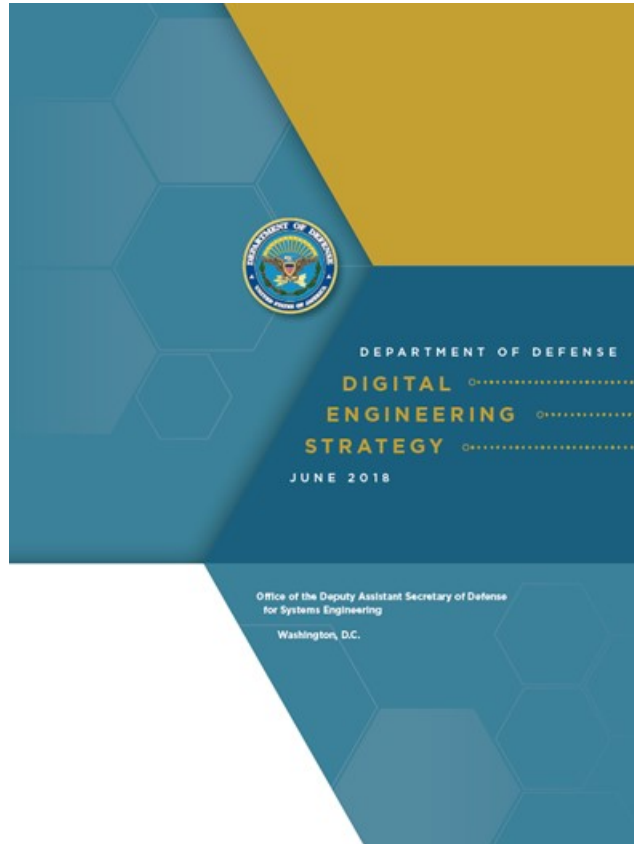
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# GBSD

## Land-Based Leg of Triad



# ***GBSD Digital Engineering Alignment with OSD's DE Strategy***



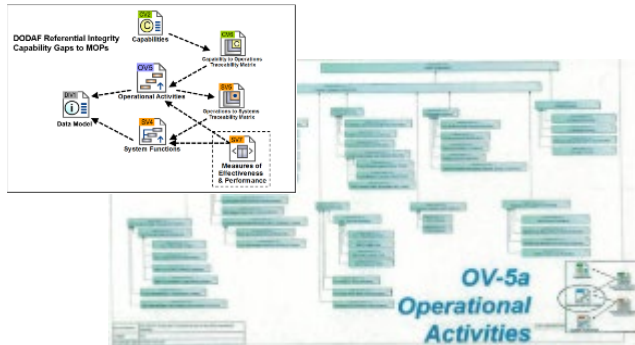
- **GBSD's digital engineering approach aligns w/ OSD Digital Engineering Strategy**
  1. Formalize the development, integration, and use of models to inform enterprise and program decision-making
  2. Provide an enduring, authoritative source of truth
  3. Incorporate technological innovation to improve the engineering practice
  4. Establish a supporting infrastructure and environments to perform activities, collaborate, and communicate across stakeholders
  5. Transform the culture and workforce to adopt and support digital engineering across the lifecycle



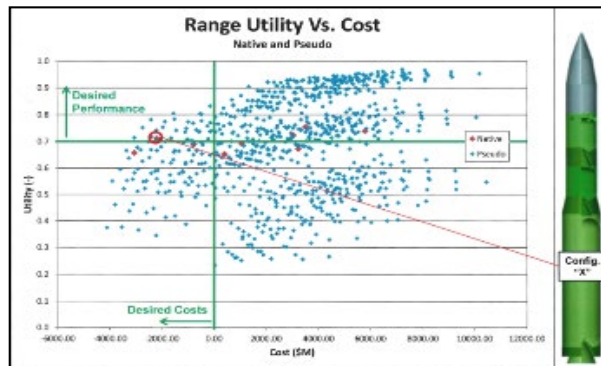
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# GBSD Digital Engineering

*Formalize the development, integration, and use of models to inform enterprise and program decision-making*



Gov't Reference Architecture



Cost vs. Capability Trades

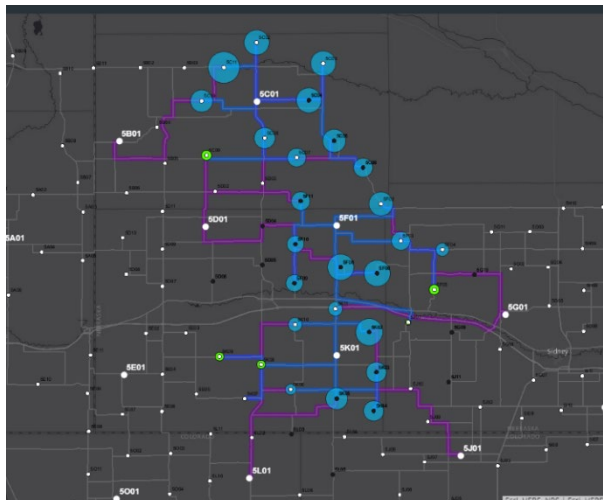
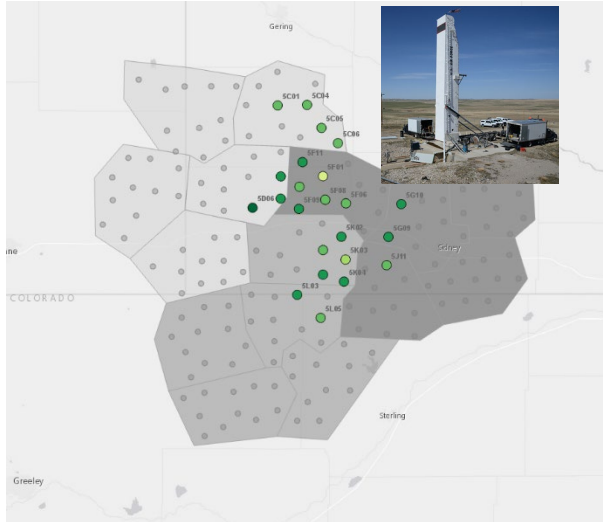
- GBSD's SysML-Based Architecture Model
  - Government Reference Architecture Model (>500K elements)
  - Prime's Weapon Systems Architecture Model (>3M elements at PDR)
- Cost Vs. Capability Analysis
  - Connects engineering models with cost models (living "AoA")
  - Assessed the "knee in the curve" for every requirement before CDD validation
  - Examined >6B system designs
- Advanced Visualization Techniques
  - Developing cost, schedule, and risk assessment visualization tools



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# GBSD Digital Engineering

*Provide an enduring, authoritative source of truth*



- **GBSD on path to produce a Digital Twin for every missile sortie, launch facility, and C2 element**
  - **Descriptive models found in Architecture Models and Product Life-Cycle Management Tool**
  - **Dynamic models in modeling and simulation environments**
- **GBSD Digital Twin provides an enduring, authoritative source of truth**
- **Provides new opportunities for Big Data/Advanced Analytics to inform maintenance, sustainment, transition**
  - **Enables Condition-Based Maintenance; and others**



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# ***GBSD Digital Engineering***

*Incorporate technological innovation to improve the engineering practice*



- **GBSD established strong relationship with both operational and intelligence communities**
- **Pursuing a “Flexible Design” based on Intel Assessments and Technology Forecasts**
  - **Modular Open Systems Architecture**
  - **“Innovation-friendly” weapon system**
- **GBSD’s Advanced Planning connects intel, ops, science & technology (S&T), & acquisition processes**
  - **Produce S&T investment roadmaps**
  - **Capitalize on flexible design**
  - **Share w/ Labs, FFRDCs, & industry**

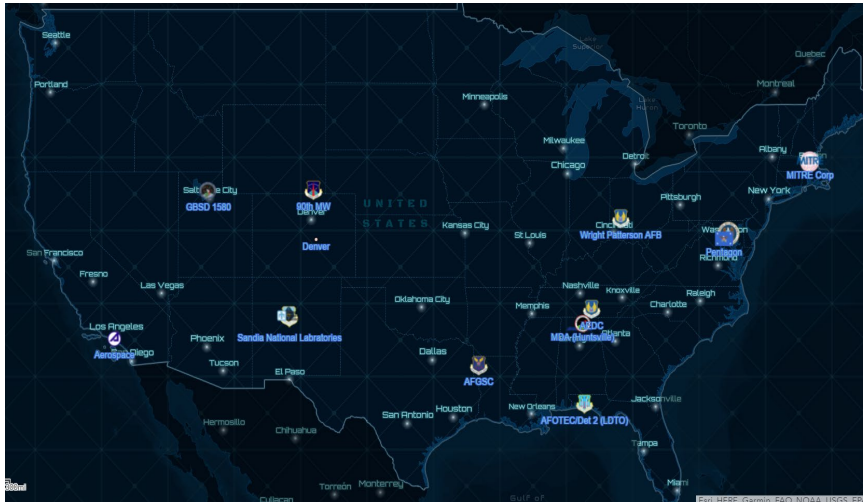
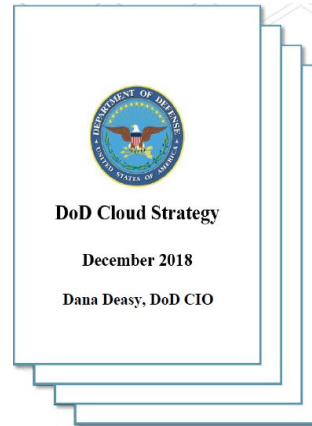




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# GBSD Digital Engineering

*Establish a supporting infrastructure and environments to perform activities, collaborate, & communicate across stakeholders*



GBSD Digital Engineering  
Operating Locations

- **GBSD racing to establish Cloud Infrastructure for Digital Engineering and DevSecOps**
  - Working closely with AF Chief Software Officer and OSD SAP CIO
  - Infrastructure aligns with SAF/AQ's initiatives
- **Enables nationwide PMO capability**
  - Inviting industry participation
- **DevSecOps Infrastructure**
  - Multi-classified Cloud architecture
  - Built GFE “Container-based” Software Factory



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# ***GBSD Digital Engineering***

*Transform the culture and workforce to adopt and support digital engineering across the lifecycle*



- **Industry Engagement and Contract Strategy are key**
  - Industry Days/Contract Strategy/Data Rights
- **IT one of the biggest hurdles to workforce adoption**
  - Software availability & network connectivity have been “huge” challenge
- **Finding “Digital Design + Open Mission Systems + DevSecOps” synergy**
  - GBSD on-path to be an Innovation-friendly weapon-system
  - Faster design cycles...shortening long-rework cycles

