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
AF Digital Campaign
Industry Exchange Day
### AF Digital Campaign
#### Industry Exchange Day Agenda

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General Bunch

Welcome/Kickoff
Honorable Dr. Will Roper

Digital Engineering Vision
Digital Engineering Exemplars

Ground Based Strategic Deterrent
WeaponONE
Protected Anti-jam Tactical SATCOM
Ground Based Strategic Deterrent (GBSD) Digital Engineering

Col Jason Bartolomei
Director, GBSD Systems Directorate
Minot AFB, ND

Bangor, WA

On Patrol
• Trident II SSBNs

Kings Bay, GA

On Patrol
• Trident II SSBNs

Barksdale AFB, LA

Malmstrom AFB, MT

F. E. Warren AFB, WY

Whiteman AFB, MO

On Patrol
• Trident II SSBNs

• ICBMs separated by at least 3 miles with an average of 5 miles
• ICBMs uniquely contribute to stability by confronting an adversary with a dauntingly high number of aimpoints to cripple our nuclear forces
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
GBSD Digital Engineering

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

- 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
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
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
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
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
WeaponONE

Dr Craig Ewing
WeaponONE

Dr. Craig M. Ewing, ST

Weapons Modeling & Simulation
WeaponONE  One vision, many weapons.

Weapons Enterprise

Digital Ecosystem

Warfighter
- AFWIC
- SDP

Model-Based
- Strategic
- Development
- Planning

Integrated
- MBSE
- MS&A

DevSecOps
- CI/CD
- CATO

ABMS
JADC2

Cyber Assured
Integration
Emerging
Technologies

PLM/ALM

Collaborative Weapons

Hypersonic Weapons
Digital Twins

Digital Agile Open

Edge

WIN
WSA
Enabled
Microservice
Architecture

Autonomy
Algorithms
Al/ML
Dynamic
Effects

Products

Government
Reference
Architecture
(GRA)

Authoritative
Source of
Truth
(ASoT)

Digital
Twins/Thread
(DT/T)

Users

Requirements & Strategic Development Planning
Technology R&D
System Architecture & Engineering
Adaptive Acquisitions
Project Management

Weapons Digital
Enterprise

Product and Application Lifecycle Management (PLM/ALM)
MS&A, T&E, LVC

Operational Analysis & Continuous Integration and Deployment

Training

Military

Acquisition

Distributed Systems

Networks

Cyber
Protection

Applications

Software

Platforms

Sensors

Drones

Missiles

Artificial Intelligence

Machine Learning

Data Analysis

Simulation

Virtual Reality

Augmented Reality

Disruptive Technologies

Innovation

Development

Manufacturing

Testing

Logistics

Operations

Sustainability

Distribution A. Approved for Public Release; Distribution Unlimited – 96TW – 96TW-2020-0221
W1 Digital Agile Open Ecosystem

Program Management
- Agile, Iterative, Concurrent, Continuous, Collaborative
  - Fail Fast and Learn

Integration
- MBSE, MS&A Tools, PLM, Data Fusion, Other Apps
  - From Physics to War Fighter

Platform
- Platform One – Big Bang ++ - Git repo
  - DevSecOps Pipeline

Infrastructure
- Cloud One, Fences, S-Vision
  - Hybrid Multi-Cloud @ Multiple Security Levels
  - IL-2, IL-4/5, S-Collateral, TS/SAR

CI/CD, cATO, Scale, Cloud Native, SSO, Zero Trust Model
Model-Based Systems Engineering (MBSE)

Concepts/Guidance & Doctrine

Strategic Development Planning

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 TWIN (SNxxx)

Physical Prototype

Sensors – Environmental Data

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

The Air Force Research Laboratory

AFRL

Pathfinder
Weapons GRA

Useful across weapon life cycle

Promotes flexibility, reuse, collaboration

Speeds innovation

Protects Intellectual Property

Support O&S – Technical Baseline

Incorporates WOSA

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

Trust, 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
W1 Applications

DigEng Enabled LVC Weapons Test Bed

- People
- Facilities
- Tools
- Data
- LVC

Connected

ASoT
DAO
Ecosystem
S-Vision
Fences
Cloud One
AWS
KHILS
VWaMS
Primes
ACES
DEATHSTAR
M&S
96TW

Digital Twin Enabled Operations

1. Weapon System In Combat
2. Challenges Encountered on Mission
3. Hardware-In-the-Loop / Software-in-the-Loop
4. System Software Solutions
5. Enhanced Wpn System Capability

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

Combat Capability Through Real-Time System Performance Upgrades

Software Defined Weapon Capabilities
- Model-Based OT&E
- New Target Models
- New Behaviors
- New Cooperative Algorithms
- Improved EW
- Improved I.D. of Threats
- Enhanced Countermeasures
- Enhanced Communications

Distribution A. Approved for Public Release; Distribution Unlimited – 96TW – 96TW-2020-0221
Way Forward

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

Phu (Phil) Tran
PATS Technical Director
SMC/DCT
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.
Robust Implementation of PATS Digital Capabilities

- Operator Experience MBSE Performance Analysis Emulators/Simulators

**Virtual PATSOC**
- Iterative Agile
- DevSecOps
- Open source SW
- Flexible workflows
- Micro-service

**Gov Reference baseline**
- PTES Mission Threads
- Developers as built

**PTW MATLAB model**
- C++ Physical-layer Performance Simulation
- Link budget
- DyCAST
- Antenna assessment

**MIT LL Test Terminal**
- MIT LL Reconfigurable Emitter
- MIT LL Key Management Sim
- MIT LL Key Initialization Sim
- MIT LL Multi-user Terminal Emulator
- MIT LL Network Harness
- Aerospace Mission Management Sim

---

**SATSIM**

- PTW Performance (various MATLAB-based Tools)

- Test Terminal (T2)

- Single-strand system simulator (S4) + Test Terminal (T2)

**Virtual PATSOC**

- PTSFD Ground Hub
- T2 (Hub Emulator)
- PATSSIM / MuTE - Terminal/Hub management plane emulations

**PTW Performance (various MATLAB-based Tools)**
### 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

| System Architecture Team | Modeling Simulation Team | Cyber Crypto Team | Specialty Prototyping Team | Technical Baseline Team | BizOp Training Team |

**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
10 Minute Break
AFMC Digital Campaign

Transitioning to a Modern Ecosystem

Maj Gen Bill Cooley
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)
**Digital Campaign Goals**

- **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
Lines of Effort Goals

- **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

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LOE 2: Mitch Miller, AFLCMC/EZ
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LOE 3: Lansen Conley, AFLCMC/LG-LZ
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LOE 4: Tom Doyon, AFMCLO/CL
thomas.doyon.1@us.af.mil

LOE 5: Jackie Janning-Lask, AFRL/RY
jacqueline.janning-lask@us.af.mil
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)

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

Mr. Tom Lockhart, SES
Mr. Mitch Miller, SES
Executive Champions
What is needed for Integrated Digital Environment (IDE)?

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

Big “4”

- Model Based
- Product Management
- Analysis
- Visualization

Multiple Tool Vendors
Interoperability w/Standards

Complexity Science
UNCLASSIFIED
Briefer: Tom Lockhart (AFNWC/EN-EZ)
**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.
**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

**Objective Architecture**
- Mission specific trades

**Government Reference Architectures**
- Functional use cases

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

---

**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

**Avionics GRA**
- ABMS GRA
- Weapons GRA
  - Mission Planning GRA
  - NC3 GRA
  - GBSD GRA…etc.

**Government Avionics Reference Architecture (GARA)**

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**Reusuable, Shared Assets**
- Models, Services, Components, S/W Applications

**Agile**
- 40+ platforms
- just PNT

**Adaptable**

**Interoperable**

**Avoids engineering duplication of effort across platforms**

**Speeds Delivery**

**Saves $Bs**

---

**UNCLASSIFIED**

**Briefer:** Mitch Miller (AFLMC/EZ)
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
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!
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
Evolving Acquisition Process

Mr. Tom Doyon, SES
Mr. Lansen Conley, SES
Executive Champions
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
Evolving Acquisition Processes

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.
Integrity - Service - Excellence

Integrated Digital Ecosystem and Processes

Digital Ecosystem enabled by
PLM / FENCES / CLOUDONE / PLATFORMONE

AFWIC
MAJCOMS
AFLCMC
SDPE
PEOs

Tradespace & Operations Analysis

RFP
SOW/PWS
CDRLS/DIDs
SRD/TRD
TDP+

Contracting Language

SETR Process
Agile Development
Finance, Risk, & Log Mgt
Test & Certs

System Development

Supply
Maintenance
Product Support
Operations
Modifications

System Lifecycle

(Continuous Process)

Air Force Design
Required Capabilities

Enterprise Operations Analysis

Use Government Tech Stack
for Continuous Review

Link Model with LogRA
for PLM Integration

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UNCLASSIFIED
Briefer: Lansen Conley (AFLCMC/LG-LZ)
Notional AF Digital Transformation Metrics

Digital Transformation: Target vs Baseline

- **Infrastructure**
  - Digital Infrastructure
  - Model Environment

- **Modeling / Analysis**
  - Model/Data Quality

- **Process / Policy**
  - Model Management
  - Data Management

- **Workforce / Culture**
  - Workforce Capability
  - Adoption

- **Draft Threads & Subthreads** based upon an AF adaptation of the INCOSE Capabilities Matrix
- To be applied periodically to engineering labs, centers, and programs
Focus Areas & Accomplishments to Date

- 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
Workforce and Culture

Ms Jackie Janning-Lask, SES
Executive Champion
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**
- Industry & Gov’t Engagements
  - Boeing
  - MITRE
  - Lockheed
  - Navy
  - Digital U
  - AFIT
- Change Management Approach
  - Prosi—ADKAR model
  - Build matrixed support team

**Data Collection & Quick Wins**
- Data Collection
  - Stakeholder Analysis
  - Training Evaluation/Criteria
- Quick Wins
  - Digital Engineering Landing Page
  - Matrixed Change Mgt Support in each Center
  - Dialogue w/workforce

**Resources & Metrics**
- POM Inputs
  - IT tools, infrastructure, survey tools, manning, website
- Metric Creation & Coordination
  - Impact vs Activity
  - # of programs using digital tools
  - Efficiencies gained by going digital
  - Defining “success” and applying criteria to programs

**Execution**
- Stand up Execution Office
- Functional Communities
  - A1, EN, others
- Programmatic Communities
  - PEOs
- Clarify roles & responsibilities
  - Enduring change team vs functionals vs leaders

---

**Phase 0**

**Phase 1**

**Phase 2**

**Phase 3**

---

*UNCLASSIFIED*

Briefer: Jackie Janning-Lask (AFRL/RY)
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.
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
Focus Areas & Accomplishments to Date

- 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
AF Digital Campaign

Questions and Answers
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<tbody>
<tr>
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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/