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This instruction implements Air Force Policy Directive (AFPD) 61-1, *Management of Science and Technology*, Air Force Instruction (AFI) 61-101, *Management of Science and Technology*, and the Air Force Medical Service's (AFMS) mission of aeromedical research, education, and consultation for health and human performance optimization and enhancement. This instruction applies to all AFRL personnel and shall be used in conjunction with Air Force Research Laboratory Instruction (AFRLI) 61-108, *AFRL Science and Technology (S&T) Program Management*, and AFRLI 61-205, *AFRL Science and Technology (S&T) Investment Hierarchy and Data Requirements*, AFRLI 61-104, *Science and Technology (S&T) Systems Engineering (SE) and Technical Management*. It establishes policies, procedures, and responsibilities for governance and management of the AFRL Enterprise for making enterprise policy, process, resource and structure decisions to include planning, programming, budgeting and execution of the Enterprise S&T portfolio. This publication may not be supplemented or further implemented/extended. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF IMT 847, *Recommendation for Change of Publication*; route AF IMT 847 through the appropriate functional chain of command. Requests for waivers must be submitted to the OPR for consideration and approval. Ensure that all records created as a result of processes prescribed in this publication are maintained IAW AFMAN 33-363, *Management of Records*, and disposed of IAW the Air Force Records Disposition Schedule (RDS).

SUMMARY OF CHANGES

This is a complete rewrite and it must be reviewed in its entirety. The title has been changed. This revision expands the PPBE Group, Board, Council process and structure to encompass all AFRL Enterprise-level governance decision making processes.

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1. Overview. This instruction provides detailed operating procedures for the AFRL Enterprise governance structure and process. The AFRL Governance structure is comprised of the AFRL Groups, AFRL Board, and AFRL Council. Roles and responsibilities of each party involved in the Enterprise Governance process are described. The Enterprise Governance process drives decision quality information to understand risks of decisions to enable the chairs of the AFRL Groups, AFRL Board and AFRL Council to make decisions and operate the AFRL Enterprise.

1.1. Role of AFRL Enterprise Governance Structure. The role of the AFRL Enterprise Governance Structure is to provide the AFRL Enterprise with a framework and processes to review Enterprise-level initiatives/issues and facilitate enterprise-level decision-making at the lowest appropriate level. It ensures that supporting and dissenting opinions for all major decisions are captured so that senior leadership can make informed risk-based decisions and provides vertical and horizontal transparency of those decisions across the AFRL Enterprise. AFRL Enterprise Governance members and advisors will represent their mission organization, functional directorates, and staff offices in support of AFRL Enterprise-wide decisions. Full participation is required of all AFRL Groups, AFRL Board, and AFRL Council members and advisors. See Figure 1.

