

Collaborative Requirements

Background:

Traditionally, the interface between the acquisition community and requirements community has been very limited after requirements validation. Too often, once a requirements document was validated by the Air Force Requirements Oversight Capabilities Council (AFROCC), the program office, because requirements were not well understood, would develop an acquisition strategy that was not entirely in line with the warfighter's intentions and did not meet the user's needs.

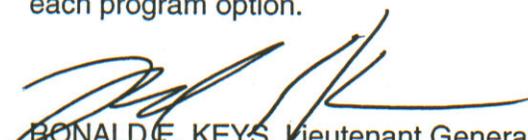
During the last 18 months, the Air Force requirements community established a more collaborative requirements process with the acquisition community by instituting High Performance Teams (HPT) to develop operational requirements. These process changes paid enormous dividends in increased document quality and reduced coordination time. While significant gains have been made, there is still a need to further improve the interface between the acquisition and operational requirements communities.

Way-Ahead – The way we work:

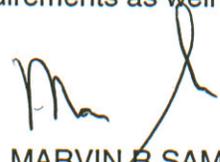
The Program Execution chain (PM, PEO/DAC, and sometimes the SAE) is ultimately responsible for ensuring that the performance requirements, cost, and schedule for the program are established with the agreement of the major communities involved. The Single Acquisition Management Plan (similar to OPLAN) communicates the program strategy to senior leadership for approval. If, during the strategy development (or any time during program execution), it is apparent that certain requirements, cost expectations, or schedule expectations will not be met, it is the responsibility of those in the program execution chain to bring this information to the attention of all stakeholders immediately and resolve differences to ensure credibility and program integrity is maintained.

To foster a better collaborative environment between warfighter and developer, system acquisition management plans and acquisition strategies will be developed using a process similar to the AF/XOR HPT process. The acquisition organization will reconvene the HPT which includes operators, acquirers, testers, and whenever possible will invite industry to generate Courses of Action (COA's) (COAs should contain: cost, schedule, contract strategy, spiral approach etc) that provide options for meeting operational capabilities. Ultimately, the MAJCOM Commander (user) (or his designee) will commit to the COA that best address warfighter needs.

In summary, operators, acquirers, testers, and developers will work collaboratively as one team from the developing of the requirement through program execution, including sustainment. While the warfighter clearly is responsible for generating the requirement, the acquirer and developer will participate to gain understanding and communicate the "art of the possible." Likewise, during program execution, the warfighter plays an integral role in explaining warfighter intent of stated capability requirements as well as gaining insight into each program option.



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