

**BY ORDER OF THE COMMANDER
AIR FORCE RESERVE COMMAND**

**AIR FORCE RESERVE COMMAND
INSTRUCTION 33-101**



25 OCTOBER 2012

Communications and Information

***AIR FORCE RESERVE CHIEF
INFORMATION OFFICER (CIO)
STRUCTURE***

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This instruction implements AFPD 33-1, *Cyberspace Support*, and AFPD 33-4, *Enterprise Architecting*. It codifies AFRC/CC direction provided in the AFRC CIO corporate structure charter, signed April 12, regarding the structure to be used for implementing CIO responsibilities across AFR to promote the most effective and efficient application, acquisition and management of information technology resources throughout the command. It also describes required participation in, and administration of, the AFRC CIO Board (CIOB) and AFRC CIO Working Group (CIOWG). Significant changes from the previous version include: incorporates Chief Technology Officer (CTO) and Enterprise Architecture (EA) roles; replaces DS with CTO as CIO Board co-chair and shift DS to strategic advisory role; replaces AFRC and command with AFR, including changing CIO scope from AFRC to AFR, to ensure strategic operational capability across the entire AFR; adds Enterprise Information Management/Enterprise Information Services (EIM/EIS) Working Group to CIO structure; establishes Enterprise Configuration Control Board (ECCB); establishes AFR domain IT owners, with oversight for systems and requirements within domain; removes CIO Council; accommodates NAF structure changes; establishes CIO implementation guidance (contract reviews, software dev procedures, testing procedures, etc); adds Air National Guard (ANG) as CIO Working Group/Board invitees. This instruction applies to Headquarters Air Force Reserve Command (HQ AFRC), all AFRC numbered air forces (NAFs) and units, AF/RE, and Headquarters Air Reserve Personnel Center (HQ ARPC). This instruction does not apply to Active Duty or Air National Guard (ANG) organizations, although the ANG is invited to participate in the AFRC CIO structure if desired. Send recommended changes or comments to the Office of Primary Responsibility (OPR), Headquarters Air Force Reserve, Communications and Information Directorate, Plans and Programs Division, CIO Support Branch (HQ AFRC/A6XC), 155 Richard Ray Blvd, Robins

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1. CIO Background: The Information Technology Management Reform Act (ITMRA) of 1996 (aka, the Clinger-Cohen Act) established the role of the CIO to improve the acquisition and use of information technology and national security systems (IT/NSS) in support of strategic mission performance. Specific CIO responsibilities include IT acquisition, Capital Planning and Investment, Cybersecurity, e-Gov/e-Business, Enterprise architecture, enterprise information management, leadership/management, performance and results-based management, policy, process improvement, project/program management, strategic planning, and technology assessment.

2. AFR CIO Structure: AFR utilizes a multi-tier structure (Fig 1), incorporating the AFR Chief Technology Officer (CTO), to ensure AFR-wide input and perspective is provided on CIO-related activities and decisions. Fig 2 represents some of the key relationships between the AFR CIO Structure and other AFR/AF boards, panels, etc. The overarching objectives of the AFR CIO and CTO processes are to manage IT/NSS capital planning and investment, ensure development of a standards-based integrated IT architecture, and enforce interoperability of AFR IT/NSS with other relevant systems.

Figure 1. AFR CIO Structure.