- 2.2. AFRL Executive Director (AFRL/CA) serves as a member of the AFRL Council.
 - 2.2.1. Serves as the chair of the AFRL Council when AFRL/CC is not available.
 - 2.2.2. Serves as the chair of the AFRL Board when AFRL/CV is not available.
 - 2.2.3. Serves as CC's back-up to the the AFMC Council and ACS Council.
 - 2.2.4. Serves as the Center Senior Functional for the Science and Engineering career fields.
 - 2.2.5. Assists AFRL/CC in managing the AFRL Enterprise portfolio.
 - 2.2.6. Assesses progress made with respect to the stated goals and objectives of the Enterprise.
 - 2.2.7. Advises AFRL/CC on the feasibility of actions proposed to resolve Enterprise issues.
 - 2.2.8. Conducts independent assessments of selected AFRL programs, mission areas, or functional areas.
 - 2.2.9. Serves as the Section 219, Category 3, Workforce Development Champion.
- 2.3. AFRL Vice Commander (AFRL/CV) serves as the chair of the AFRL Board and is the sole decision authority for AFRL Board topics.
 - 2.3.1. Assists AFRL/CC in manging the AFRL Enterprise portfolio and oversees and advises AFRL/CC on the military officer force.
 - 2.3.2. Serves as a member of the AFRL Council.
 - 2.3.3. Leads AFRL Headquarters (HQ) operation; manages the AFRL HQ budget.
 - 2.3.4. Approves attendance of personnel not already a member or advisor to the AFRL Board. Approval not required for personnel brought by members in a support role or designated by the member to represent themselves at the meeting.
 - 2.3.5. Serves as the AFRL member to the AFMC Board and ACS Board.
 - 2.3.6. Advises AFRL Council Chair on the feasibility of actions proposed to resolve Enterprise issues.
 - 2.3.7. Serves as the Center Senior Security Official.
 - 2.3.8. Serves as the Section 219, Category 4, Facilities Champion.
- 2.4. AFRL Chief Technologist (AFRL/CZ) serves as the Principal technical advisor and review authority to AFRL/CC on the AFRL Portfolio.
 - 2.4.1. Serves as member of the AFRL Council.
 - 2.4.2. Chairs the AFRL Research Advisory Council and provides executive leadership to Mission Organizations' Chief Scientists.
 - 2.4.3. Co-Chairs with AFRL/EN technical sufficiency reviews and technology reviews of Enterprise initiatives and programs in support of AFRL Groups, AFRL Board and AFRL Council decisions.

2.4.4. Advises Mission Organization Commanders, Mission Organization Technology Directors and Mission Organization Directors and professional staff on technical program formulation and quality.

2.4.5. Develops and maintains insight into relevant research conducted by domestic and international industry, academia, and other defense and government agencies (e.g. DOD, DARPA, NASA, and DHS).

2.4.6. Serves as the Section 219, Category 1, Commander Directed Research and Development Champion.

2.5. AFRL Command Chief (AFRL/CCC) serves as an advisor to AFRL/CC on the AFRL enlisted force and assists AFRL/CC in managing the AFRL Enterprise.

2.5.1. Serves as a member of the AFRL Council and AFRL Board.

2.6. AFRL Corporate Learning Officer (AFRL/CCL) serves as an advisor to AFRL/CC on creating and maintaining AFRL as a learning organization.

2.6.1. Serves as a member of the AFRL Personnel Group.

2.6.2. Serves as an advisor to the AFRL Plans and Programs Group and AFRL Small Business Group.

2.7. AFRL Commander's Action Group (AFRL/CCX) serves as an advisor to AFRL Council.

2.8. AFRL Plans and Programs Director (AFRL/XP) serves as AFRL lead and functional owner of Planning, Programming, Budgeting, and Execution process, Wargaming, Modeling Simulation and Analysis (MS&A), Corporate Communication, Section 219, Legislative Liaison, International and Domestic Partnering Engagements and Agreements, Special Programs, Intelligence, and Customer Engagement policy, processes and execution.

2.8.1. Administers the AFRL Enterprise Governance process.

2.8.2. Chairs the AFRL Plans and Programs Group and is the sole decision authority for AFRL Plans and Programs Group topics.

2.8.3. Serves as a member of the AFRL Board and AFRL Council.

2.8.4. Reviews mission organization Planning, Programming and Budgeting (PPB) inputs; identifies conflicts and gaps, develops solutions, and if necessary, recommends resolutions to the AFRL Board and AFRL Council.

2.8.5. Reviews mission organization technical execution; identifies conflicts and gaps, proposes solutions, and if necessary, recommends resolutions to the AFRL Board and AFRL Council.

2.8.6. AFRL/XPO.

2.8.6.1. Serves as the principal interface to HQ AFMC and SAF/AQR on all POM-related activities.

2.8.6.2. Represents AFRL on the AFMC Group.

2.8.6.3. Chairs the AFMC Research Panel.

- 2.8.6.4. Leads development and execution of the AFRL PPB processes. See Attachment 2 for specific details on enterprise PPBE governance processes.
- 2.8.6.5. