



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC

OFFICE OF THE ASSISTANT SECRETARY

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MEMORANDUM FOR ALL AFPEOs

FROM: SAF/AQ
1060 Air Force Pentagon
Washington, DC 20330-1060

SUBJECT: PEO Digital Charter

Virtually every Air Force system is software controlled. Traditional defense requirements, acquisition, test, and accreditation processes have not produced quality software at the same velocity as the commercial industry, frequently resulting in program delays or failure. Recent pathfinders with developers, testers, and users working collaboratively on short development-feedback cycles (Agile Development), and with close integration between developers and operators, have demonstrated the Air Force can implement modern commercial software development practices, to reduce risk, increase capability, speed delivery, and close cyber vulnerabilities more rapidly.

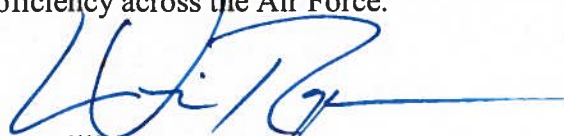
Now we must scale these approaches to software across the Air Force. To gain and maintain a competitive edge, we must be dominant in both the development and employment of software, becoming a truly digital Air Force. This transformation is about changing Air Force acquisition culture to truly enable agile organizations focused on outcomes rather than documents, reviews, or milestones. Transforming how we develop and operate software will also provide more rewarding experiences for both our acquisition and operational Airmen.

As all Air Force Program Executive Offices (PEO) make this paradigm shift, we must establish common standards for Agile DevOps across the Air Force. Agile DevOps refers to software developed through the agile collaboration between developers and operators. Our processes, metrics, and methodologies must be well understood, documented, and implemented whenever prudent. To facilitate this shift, PEO Battle Management is being redesignated PEO Digital. The existing PEO Battle Management portfolio will remain in PEO Digital and I charter it with the following additional responsibilities:

- a. Adopt and adapt Agile DevOps methodologies across the range of Air Force software intensive programs to include:
 - (1) Value mapping, impact mapping, and Minimum Viable Product fielding
 - (2) Test Driven Development
 - (3) User Centered Design
 - (4) Automated Cyber Security Scans (Static and Dynamic)

- (5) Automated testing in Development and Production
 - (6) Fully integrated DT/OT
 - (7) Cloud and platform operations
 - (8) Adherence to a defined cadence
- b. Work with Air Force Life Cycle Management Center (AFLCMC) to publish best practices and outstanding examples; and over time draft an Air Force Guidance Memorandum (AFGM) on Agile Software Development.
 - c. Define criteria for Government led teams to be recognized as fully implemented examples of Agile DevOps whether they are working with industry partners, Air Force Sustainment Center's software maintenance groups, or others. Seek nominations across the PEOs; validate the criteria are met; and recognize these teams, locations, and PEOs as part of the Air Force Digital Enterprise.
 - d. Work with PEOs to determine the best way to have operators partner with development teams to field better software faster.
 - e. Continue to leverage within PEO Digital the Kessel Run Experimental Lab (KREL) and all active projects and programs in the KREL. Use KREL to prototype, test, and update guidance for new software development, testing, or updating practices.
 - f. Work with AFLCMC to enable hands on training at the KREL and other locations when feasible.
 - g. Work with the Defense Acquisition University (DAU) and the Air Force Institute of Technology (AFIT) to incorporate appropriate Agile DevOps best practices into courses required to achieve Acquisition certification and currency for all relevant acquisition functional areas and levels.
 - h. Provide a report to be included in the annual Air Force Acquisition Report on the status and progress of Air Force Agile DevOps programs.

It is my intent to work with AFMC, AFLCMC, Air Force Personnel Center (AFPC), Acquisition Career Management (SAF/AQH) and any other designated stakeholders to support the responsibilities assigned in this charter, establish mechanisms to track Airmen who have gained DevOps experience, assign these individuals where they can have the most impact for AF or DoD software efforts, and leverage assignments at PEO Digital as an education/training resource to building software development proficiency across the Air Force.



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