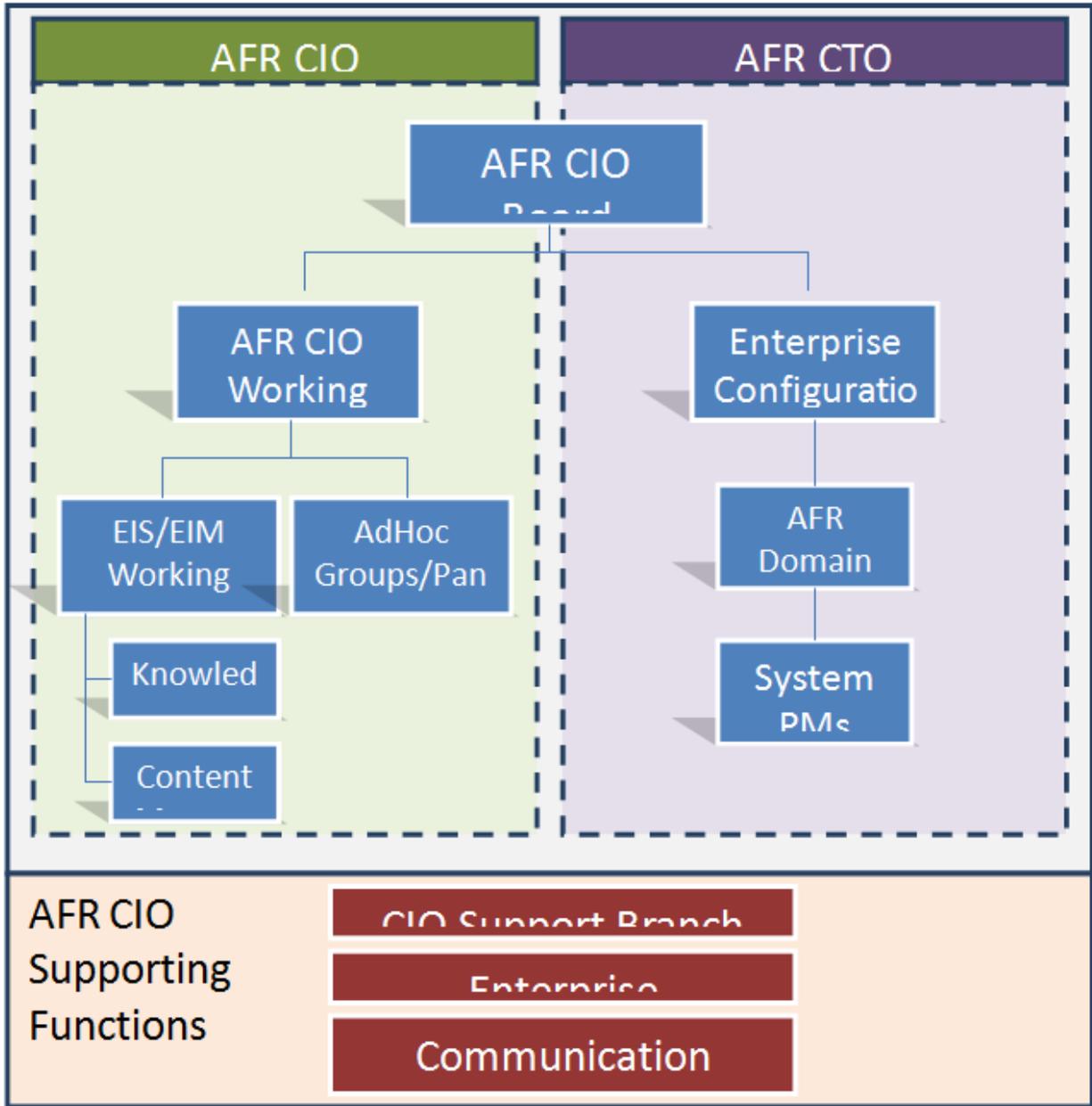
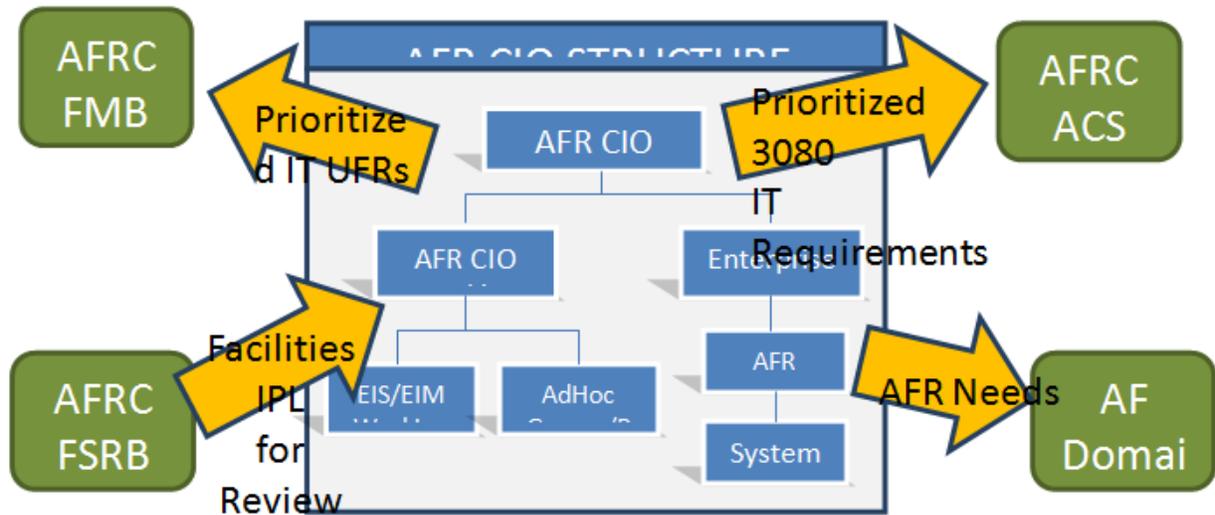


Figure 2. Key Relationships with AFR CIO Structure.