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**WeaponONE**

***Dr Craig Ewing***



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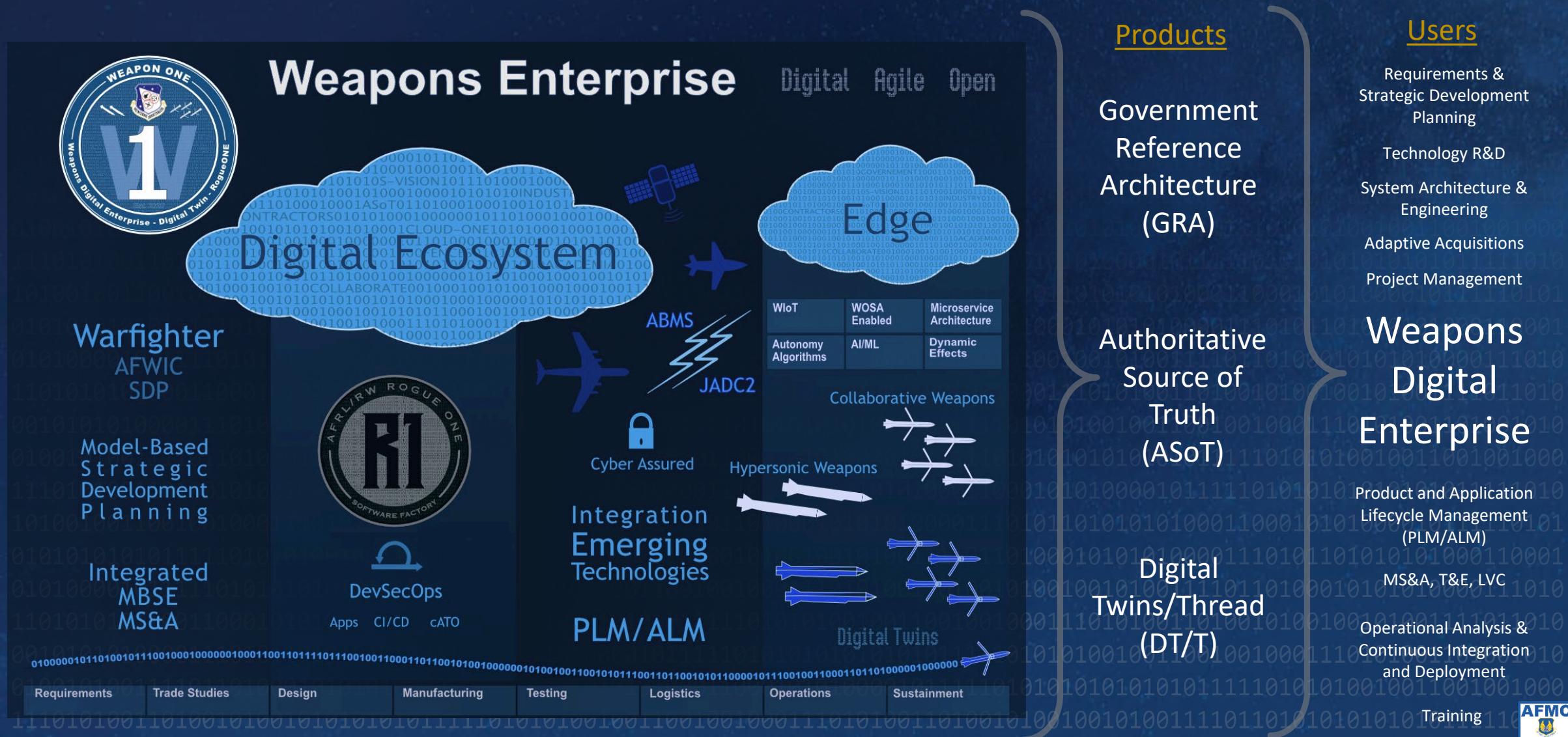
# WeaponONE

Dr. Craig M. Ewing, ST

Weapons Modeling & Simulation

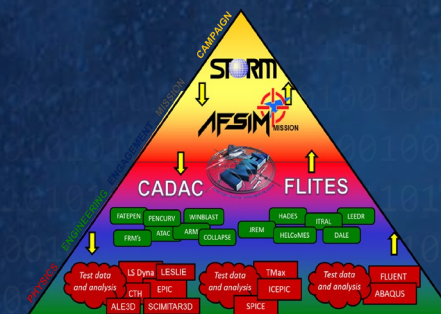
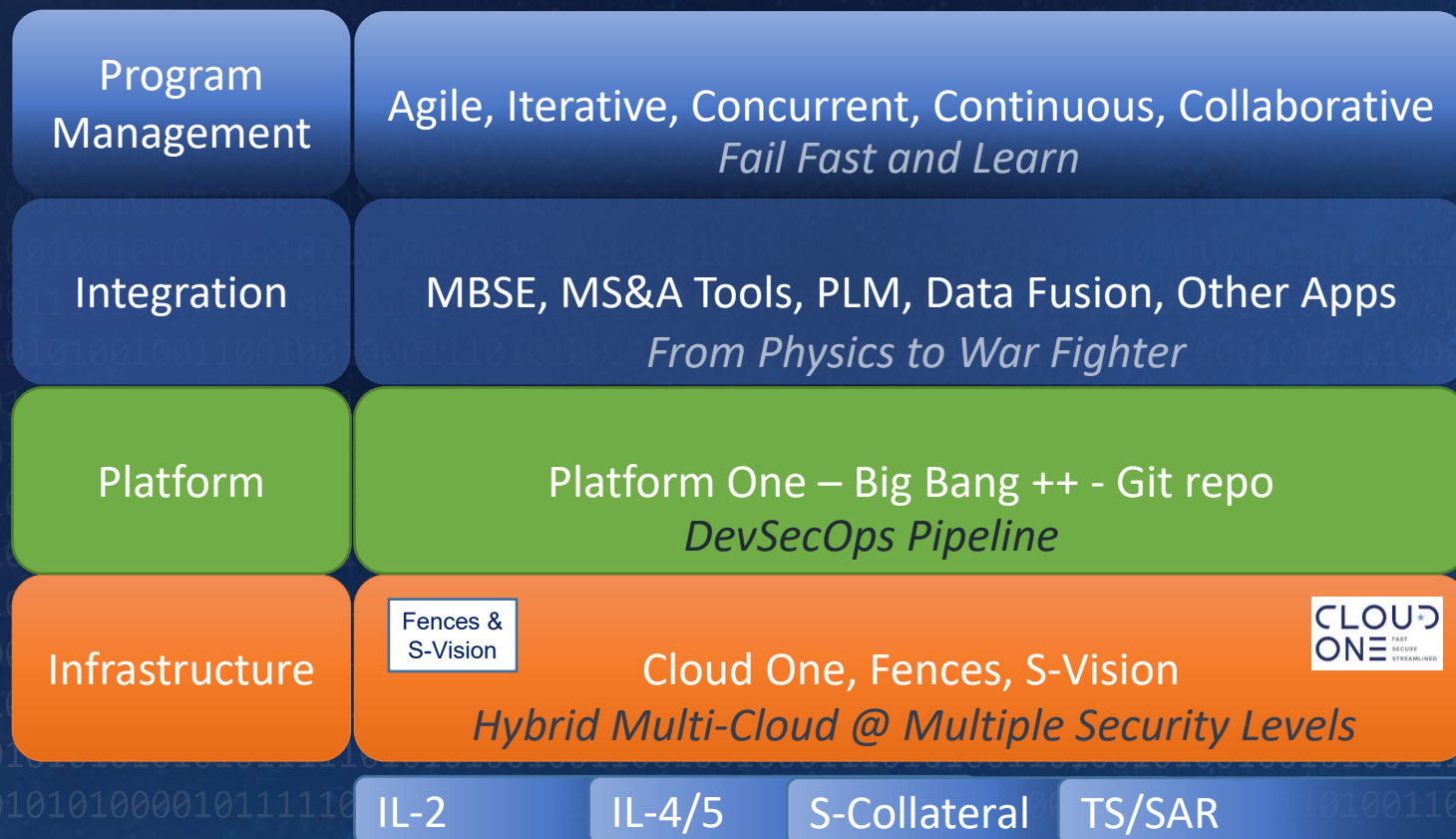








# W1 Digital Agile Open Ecosystem



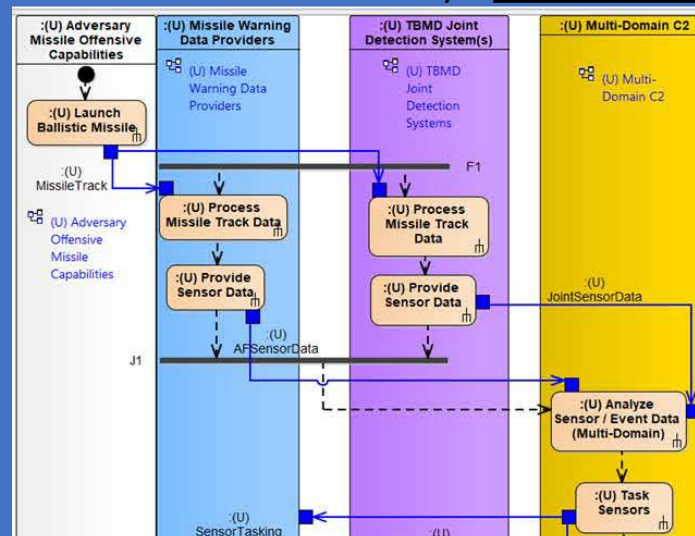
CI/CD  
cATO

Scale  
Cloud Native  
SSO  
Zero Trust Model

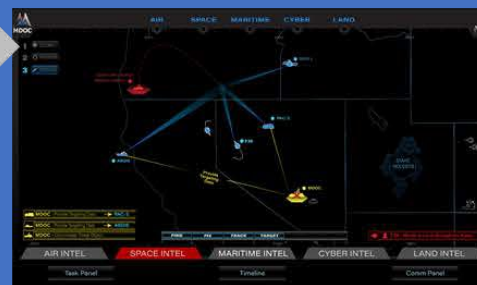
## Concepts/Guidance & Doctrine



## MBSE Model (Capes, Reqts, Mission Threads)



## Msn Thread Story Board



## MS&A Tools (e.g. AFSIM, STORM)



## Digital Twin



## Strategic Development Planning



# Weapons Digital Twin Lifecycle



3DOF

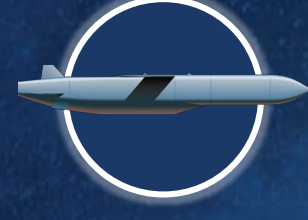
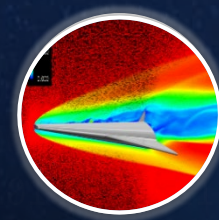
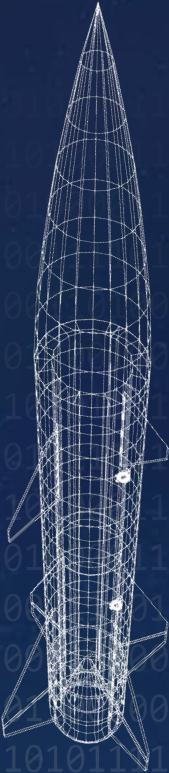
6DOF/Virtual &  
Constructive Tests

Subsystem & Component  
Models / WOSA

Physics Based  
Models & Simulations

Certification  
HWIL/AFSEO

DT&E / OT&E



Use cases  
R&D, AoA, Certification,  
Logistics, T&E, Predictive  
Maintenance, Ops  
Reprogram, Tech Refresh

Physical Prototype

PHYSICAL TWIN (SNxxx)

Sensors – Environmental Data

Req / Strct /  
Behav / Para

Data / HIL /  
SIL / V&V

Data / Events /  
Actions / Conditions

Updates /  
Predictions

VIRTUAL PROTOTYPE

Digital Twin Prototype

DIGITAL TWIN (SNxxx)

MBSE, GRA, ASoT, MS&A Integration ... Data Aggregation, Fusion, Analysis

Concept

Development

Production

Operations

Sustainment

Disposal



## Weapons GRA

Useful across weapon life cycle

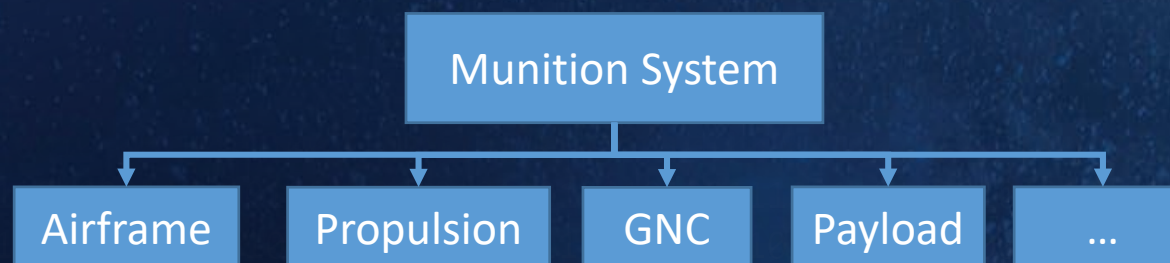
Promotes flexibility, reuse,  
collaboration

Speeds innovation

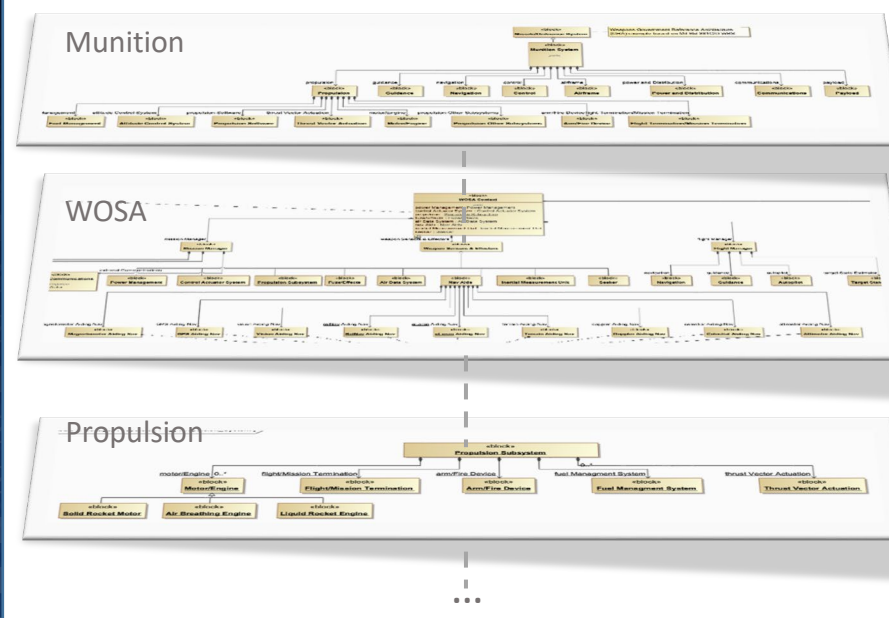
Protects Intellectual Property

Support O&S – Technical Baseline

Incorporates WOSA



### MBSE Model (Missile/Ordnance Structure)



“A Reference Architecture is not defined by what it contains....but what it does.” Col (Ret.) Brent Peavy

## Weapons ASoT

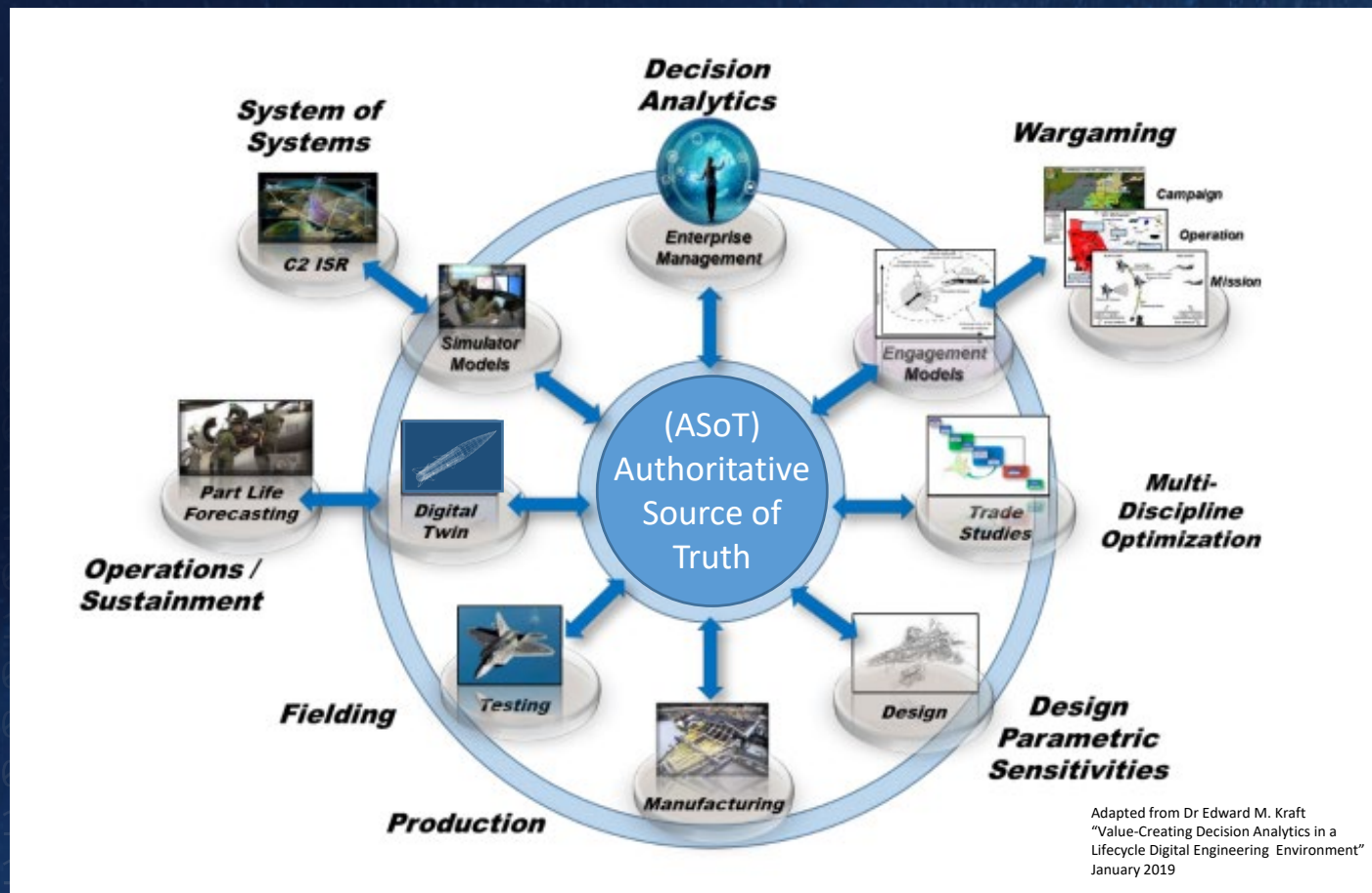
Trusted, Federated, Enduring  
Digital Thread

Cloud-based repository –  
Cloud One

Git version control for MS&A data

AI/ML – Smart search and retrieval

Supports Data-driven  
Analysis & Decisions



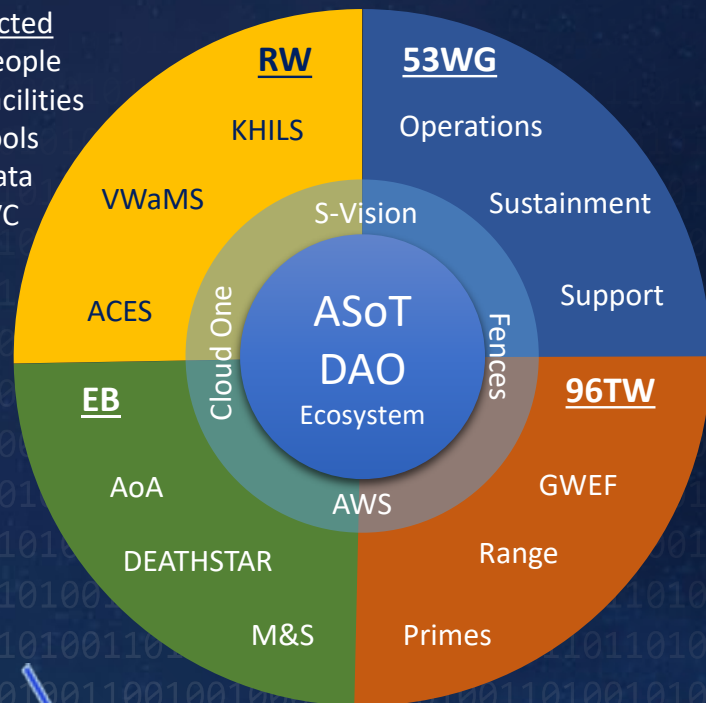
Government Reference Architecture in Action



## DigEng Enabled LVC Weapons Test Bed

### Connected

- People
- Facilities
- Tools
- Data
- LVC



## W1 Applied Digital Engineering

- Networked Collaborative Autonomous Weapons (LCCM, Gray Wolf)
- Golden Horde Vanguard
- Hypersonics - NGHC
- ABMS/JADC2 – W1 On-Ramp



## Digital Twin Enabled Operations





- Integration/interoperability & partnerships with industry
  - Cloud-based collaborative environments
  - Bi-annual industry council
- Utilize AI/ML – leverage data (Authoritative, Traceable, Aggregated, Organized, Fused)
- Expand the weapons enterprise use of DigEng
  - Manufacturing
  - Costs
  - Logistics
  - Operations
  - Sustainment
  - Training



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# Protected Anti-jam Tactical SATCOM (PATS) Digital Engineering Overview



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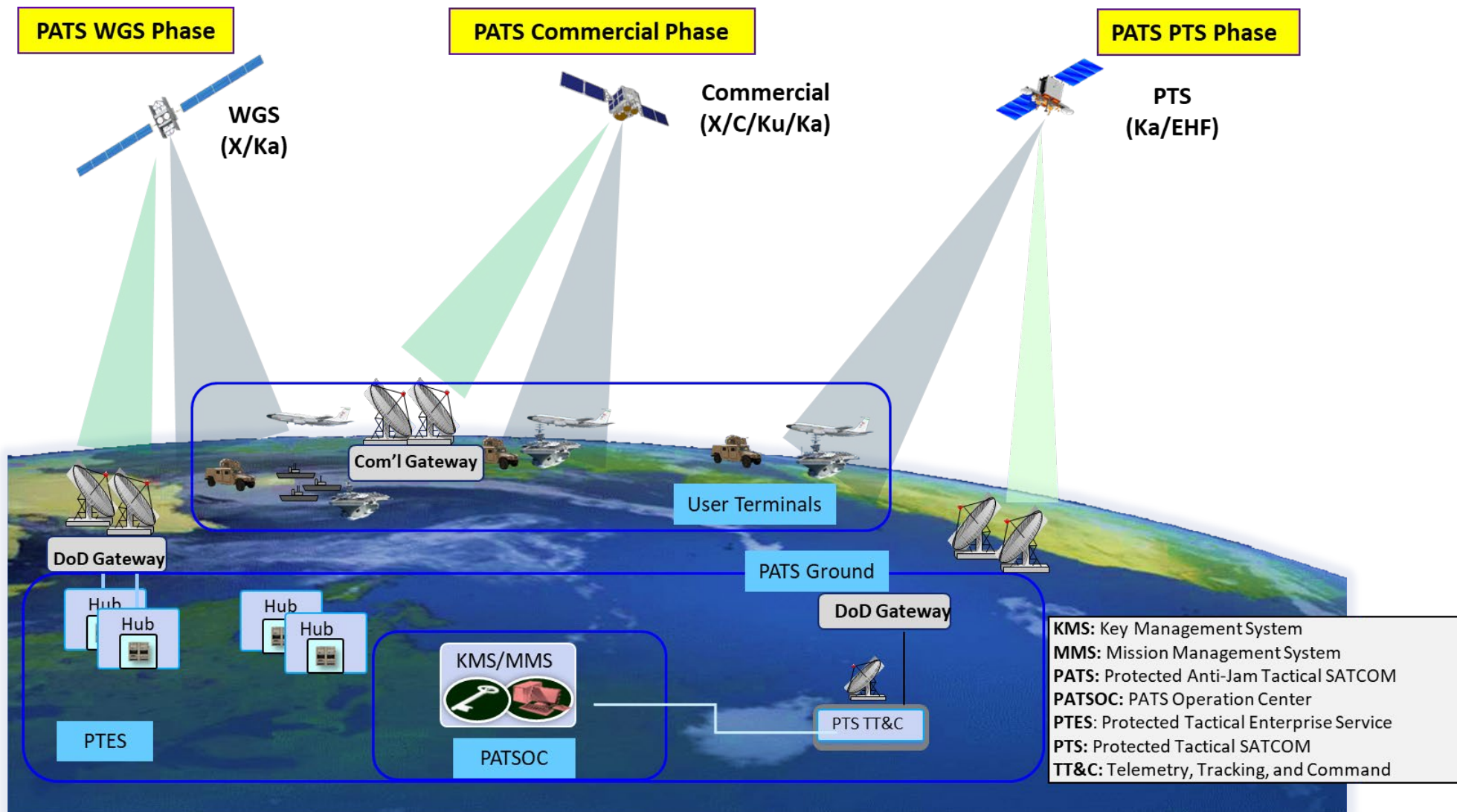
*Phu (Phil) Tran*  
*PATS Technical Director*  
*SMC/DCT*



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# PATS Operational View (OV-1)

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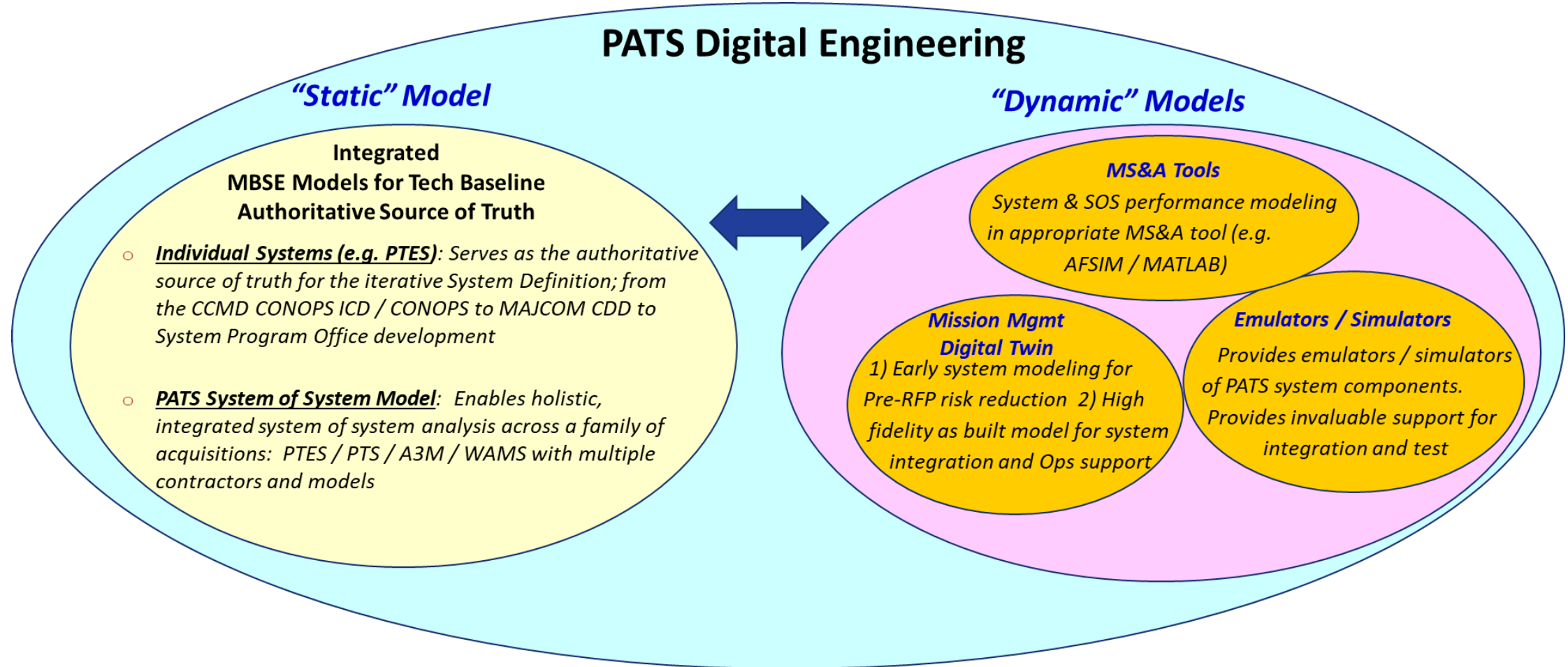


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# PATS Application of Digital Engineering



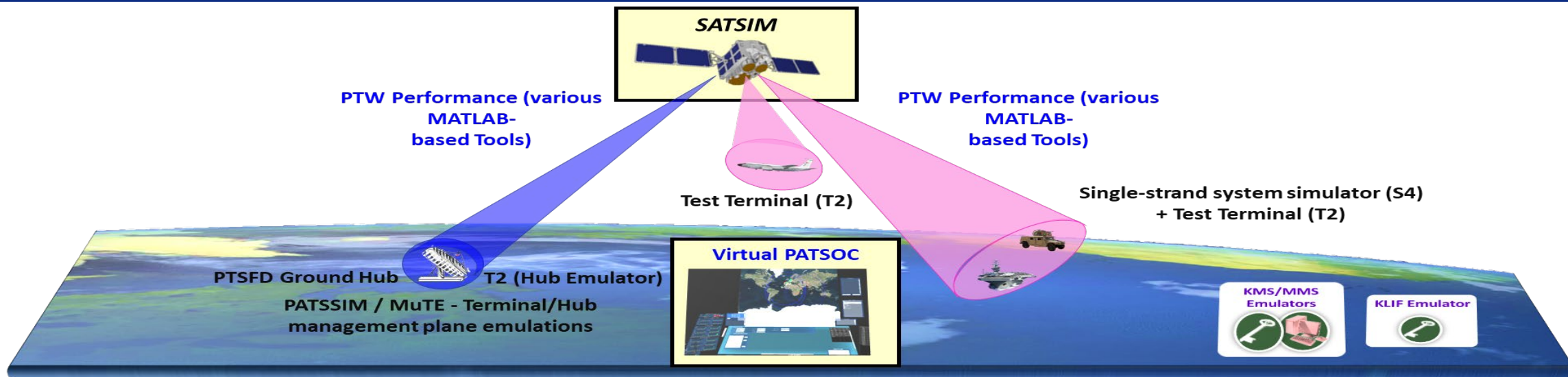
**An integrated digital approach using authoritative sources of systems' data and models as a continuum across disciplines to support life cycle activities from concept through disposal**

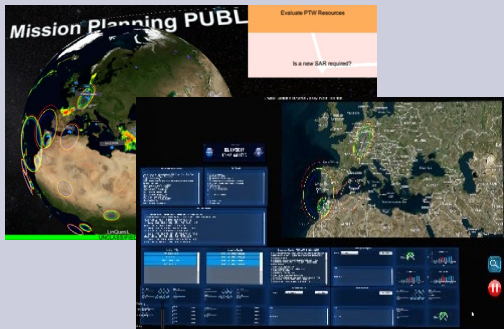
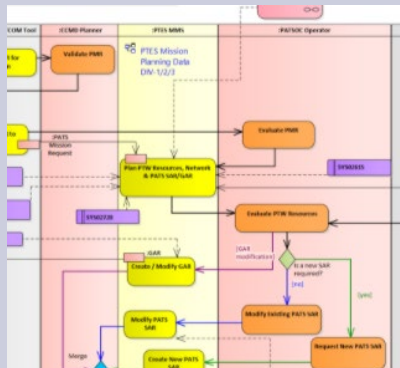
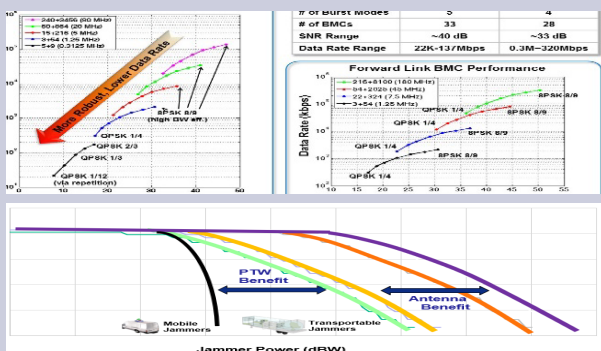



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# Robust Implementation of PATS Digital Capabilities

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Operator Experience	MBSE	Performance Analysis	Emulators/Simulators
<p>Virtual PATSOC</p> <ul style="list-style-type: none"><li>Iterative Agile</li><li>DevSecOps</li><li>Open source SW</li><li>Flexible workflows</li><li>Micro-service</li></ul> 	<ul style="list-style-type: none"><li>Gov Reference baseline</li><li>PTES Mission Threads</li><li>Developers as built</li></ul> 	<ul style="list-style-type: none"><li>PTW MATLAB model</li><li>C++ Physical-layer Performance Simulation</li><li>Link budget</li><li>DyCAST</li><li>Antenna assessment</li></ul> 	<ul style="list-style-type: none"><li>MIT LL Test Terminal</li><li>MIT LL Reconfigurable Emitter</li><li>MIT LL Key Management Sim</li><li>MIT LL Key Initialization Sim</li><li>MIT LL Multi-user Terminal Emulator</li><li>MIT LL Network Harness</li><li>Aerospace Mission Management Sim</li></ul> 





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# PATS Digital Engineering End State

*PATS DE Infrastructure: One stop web portal that takes users everywhere to the PATS DE Ecosystem including PTES Development and Training Environment; supports functional teams and existing program processes*



Management

System Engineering

Integration and Test

ITT and Stakeholders

Programs Portal: A3M | PTES | PTS



**PTES Development and Training Environment**  
Supports PTW Modem Developers | Train Operators

Organize | Archive | Assist | Authenticate | Access Control | Transparent | Track Work | Trace Data

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**10 Minute Break**



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# **AFMC Digital Campaign**

***Transitioning to a Modern Ecosystem***



***Maj Gen Bill Cooley***

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## **One Team...One Digital Lifecycle Enterprise**

**OBJECTIVE:** Deliver capabilities at ever increasing speed and efficiency by designing, sustaining, and modernizing them in an integrated digital environment

- IT Infrastructure (Clouds and Transport)
- Collaborative ecosystem (Models and Tools)
- Availability of data (Authoritative Source of Truth)
- Open Architectures (Standards)
- Integrated processes (Entire Lifecycle)
- Agile culture (Trained Workforce)

- **Workforce recruitment, coaching and advancement in critical digital skills, data science and modeling competencies**
- **Strengthen engineering and all functional expertise, empowering tradespace exploration with early model-based assessments using mission analysis, for decision making at lowest level**
- **Secure cloud-based modeling environment bringing together tools and communities for continuous operational, acquisition, and system analysis across the lifecycle**
- **Enterprise data architecture with continuous Authoritative Source of Truth (ASOT) data sharing for paperless reviews; audits; certifications; decisions; and digital thread throughout product lifecycle and enable operations with artificial intelligence (AI) to improve accuracy at machine speed**
- **Government and domain reference architectures for accelerated iterative development, enhanced competition, interoperability, system agility, and rapid tech insertion**
- **Transform and optimize processes across assessments, systems engineering, intel, test and evaluation, and logistics and maintenance**



- **LOE #0: Integrated Environment – IT Infrastructure**
  - Provide overarching guidance to influence corporate IT improvement investments to enable a robust, secure infrastructure for the enterprise-wide Digital Campaign
- **LOE #1: Integrated Environment – Models and Tools**
  - Provide an Integrated Digital Environment (IDE) of models and tools for collaboration, analysis, and visualization across the functional domains of AF users
- **LOE #2: Standards, Data and Architectures**
  - Provide overarching guidance on the use of Government Reference Architectures (GRA) and related standards and datasets for use in an integrated digital environment for application at the enterprise and system levels
- **LOE #3: Lifecycle Strategies and Processes**
  - Develop Life Cycle Strategies and Processes for Technology Transition, System Acquisition and Product Support using an IDE, supporting lifecycle activities from concept development to disposal
- **LOE #4: Policy and Guidance**
  - Assess and define the required policy and guidance updates/changes to enable full implementation of the Digital Transformation
- **LOE #5: Workforce and Culture**
  - Drive culture change across the AFMC enterprise through training and change management, enabling a workforce well versed in Digital Engineering

# Digital Campaign Points of Contact

**MGen William Cooley, AFMC**

[william.cooley@us.af.mil](mailto:william.cooley@us.af.mil)

**Chris Garrett, AFLCMC/EN-EZ**

[christopher.garrett.17@us.af.mil](mailto:christopher.garrett.17@us.af.mil)

**Jeffrey Mayer, SAF/AQR**

[jeffrey.mayer@us.af.mil](mailto:jeffrey.mayer@us.af.mil)

**John Morris, USSF, SMC/PCE**

[john.morris.1@us.af.mil](mailto:john.morris.1@us.af.mil)

**Mark Kassan, AFMC/ENS**

[mark.kassan.2@us.af.mil](mailto:mark.kassan.2@us.af.mil)

**LOE 0: Rich Kutter, AFLCMC/EN-EZ**

[richard.kutter@us.af.mil](mailto:richard.kutter@us.af.mil)

**LOE 1: Tom Lockhart, AFNWC/EN-EZ**

[thomas.lockhart@us.af.mil](mailto:thomas.lockhart@us.af.mil)

**LOE 2: Mitch Miller, AFLCMC/EZ**

[mitchel.miller@us.af.mil](mailto:mitchel.miller@us.af.mil)

**LOE 3: Lansen Conley, AFLCMC/LG-LZ**

[lansen.conley.1@us.af.mil](mailto:lansen.conley.1@us.af.mil)

**LOE 4: Tom Doyon, AFMCLO/CL**

[thomas.doyon.1@us.af.mil](mailto:thomas.doyon.1@us.af.mil)

**LOE 5: Jackie Janning-Lask, AFRL/RV**

[jacqueline.janning-lask@us.af.mil](mailto:jacqueline.janning-lask@us.af.mil)



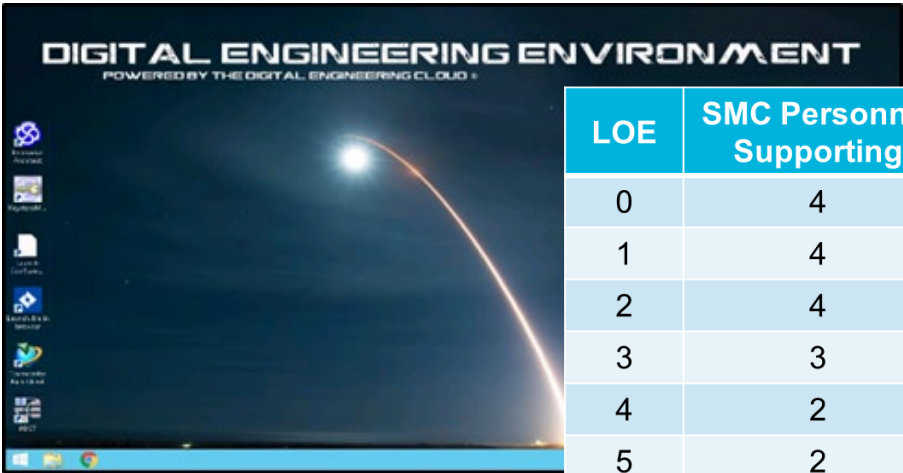
# US Space Force – Space and Missile System Center

## The Digital Ecosystem is necessary for the future success of space systems acquisition and operations

- Speed – react to threats, implement innovations, respond with new technologies
- Complexity – managing enterprise, welcoming change
- Mission Assurance – success at launch and operations in contested environments

## Partnering with the AF in the Digital Campaign

- DE Environment and Modeling Tools (LOE 0 & 1)
- Ontology, Style Guides and Standards (LOE 2)
- DE Policy, Processes and Contract Language (LOE 3 & 4)
- Workforce Training and Culture Change (LOE 5)



Includes Civilians, Military, A&AS support contractors and FFRDC personnel

The Space Force will be a Digital Service – Gen J. Raymond



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## Integrated Digital Environment



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*Mr. Tom Lockhart, SES*  
*Mr. Mitch Miller, SES*  
*Executive Champions*

# What is needed for Integrated Digital Environment (IDE)?

## Big "4"

- ✓ Model Based
- ✓ Product Management
- ✓ Analysis
- ✓ Visualization

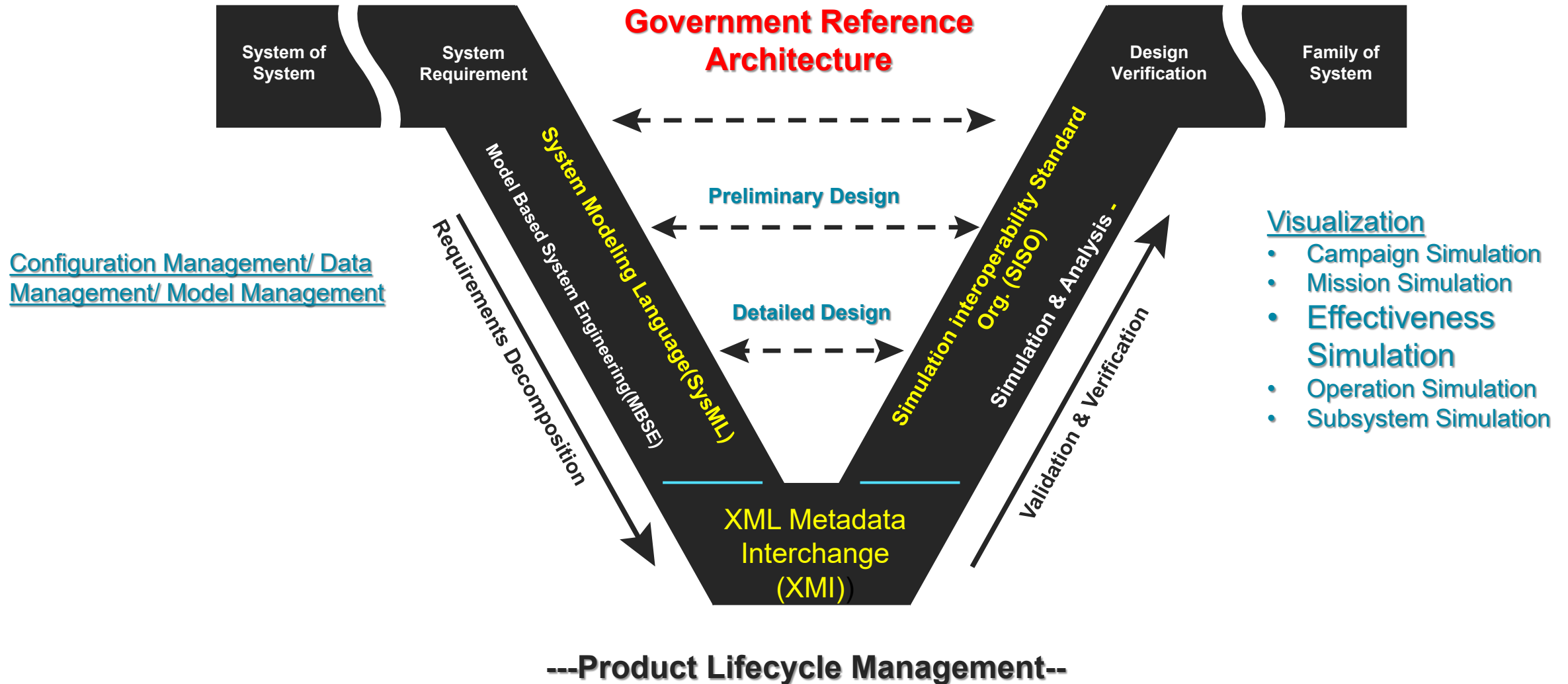
**Multiple Tool Vendors  
Interoperability w/Standards**

- ❑ Distributed Workforce
- ❑ Multi-Level Security
- ❑ Continuous Authority To Operate
- ❑ Own & Access to Program Baseline

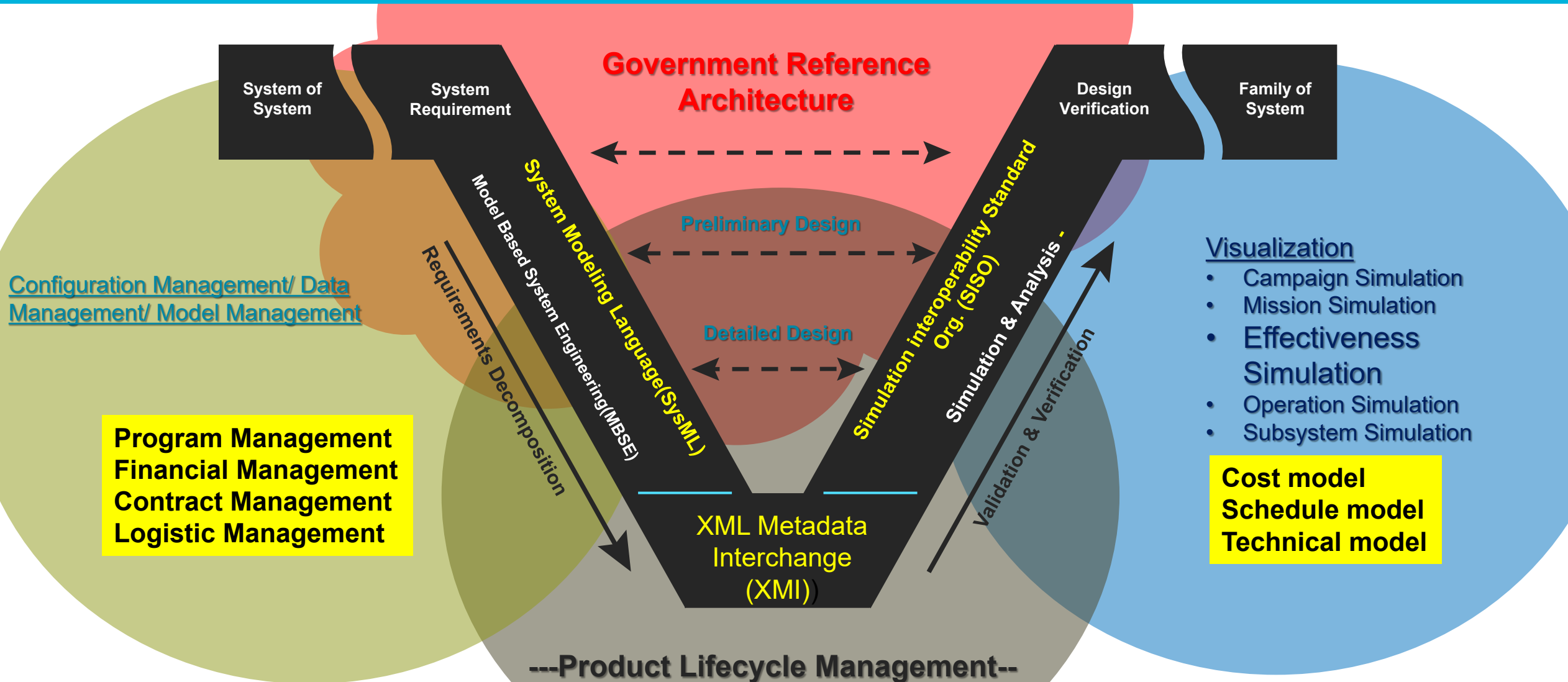
**Complexity Science**



# Bede Systems Engineering “Vee” Framework

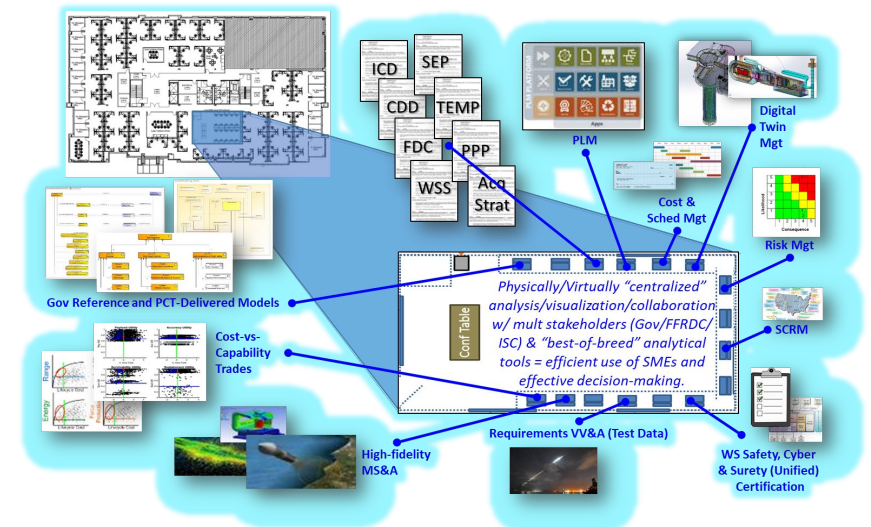


# Integrated Digital Environment





- **Delivery 1:** Identify and catalog assorted tools and models for programs to conduct business across their multi functions
- **Delivery 2:** Setup an enterprise contract for ordering Sandbox, Tools, and Training
- **Delivery 3:** Develop IDE Sandbox for on premise/client server Program Executive Office (PEO) to develop models for migration into the CloudOne/PlatformOne





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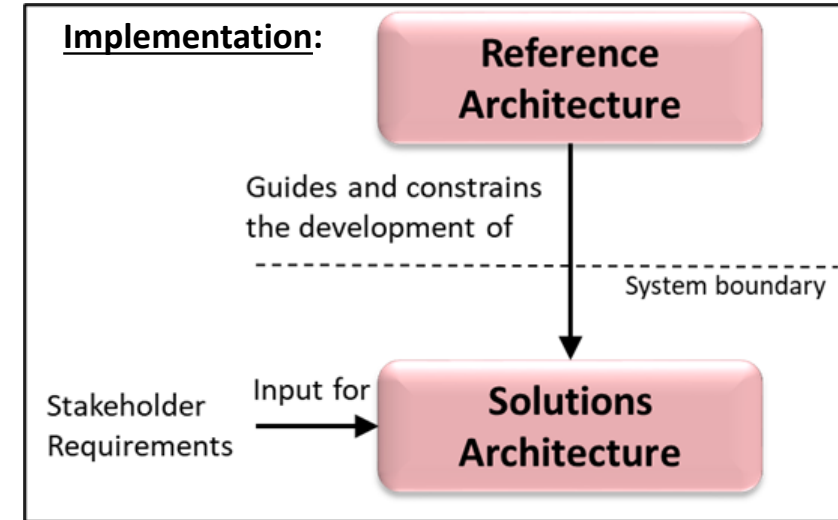
# Government Reference Architecture (GRA)

## Reference Architecture:

- An authoritative source of information about a specific subject area that guides and constrains the instantiations of multiple architectures and solutions – **DoD Reference Architecture Description, June 2010**

## Governance Reference Architecture: (Proposed)

The reference architecture provided by the government to guide the system design, development, production, and sustainment processes.



## Purpose:

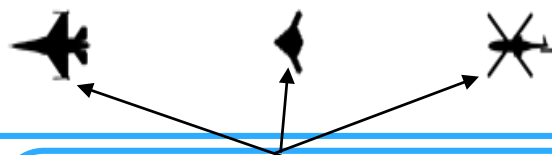
- **Provides Ontology**
- **Supports Model Reuse**
- **Supporting the validation of solutions against a proven Architecture**
- **Provides Style Guide and Standards**
- **Defines the business, regulatory, and technical boundaries**

## Benefits:

- Increases speed
- Provides a starting point--across programs
- Removes ambiguity--reduced integration time
- Decreases requirements creep
- Sets standards for MBSE for effectiveness and efficiency
- Delivers Interoperability across users and providers of data

# Government Reference Architecture (GRA) Example

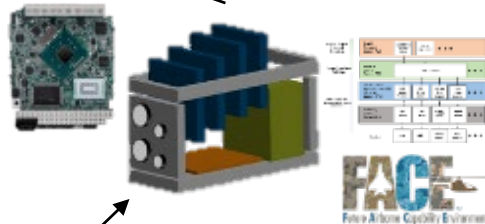
System Architecture  
Final Design SWaP-c



40+  
platforms  
just PNT

Agile  
Adaptable  
Interoperable

Objective Architecture  
Mission specific trades



Reusable, Shared Assets  
Models, Services, Components,  
S/W Applications

Government Reference  
Architectures  
Functional use cases

**PNT GRA**  
R-EGI  
OMS/UCI  
FACE  
SOSA H/W

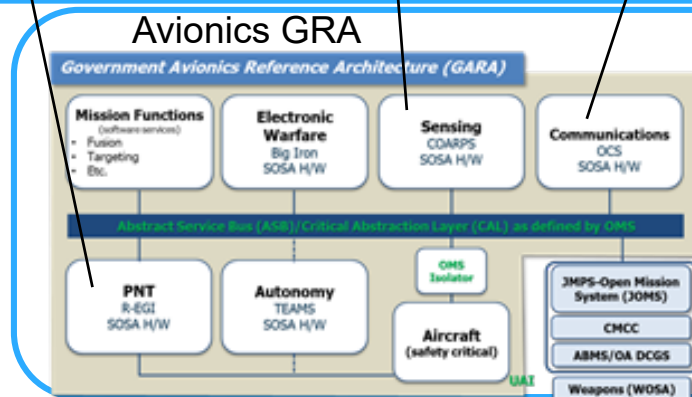
**Sensor GRA**  
COARPS  
OMS/UCI  
FACE  
SOSA H/W

**Comm GRA**  
OCS  
OMS/UCI  
FACE  
SOSA H/W

...

Avoids  
engineering  
duplication  
of effort  
across  
platforms

Library of Government Reference  
Architectures  
Unifying Principals, Industry-  
consensus frameworks,  
and open standards



ABMS GRA ↔ ...

Weapons GRA  
Mission Planning GRA  
NC3 GRA  
GBSD GRA...etc.

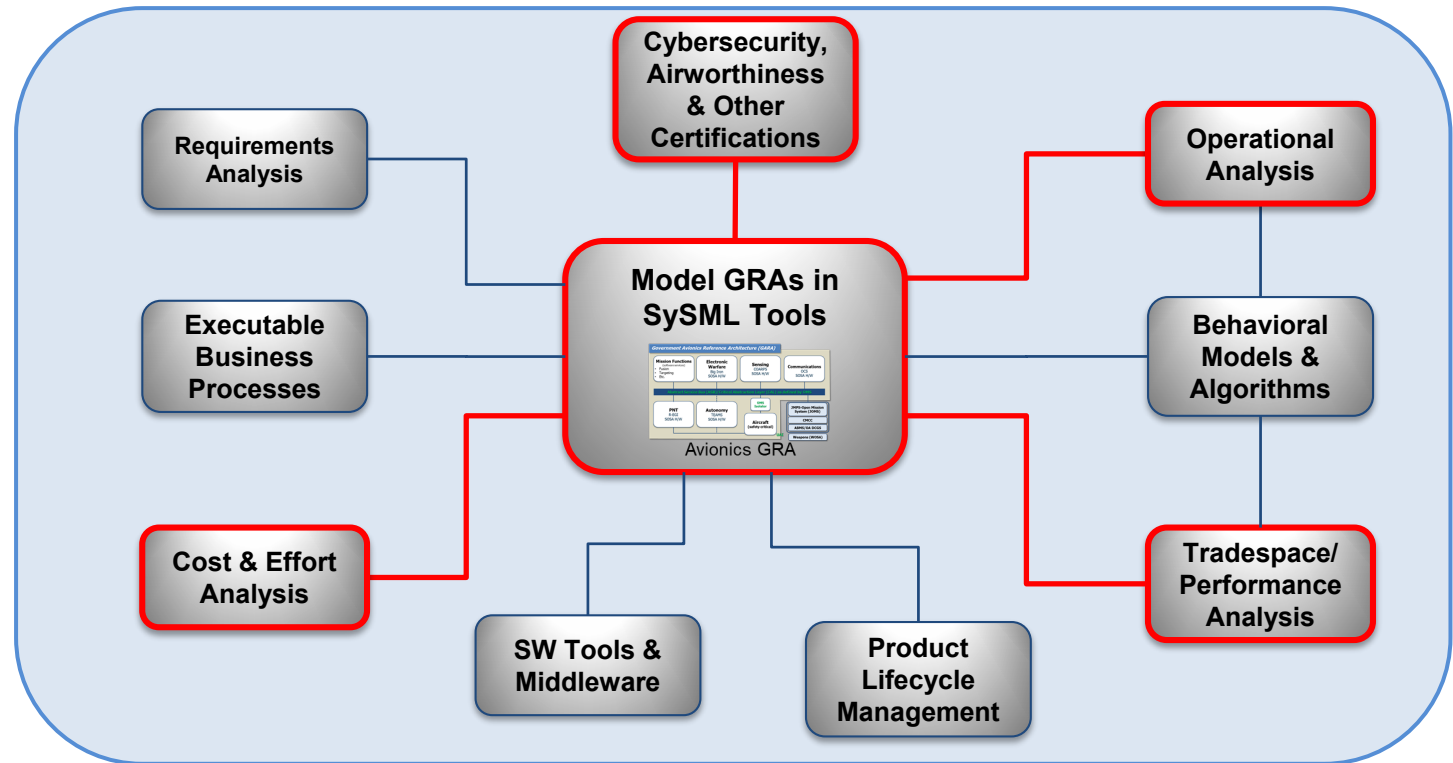
Speeds  
Delivery

Saves \$Bs

# Develop Library of GRAs Modeled in Systems Engineering Tools

- Leverage GRA & System Architecture for Architecture centric analysis
  - Entities
  - Attributes
  - Relationships
- Link Architecture to tools for **early, dynamic, & continual analysis** of requirements
- Connect other analytical tools via Application Programming Interfaces (API's)
  - API = a re-usable set of functions / subroutines used for software development
- **Enable Automation of Processes**
- **Enable Multi-Domain Analysis**
- **Tie Solution Architecture to DoD Enterprise Architecture**
- **Maintain authoritative source of truth**

*An Example Digital Toolchain*







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# Build the Digital Ecosystem Data Architecture



## Align

Current MBSE work (best of the best)

DoD DevSecOps Reference Design

Real-time/Embedded Systems

Standardized data formats

Government Reference Architectures

Cultural and Mindset Changes



## Leverage Cloud Infrastructure

CloudOne/PlatformOne Foundation

Leading edge agile software processes

Automate what we can

Machine Learning/Artificial Intelligence – New ways of handling/validating/managing/applying data



## Development

Open Source/Common Tools

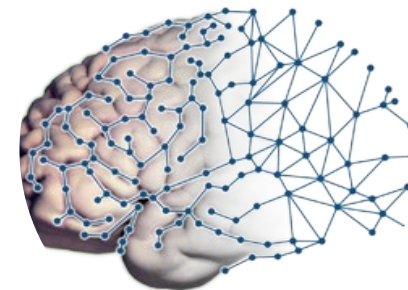
Configuration management, data health, data checking

Near Continuous Design Reviews

Understand SoS Level Interfaces

Assess System Performance

Virtual Dress Rehearsal Missions



## Manage, Share, and Curate Data

Make Data Accessible to the People Who Need It

Pre-program activities to program of record to operations

Living data repository – allows customization for program & Operational needs

**Establish the pipeline to the warfighter!**

UNCLASSIFIED

Briefer: Mitch Miller (AFLCMC/EZ)



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## *Focus Areas & Accomplishments to Date*

- **Identified initial Integrated Digital Environment (IDE)**
  - Coordinating CloudOne/PlatformOne
- **Identifying Enterprise tools to enable Model Based System Engineering, Product Lifecycle Management, Analysis, and Visualization**
- **Working Product Lifecycle Management (PLM) capability across enterprise with special emphasis on programs in sustainment**
- **Built / Contributed to DOD Digital Dictionary – synchronized effort with OSD/R&E**
- **Developed methodologies and specifications for how to use models in the digital environment**

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# **Evolving Acquisition Process**



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*Mr. Tom Doyon, SES*  
*Mr. Lansen Conley, SES*  
*Executive Champions*



# AFMC Digital Campaign: Data Rights

## ■ Evaluated as part of Policy and Guidance (LOE #4)

### ○ One of Five Focus Areas

- Most complex area of the five
- Imperative to balance contractor rights with government rights and needs

### ○ Key Issues:

- Determine optimal extent of data sharing in a digital ecosystem

- Determine needed license rights

- 10 USC § 2320(f): Preference for specially negotiated licenses

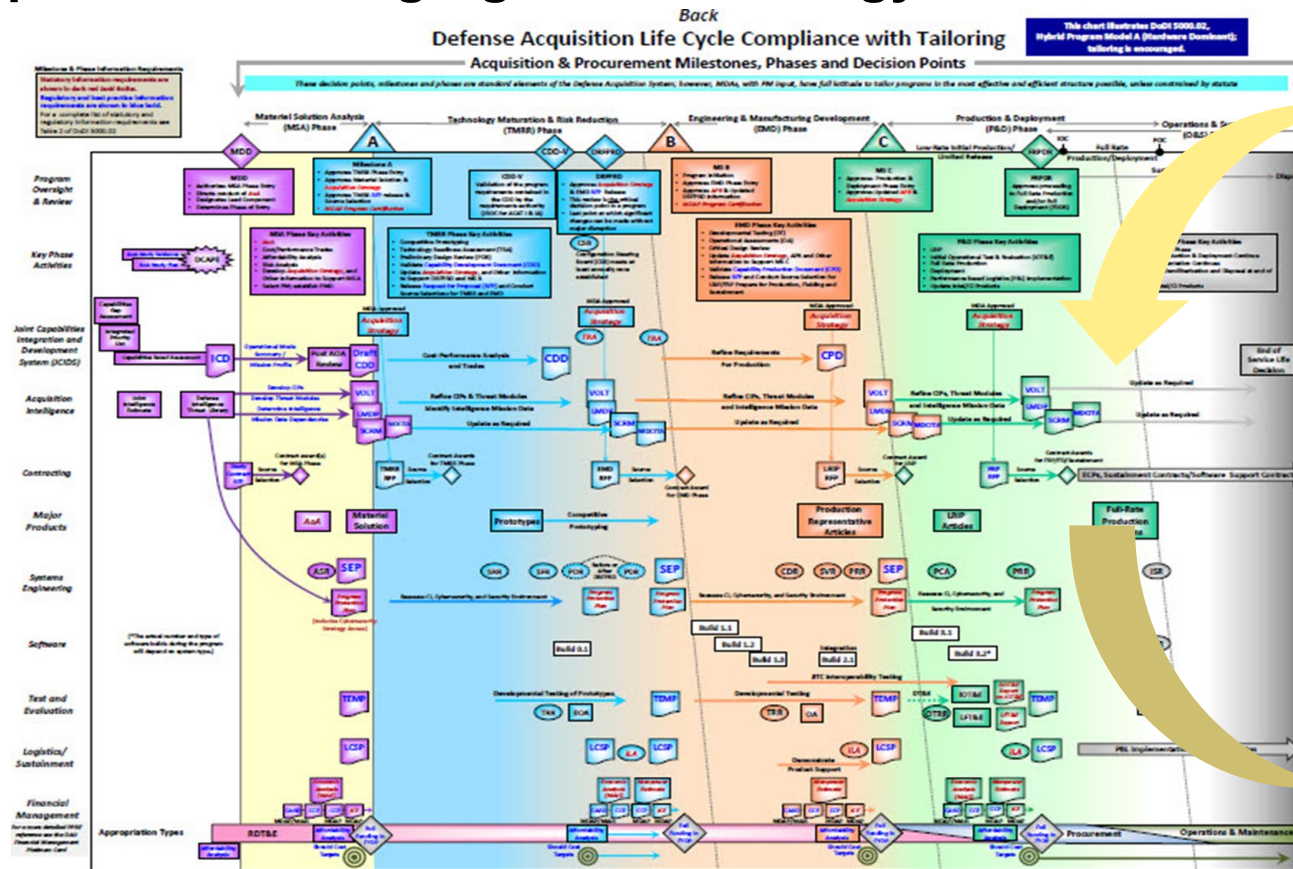
- DFARS 215.470(b); DoDI 5000.85; DoD 5010.12-M: DD Form 1423s

### ○ Recognition that current Data Rights regime had inception in hardware-centric world and we now live in a software-centric world

## ■ Way Forward

- Continue to assess necessary license rights to implement the USAF's digital transformation
- USAF can't do this alone; we need open and transparent dialogue with industry

**Strategy: Systematically identify and promote digital enhancements to acquisition processes using Agile methodology—data, tools, infrastructure, policy**



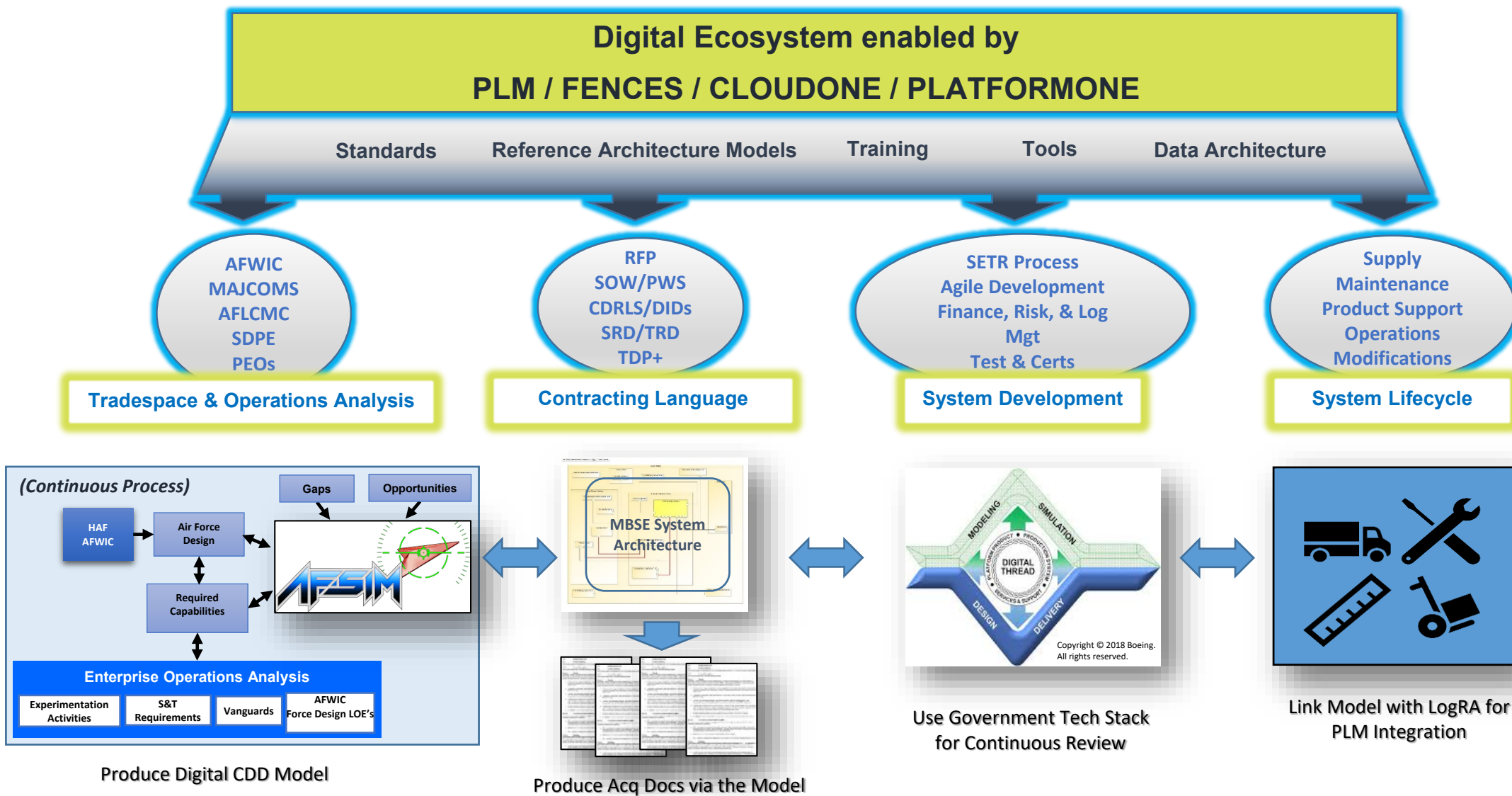
**Encompass AF enterprise...from requirements generation through Operations and Sustainment**





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# Integrated Digital Ecosystem and Processes



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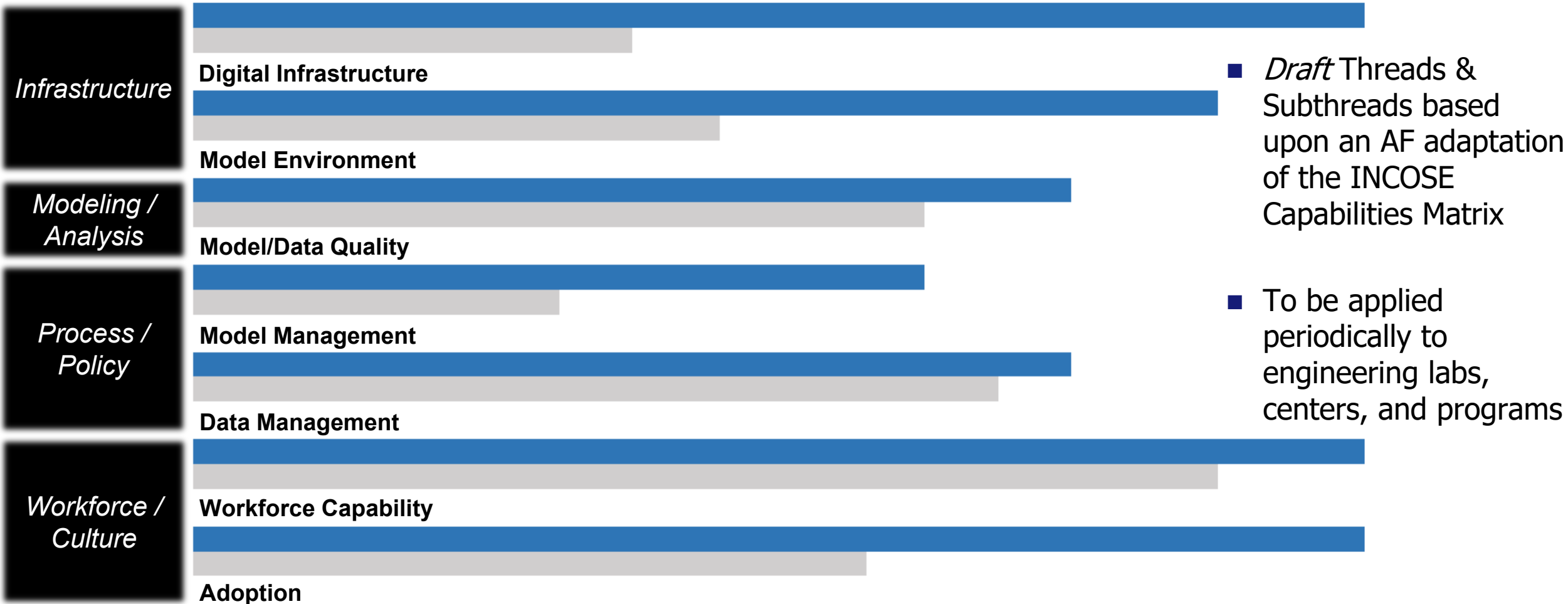
Briefer: Lansen Conley (AFLCMC/LG-LZ)

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# Notional AF Digital Transformation Metrics

Digital Transformation: Target vs Baseline

■ Target ■ Baseline



- **Reviewed statute, policy and regulations impacting Digital Engineering**
- **Identified acquisition & certification processes for digital acceleration**
  - **Eg: Engineering Data Management, Authority to Operate (ATO), Risk Management, Tech Data, and Maintenance Planning**
- **Translating templates / guides for digital acceleration**
  - **Tech Transition Plan (TTP), Acquisition Strategy (AS), Test and Evaluation Master Plan (TEMP), Systems Engineering Plan (SEP) and Lifecycle Sustainment Plan (LCSP)**
- **Identified 23 Digital Features and contracting language for programs**
  - **Request Industry feedback in the coming weeks**
- **Refining INCOSE Digital Engineering Metrics and applying to pathfinder programs – preparing to scale in the coming months**



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## **Workforce and Culture**



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*Ms Jackie Janning-Lask, SES  
Executive Champion*



# Workforce and Culture: Change Management

Shepherd the Command through the pivot of Digital Transformation via deliberate change management; by conducting a **stakeholder analysis**, creating **messaging timelines/modes**, driving continual **leadership engagement**, and partnering with experts to identify and fill workforce **knowledge gaps**

Understand Process Baseline & Lessons Learned	Data Collection & Quick Wins	Resources & Metrics	Execution
<ul style="list-style-type: none"><li>Industry &amp; Gov't Engagements<ul style="list-style-type: none"><li>Boeing</li><li>MITRE</li><li>Lockheed</li><li>Navy</li><li>Digital U</li><li>AFIT</li></ul></li><li>Change Management Approach<ul style="list-style-type: none"><li>Prosi—ADKAR model</li><li>Build matrixed support team</li></ul></li></ul>	<ul style="list-style-type: none"><li>Data Collection<ul style="list-style-type: none"><li>Stakeholder Analysis</li><li>Training</li><li>Evaluation/Criteria</li></ul></li><li>Quick Wins<ul style="list-style-type: none"><li>Digital Engineering Landing Page</li><li>Matrixed Change Mgt Support in each Center</li><li>Dialogue w/workforce</li></ul></li></ul>	<ul style="list-style-type: none"><li>POM Inputs<ul style="list-style-type: none"><li>IT tools, infrastructure, survey tools, manning, website</li></ul></li><li>Metric Creation &amp; Coordination<ul style="list-style-type: none"><li>Impact vs Activity</li><li># of programs using digital tools</li><li>Efficiencies gained by going digital</li><li>Defining “success” and applying criteria to programs</li></ul></li></ul>	<ul style="list-style-type: none"><li>Stand up Execution Office</li><li>Functional Communities<ul style="list-style-type: none"><li>A1, EN, others</li></ul></li><li>Programmatic Communities<ul style="list-style-type: none"><li>PEOs</li></ul></li><li>Clarify roles &amp; responsibilities<ul style="list-style-type: none"><li>Enduring change team vs functionals vs leaders</li></ul></li></ul>

Phase 0

Phase 1

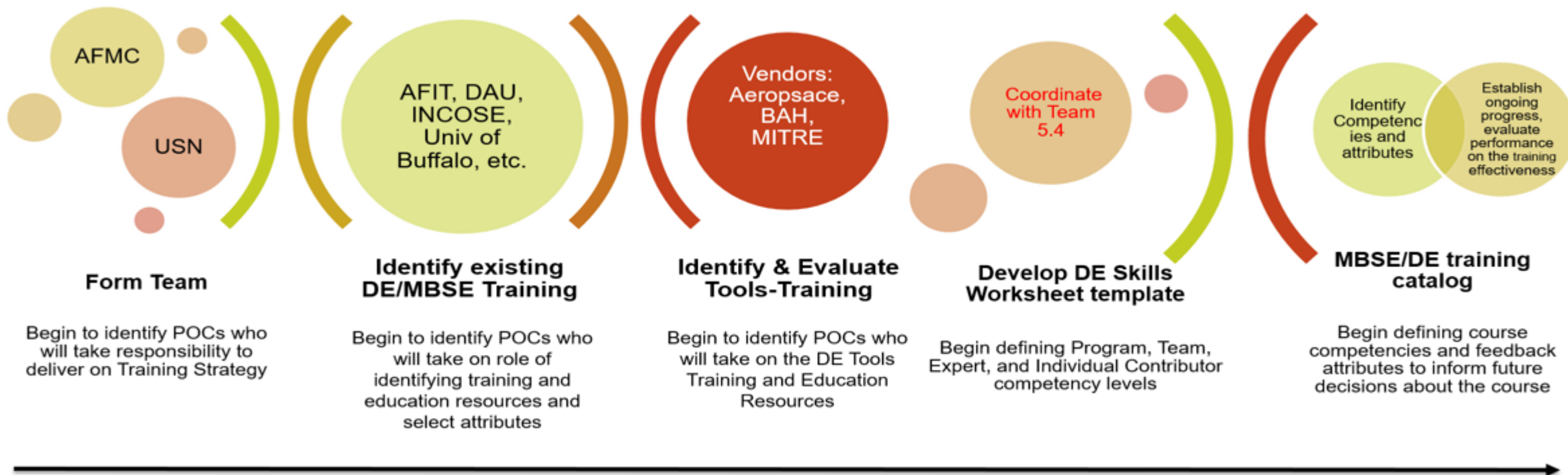
Phase 2

Phase 3



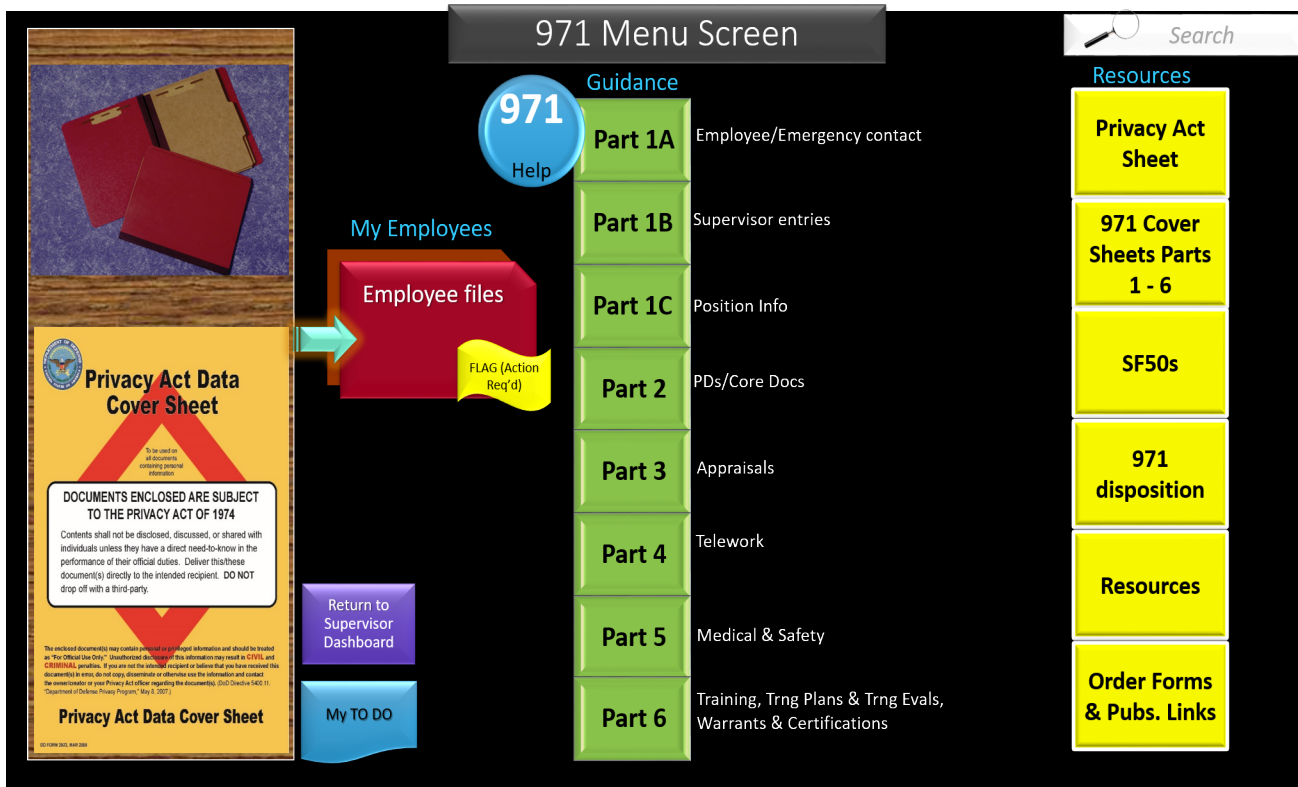
# Workforce and Culture: Training

Provide a **menu of AF approved training** for “going digital” by determining level of expertise needed (basic, intermediate, expert), targeting specific **positions**, ensuring **multiple modes** for dissemination, and frequency, just-in-time training vs traditional approach for workforce across all functional organizations.



# Workforce and Culture: Career and Leadership

Create a **single profile** for Command-wide workforce “career progression/leadership development”  
Tracking workforce from **recruitment to retirement**.



## A DIGITAL TWIN FOR ALL OF OUR DIGITAL AIRMEN

- “Digital 971” Employee Record
- Career Progression and Leadership Development
- Competency Management
- Repository of Knowledge Management



- **Create a Change Management Plan**
  - Conduct a stakeholder analysis
- **Review and assess available DE training, courses, seminars, workshops, etc. to leverage for training opportunities**
- **Create a technical, support and functional career development plan to exercise levels of DE competencies**

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# **AF Digital Campaign Questions and Answers**

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# ***Digital Campaign Points of Contact***

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**MGen William Cooley, AFMC**

[william.cooley@us.af.mil](mailto:william.cooley@us.af.mil)

**Chris Garrett, AFLCMC/EN-EZ**

[christopher.garrett.17@us.af.mil](mailto:christopher.garrett.17@us.af.mil)

**Jeffrey Mayer, SAF/AQR**

[jeffrey.mayer@us.af.mil](mailto:jeffrey.mayer@us.af.mil)

**John Morris, USSF, SMC/PCE**

[john.morris.1@us.af.mil](mailto:john.morris.1@us.af.mil)

**Mark Kassan, AFMC/ENS**

[mark.kassan.2@us.af.mil](mailto:mark.kassan.2@us.af.mil)

**LOE 0: Rich Kutter, AFLCMC/EN-EZ**

[richard.kutter@us.af.mil](mailto:richard.kutter@us.af.mil)

**LOE 1: Tom Lockhart, AFNWC/EN-EZ**

[thomas.lockhart@us.af.mil](mailto:thomas.lockhart@us.af.mil)

**LOE 2: Mitch Miller, AFLCMC/EZ**

[mitchel.miller@us.af.mil](mailto:mitchel.miller@us.af.mil)

**LOE 3: Lansen Conley, AFLCMC/LG-LZ**

[lansen.conley.1@us.af.mil](mailto:lansen.conley.1@us.af.mil)

**LOE 4: Tom Doyon, AFMCLO/CL**

[thomas.doyon.1@us.af.mil](mailto:thomas.doyon.1@us.af.mil)

**LOE 5: Jackie Janning-Lask, AFRL/RV**

[jacqueline.janning-lask@us.af.mil](mailto:jacqueline.janning-lask@us.af.mil)

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**Thank you for your  
participation**

All material, recording and questions/answers will  
be put on <https://www.afmc.af.mil/digital/>

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