3. Roles and Responsibilities.

3.1. **AFR Chief Information Officer (CIO).** The Director of Communications and Information, Headquarters AFRC (HQ AFRC/A6), is designated as AFR CIO. The AFR CIO serves as the Reserve focal point for assuring all IT/NSS-related planning, management, investment, evaluation, and revalidation efforts are meeting the Reserve's operational and business objectives and adhering to AF-CIO and Clinger-Cohen directives. Specific CIO responsibilities include:

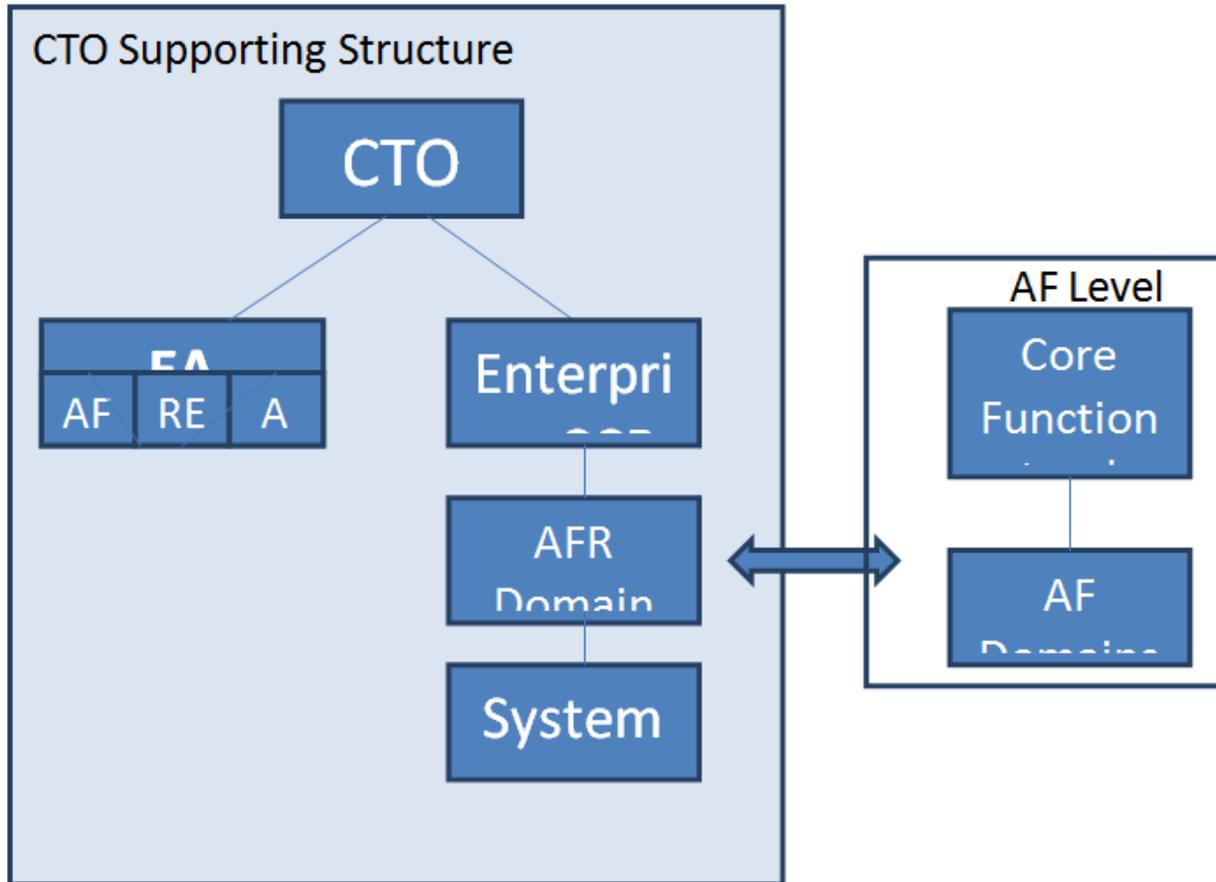
- 3.1.1. Co-chairs the AFR CIO Board with AFR CTO
- 3.1.2. Provides, executes, and enforces information assurance policy, guidelines, and procedures for the AFR, including the development and sustainment of an information security program
- 3.1.3. Approves IT performance measures
- 3.1.4. Provides tactics, techniques, and procedures on network operations
- 3.1.5. Provides oversight and management of the communications and computing transport layer
- 3.1.6. Manages information resources to accomplish mission and improve performance
- 3.1.7. Develops and issues AFR IT policy
- 3.1.8. Advises on IT matters related to strategic planning, readiness, and modernization
- 3.1.9. Promotes AFR Business Process Reengineering (BPR) initiatives related to IT
- 3.1.10. Determines AFR-training requirements to develop a highly competent, quality IT workforce
- 3.1.11. In conjunction with the AFR CIO Board, develops review criteria to determine when IT/NSS requirements or other IT issues warrant AFRC Corporate Structure Review

3.2. AFR Deputy CIO. The Deputy Director of Communications and Information, Headquarters AFRC (HQ AFRC/A6D), is designated as AFR Deputy CIO. The Deputy CIO assists with AFR CIO responsibilities and may be empowered to act on behalf of the AFR CIO.

3.3. AFR Chief Technology Officer (CTO). The AFR CTO works directly for the Chief, Air Force Reserve and collaborates with AFR CIO to ensure efficient and effective use of AFR IT resources. The AFR CTO serves as the Reserve focal point for assuring all IT/NSS architecture-related planning, management, investment, evaluation, and revalidation efforts are meeting the Reserve's operational and business objectives and adhering to AF-CIO and Clinger-Cohen directives. Figure 3 depicts the CTO supporting structure. Specific CTO responsibilities include:

- 3.3.1. Co-chairs the AFR Chief Information Officer Board with the AFR CIO
- 3.3.2. Ensures standard processes are utilized across domains for delivering AFR IT capability
- 3.3.3. Serves as an advisor on utilization of communication-computer systems technology, integration and interoperability
- 3.3.4. Ensures technology solutions are consistent and congruent across other MAJCOMs, Air Force, COCOMs, DoD, and other federal agencies
- 3.3.5. Assists functional experts in developing operational and systems architectures and strategies to meet AFR unique requirements that ensure enterprise information technology solutions are utilized effectively and efficiently
- 3.3.6. Co-chairs the Enterprise Configuration Control Board with the AFR Deputy CIO and assigns software development-related requirements to appropriate AFR domain lead(s), as necessary
- 3.3.7. Develops and issues AFR Enterprise Architecture (EA) policy
- 3.3.8. Approves Enterprise Architectures and related measures
- 3.3.9. Advises on EA matters related to strategic planning, readiness, and modernization
- 3.3.10. Promotes AFR BPR initiatives
- 3.3.11. In conjunction with the AFR CIO Board, develops review criteria to determine when IT/NSS requirements or other IT issues warrant AFRC Corporate Structure Review

Figure 3. AFR CTO Supporting Structure.



3.4. **AFRC/DS.** The AFRC Director of Staff serves as the senior GO-level strategic advisor, ensuring the standards of the AFR CIO charter are met across staffs.

3.5. **AFR CIO Board.** The AFR CIO Board assists the AFR CIO by developing policy, procedures, and standards related to the management and oversight of AFR IT/NSS resources; by assessing, evaluating, and elevating key IT issues for AFR Corporate Structure decision; by prioritizing IT/NSS requirements within the AFR IT/NSS Investment Plan; and by managing specific IT/NSS tasks or concerns identified by AFR CIO, CTO, DS, CV, or CC. Specific AFR CIO Board Responsibilities:

- 3.5.1. Approves AFR-wide CIO-related policy and enforces policy implementation
- 3.5.2. Approves priority of the IT/NSS requirements within the AFR IT/NSS Investment and Expenditure Plan
- 3.5.3. Oversees compliance with AFR CIO policy, Air Force and AFR IT Architectures, Air Force direction, and legislative requirements
- 3.5.4. Approves AFR-wide IT strategies
- 3.5.5. Approves AFR IT architectures, major architecture changes, and other Enterprise Architecture products
- 3.5.6. Approves CIO-related standard measures and templates

- 3.5.7. Approves AFR-wide courses of action for corporate decisions on CIO issues such as IT/NSS readiness and modernization, Business Process Re-engineering (BPR), and Program Management Review (PMR) presentations
- 3.5.8. Assesses impact on AFR resources of downward-directed programs
- 3.5.9. Provides oversight of AFR's IT total cost of ownership (TCO)
- 3.5.10. Reviews AFR IT portfolio and makes recommendations
- 3.5.11. Determines when IT issues warrant elevation through AFR Corporate Structure
- 3.5.12. Assesses the AFR impact relative to areas such as infrastructure, information assurance (IA), capital planning, and budget assessments
- 3.5.13. Approves IT policy
- 3.5.14. Reviews and approves AFR software development issues elevated from the Enterprise Configuration Control Board chair
- 3.5.15. Approves strategies for the training and professional development of AFR personnel in the areas of IRM and IT
- 3.5.16. Establishes panels, working groups, etc as needed to focus on specific CIO areas of interest

3.6. **AFR CIO Board Membership.** The AFR CIO Board is co-chaired by the AFR CIO and CTO. Members include all HQ AFRC directors and O-6-equivalent representatives appointed from FGC, RMG, AF/RE, ARPC, and NAF/CCs. Strategic advisory support is provided by AFRC/DS. Technical support is provided by AFR domain owners, AFR Enterprise Architecture assets, AFR EIS assets, the Command-level Communications System Integrator (CSI-C) for AFRC, and other SMEs as requested. ANG CIO will be invited to participate to enhance Reserve Component cross-flow on CIO issues, and may vote on approaches or other issues related to AFR systems for which ANG shares the use and funding of. Participation via video teleconferencing is encouraged for any AFR CIO Board participants not located at Robins AFB.

3.7. **AFR CIO Board Meetings.** The AFR CIO Board will meet a minimum of six times per year, and may meet additionally at the discretion of the AFR CIO Board Chairpersons. AFR CIO Board meetings should follow AFR CIO Working Group meetings. Additionally, as much as practical, AFR CIO Board meetings should precede any Financial Working Group/Board (FWG/FMB), Facilities/MILCON Committee, Requirements Review Board, Agile Combat Support Requirements Council, Program Objective Memorandum (POM), or other investment data calls. The objective for this timing is to ensure IT/NSS investment strategies support the respective forum's agenda, to include a single integrated corporately vetted and prioritized IT/NSS requirements list for funding consideration.

3.8. **AFR CIO Working Group.** The CIO Working Group directly supports the AFR CIO Board and AFR CIO by providing action officer-level assessments and assistance in the review of IT/NSS requirements, investments, and acquisitions, as well as the development of policy, procedures, and standards related to the management and oversight of AFR IT/NSS resources. In addition, the AFR CIO Working Group manages specific tasks of the AFR CIO

Board to include initiation of ad hoc panels, committees, IPTs, etc. Specific AFR CIO Working Group Responsibilities:

- 3.8.1. Recommends a prioritized IT/NSS requirements list for submission to the AFR CIO Board
- 3.8.2. Provides technical, operational, and tactical assessments in support of AFR IT/NSS issues
- 3.8.3. Provides planning/guidance on implementation of AFR CIO decisions
- 3.8.4. Facilitates capture of AFR's IT TCO, including ensuring input of pertinent data into AFR CIO IT expenditure decision support tools
- 3.8.5. Identifies and recommends best practices and trends for AFR applications
- 3.8.6. Explores opportunities for and submits Business Process Reengineering (BPR) initiatives for AFR CIO Board consideration
- 3.8.7. Provides corporate assessment of impact on pending AFR CIO decisions and policy development, and after-action assessments as required
- 3.8.8. Assesses impact of AF downward-directed and/or AFR-unique programs tasking AFR IT/NSS resources
- 3.8.9. Prepares issues for AFR CIO Board
- 3.8.10. Reviews AFR-unique software development initiatives
- 3.8.11. Develops and recommends AFR-wide courses of action for corporate decisions on CIO issues such as IT/NSS readiness and modernization, BPR, Program Management Review (PMR) presentations, IT/NSS performance measures, etc.
- 3.8.12. Determines need for abbreviated Program Management Review (PMR) proposals for the AFR CIO Board, as required
- 3.8.13. Provide technical and operational guidance for AFR IT architectures
- 3.8.14. Assists the AFR CIO Board in the assessment of AFR information resource management (IRM) knowledge and skill requirements
- 3.8.15. Implements AFR CIO Board approved strategies for the training and professional development of AFR personnel in the areas of IRM and IT
- 3.8.16. Develops CIO-related standard measures, templates, etc
- 3.8.17. Reviews pertinent CIO-related measures

3.9. AFR CIO Working Group Membership. The AFR CIO Working Group is chaired by the HQ AFRC A6 CIO Support Branch Chief, and consists of designated representatives from all HQ AFRC directorates, RMG, FGC, AFRC/DS, AF/RE, ARPC and AFR domain owners, plus the Senior Cyber tech advisor from each NAF. Technical advisory support to the AFR CIO Working Group is provided by EA, EIS, CSI-C for AFRC, and other SMEs as required. An ANG CIO representative will be invited to participate to enhance Reserve Component cross-flow on CIO issues, and may vote on approaches or other issues related to AFR systems for which ANG shares the use and funding of.

3.10. AFR CIO Working Group Meetings. The AFR CIO Working Group will meet a minimum of monthly, but may meet more often as directed in support of programs or projects identified by the CIO Working Group or CIO Board chairs. Participation will be via video teleconferencing for AFR CIO WG members not located at Robins AFB.

3.11. **CIO Advisory Structure.** In addition to the CIO Working Group and CIO Board, a number of advisory functions/groups may be utilized to support CIO-related responsibilities. These may be standing groups asked by the chairs of the CIO Working Group and/or Board to provide supporting services, advice, update briefings, or recommendations related to their area(s) of expertise, or may be ad hoc groups established by the CIO Working Group and/or Board to address specific topics when necessary.

3.11.1. **Enterprise Configuration Control Board (ECCB).** The ECCB serves as the overarching authority for configuration management of the AFR enterprise network and all software development efforts within AFR. The ECCB will be co-chaired by the AFR CTO and Deputy CIO. ECCB membership includes the AFR Domain Leads; representatives from Enterprise Architecture, HQ AFRC/A1, and RMG; the EIS/EIM Working Group Chair; the A6 Information Assurance Manager (IAM) and Information Assurance Officer (IAO); the AFR Portfolio Manager; and A6/SC personnel representing enclave configuration and enterprise operations. Advisory support will be provided by system PMs and related SMEs as required. ANG representation may be included when issues related to AFR systems used and funded by ANG are presented to the ECCB. The ECCB will meet at least monthly and, as necessary, may meet at the discretion of the ECCB co-chairs. Specific ECCB responsibilities include:

3.11.1.1. Reviews and approves configuration changes to the AFR enterprise network and AFR-unique systems

3.11.1.2. Evaluates cross-functional or cross-domain issues involving AFR systems

3.11.1.3. Reviews actions taken, and recommendations made, by individual system PMs and AFR domain owners

3.11.1.4. Approves software sustainment actions (i.e. work required to keep existing functionality working as expected) anticipated to cost over \$25K; proposals for new features, functionality, and/or tools up to \$75K; architectural changes that will alter existing system security stance; requirements involving an interface change (to include adding, deleting, or modifying an interface); proposals to expand user base by type of user or to increase number of users by 20% or more; requirements impacting other systems; migration or sunset plans for AFR systems; and new hardware or software purchases in support of AFR systems (also requires PWRR approval)

3.11.1.5. Reviews and prepares recommendations to AFR CIO Board for any new AFR system/application development; proposals for new features, functionality, and/or tools over \$75K; system release plans, system scope changes; and system requirements expected to drive policy changes

3.11.1.6. Ensures technology solutions are consistent and congruent across other MAJCOMs, Air Force, COCOMs, DoD, and other federal agencies

3.11.2. AFR Domain Leads. The AFR CIO Board will establish and maintain AFR Domain categories, and associated lead organizations, to align with appropriate AF domains or other pertinent groupings. Appropriate AFR offices will appoint AFR leads and alternates to serve as focal point for all IT-related requirements within a corresponding domain, or group of, AF domains. Specific domain lead responsibilities include:

- 3.11.2.1. Serves as primary AFR focal point for interaction with associated AF domain owner(s)
- 3.11.2.2. Reviews AFR-generated requirements within their domain to ensure validity of need
- 3.11.2.3. Collaborates with AFR CTO to advocate for integration of AFR requirements into AF, DoD, or other Federal systems where possible
- 3.11.2.4. Determines procedures and tools to be used for processing requirements within own AFR domain (but should evaluate feasibility of using coordinating AF domain tools and processes to the greatest extent practical)
- 3.11.2.5. Briefs ECCB, AFR CIO Working Group, and/or AFR CIO Board on AF domain decisions/recommendations
- 3.11.2.6. Makes recommendations for AFR-unique development
- 3.11.2.7. Reviews all AFR-unique systems within their assigned domains to reduce duplication and looks for opportunities for integration with other systems
- 3.11.2.8. Identifies dependencies to non-AFR systems
- 3.11.2.9. Reviews and validates all non-AFR systems within domain for which AFR contributes funds
- 3.11.2.10. In conjunction with AFR CTO, develops transition plans for systems within domain
- 3.11.2.11. Works with AFR Portfolio Manager (PfM) to ensure AFR systems within domain are reviewed and certified as required for portfolio management and meet applicable AF IT compliance direction
- 3.11.2.12. Advocates for AFR capabilities through required review structures {to include Investment Review Boards (IRBs), Systems Integration Support Working Group (SISWG), etc }
- 3.11.2.13. Reviews AFR systems release plans
- 3.11.2.14. Collaborates with other AFR domain owners as necessary to review cross-domain issues and prepare recommendations for ECCB and/or CIO Working Group/Board approval as necessary
- 3.11.2.15. Annually provides (or designates system PMs to provide) to the CIO Working Group/Board a review of all systems within designated domain
 - 3.11.2.15.1. Reviews of AFR-developed systems must include: System Name/Acronym; Functional Owner; Domain/Portfolio Owner; Market penetration

(i.e. number and types of users); Contract Number; Cost and Number of FTEs supporting per year, broken out by function (i.e., Help Desk, system administration, development for bug fix/maintenance, dev for new capabilities, HW/SW purchases, other support personnel); Funding source (s); Rationale for AFR-unique; Summary of efforts to integrate w/AF/DoD systems; Functional position on future plan for system; What's planned for next year; Accomplishments for last funding increment; Analytics indicating type and number of users, system usage by major capabilities, help desk response times, and trouble ticket analysis

3.11.2.15.2. Reviews of non-AFR systems funded by AFR must include: System Name/Acronym; AFR Functional Proponent; System Owner; Domain/Portfolio Owner; Contract Number; Type and number of AFR users; Description of non-AFR users; AFR cost and funding source; How AFR cost determined (i.e. fair share based on usage, split evenly among MAJCOMs, etc); Specific function of costs (i.e., Help Desk, system administration, development for bug fix/maintenance, dev for new capabilities, HW/SW purchases, other support personnel); How AFR needs are advocated in process; What type of agreement exists between AFR and sys owner; What AFR received for last funding increment; What AFR expects to get for next funding increment

3.11.3. **System Program Managers/Owners.** Individual system PMs/owners will provide initial review, validation, and suggested prioritization of system-related requirements. System PMs/owners are authorized to validate, prioritize, and implement data maintenance actions and minor development-related sustainment actions (up to \$25K) to make existing system functionality work as expected (i.e. bug fixes, improvements in usability, and adjustments to keep existing functionality working with functional business rule changes). PMs/owners will present all other system-related requirements, change requests, suggestions, etc, to the associated AFR domain owner and the ECCB for approval prior to development or implementation. For cross-domain requirements, system PMs/owners must work with all impacted domain owners. (For example, a medical or financial system requirement that involves personnel data should be vetted through both the Medical/Financial AFR Domain owner and the Human Capital Management AFR Domain owner.)

Figure 4. AFR Software Change Decision Authority Thresholds.

SW Change Decision Authority

Sys Owner	Enterprise CCB	AFR CIO Board
<ul style="list-style-type: none"> • Minor bug fixes to make existing functionality work as designed or provide improvements in usability up to \$25K • Business rule changes to keep existing functionality working up to \$25K • Data maintenance • Tech Refresh (hw/sw/operating system maintenance, version upgrades, license renewals, etc) up to \$25K 	<ul style="list-style-type: none"> • Bug fixes over \$25K • New features, functionality, tools totaling up to \$75K • Architectural change that will alter existing system security stance • Requires interface change (expand, add, or delete) • Expands user base (additional user types, or expands number of users by 25%) • Impacts another system • Migration or sunset plans • New hw/sw purchases in support of systems (also requires PWRR approval) • System release plans • Tech Refresh over \$25K 	<ul style="list-style-type: none"> • New system/application • New features, functionality, modules, or tools totaling over \$75K • Changes to scope of existing systems • Changes that impact policy

3.11.5. Enterprise Information Services/Enterprise Information Management (EIS/EIM) Working Group. The EIS/EIM Working Group is a standing working group with the purpose of providing leadership and oversight for the implementation of EIS/EIM throughout AFR in a timely, cost-effective manner, in coordination with functional requirements and policies of the US Air Force, Department of Defense, and National Agencies.

3.11.6. Knowledge Managers (KMs). Knowledge Managers are responsible for managing strategic information and the structure for presenting that information. KMs enforce rules about what can/should be posted and ensure pertinent data is available for discovery.

3.11.7. Content Managers (CMs). Content Managers utilize knowledge management structures to post pertinent data and are responsible for ensuring data accuracy.

3.11.8. Ad Hoc CIO Support Groups. The AFR CIO Working Group or Board may establish supporting working groups, IPTs, etc, as necessary to address specific CIO-related topics not covered by the existing CIO support structure. These would typically be expected to be temporary in nature and would be composed of appropriate subject matter experts and/or others having equity in the issue(s) being worked. These ad hoc groups could be expected to provide the AFR CIO Working Group and/or Board studies, briefings, and recommendations related to their established purpose.

3.12. CIO Support Branch. Administrative support to the AFR CIO and CIO Structure is provided by the HQ AFRC A6 CIO Support Branch. AFR CIO Support Staff responsibilities:

3.12.1. Serves as AFR CIO Portfolio manager, overseeing development of IT portfolio for presentation to AFR CIO Working Group and Board.

3.12.2. Makes arrangements for all AFR CIO meetings to include requesting VTCs, booking meeting rooms, and scheduling pre-briefs.

3.12.3. Disseminates the agenda, read-ahead briefing slides, decision papers, and any other pertinent information to respective CIO Board and Working Group members prior to meetings so they can adequately review and timely prepare to discuss agenda items.

3.12.4. Provides AFR Dep CIO and/or AFR CIO pre-/post-briefs on CIO Working Group meetings.

3.12.5. Provides pre-briefs to AFR CIO and CTO, and read ahead to AFRC/DS, prior to AFR CIO Board meetings.

3.12.6. Serves as Recorder to AFR CIO Working Group and Board, to include recording, publishing, and distributing minutes of CIO meetings to the respective members.

3.12.7. Maintains repository of CIO WG- and Board-directed action items along with associated OPRs, and ensures action item updates are provided at each meeting.

3.12.8. Serves as the headquarters staffing OPR on matters pertaining to AF and AFR CIO

3.12.9. Prepares and pre-briefs AFR CIO or designated representative for attendance to AF CIO Executive Committee Meetings.

3.12.10. Maintains AFR CIO IT expenditure decision support tools.

3.12.11. Works with A7 to ensure AFR Facilities Sustainment, Renovation, and Modernization (FSRM) Integrated Priority List (IPL) and CIO IT unfunded list are cross-referenced and associated IT needs are accounted for as needed and appropriately prioritized on the CIO IT funded list .

3.12.12. Provides administrative support for ECCB meetings

4. CIO Implementation Guidance. Direction and guidance necessary to successfully implement any facet of CIO responsibilities may be issued by AFR CIO or the AFR CIO Board when necessary. Standing CIO-related guidance includes:

4.1. **IT contracts.** All AFR software development contracts must include at a minimum, performance measures related to system usage and help desk response times. Existing contracts that do not include these performance measures should add these when the contract is modified or re-competed, whichever comes first. The requirements document {i.e., Performance Work Statement (PWS), Statement of Work (SOW), etc} for any new AFR contract incorporating IT or CIO-related services or development that requires expenditure of AFR funds, to include contract re-competed for existing IT systems or services, must be reviewed by the CIO co-chairs and domain owners prior to finalization. The purpose of the review is to:

4.1.1. Provide CIO visibility of requirement and ensure it is captured in IT portfolio

4.1.2. Identify opportunities for increased efficiencies

4.1.3. Inject appropriate 8570 certification requirements

4.1.4. Ensure adequate performance measures for IT service contracts and software development efforts

4.1.5. Enforce AFWAY purchasing for IT where possible

4.1.6. Ensure proper registration for HW/SW purchased from contract

4.2. **SW Testing/Release Process.** To provide corporate visibility of AFR software capability deployments and ensure due diligence in AFR software releases, all significant software releases must be approved by the ECCB prior to release. Significant releases are defined as those releases for which any one or more of the following conditions are met: the planned change(s) result in a total development cost of more than \$25K, the planned change(s) add a new user community, the planned change(s) affect the security posture of the system, or the planned change involves adding a new system interface. PMs must provide the following info when seeking AFR ECCB approval to release:

4.2.1. Capabilities being delivered in this release

4.2.2. Testing strategy that has been used (type of testing performed, who performed it, approx hours expended on testing activities, number of users involved)

4.2.3. Summary of testing feedback

4.2.4. Strategy for communicating changes to users (and current status)

4.2.5. Strategy for providing user training (and current status)

- 4.2.6. Any policy changes required due to release
- 4.2.7. Roll-back plan or mitigation strategy
- 4.2.8. C&A status
- 4.2.9. Desired deployment date
- 4.2.10. PM release recommendation

5. AFR Representation on AF-level CIO Groups. In addition to AFR-level CIO groups, AFR representation is required on AF-level CIO groups. The following are designated as AFR reps for the appropriate AF CIO groups:

- 5.1. AF CIO Executive Council: AFRC/CV
- 5.2. AF CIO Board: AFRC DS (or designate)
- 5.3. AF CIO Group: AFR CIO

KIMBERLY A. RAMOS, Colonel, HQ AFRC
Director of Communications and Chief Information
Officer

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFPD 33-1, *Cyberspace Support*, 9 August 2012

AFPD 33-4, *Enterprise Architecting*, 27 June 2006

Abbreviations and Acronyms

ACS—Agile Combat Support

AFPD—Air Force Policy Directive

AFR—Air Force Reserve

AFRC—Air Force Reserve Command

ANG—Air National Guard

ARPC—Air Reserve Personnel Center

BPR—Business Process Reengineering

C&A—Certification and Accreditation

CC—Commander

CFLI—Core Function Lead Integrator

CIO—Chief Information Officer

CIOB—CIO Board

CIOWG—CIO Working Group

CTO—Chief Technical Officer

CV—Vice Commander

DS—Director of Staff

EA—Enterprise Architecture

ECCB—Enterprise Configuration Control Board

EIM—Enterprise Information Management

EIS—Enterprise Information Services

FMB—Financial Management Board

FSRB—Facilities Sustainment and Renovation Board

IT—Information Technology

NAF—Numbered Air Force

NSS—National Security System

PM—Program Manager

PMR—Program Management Review

POM—Program Objective Memorandum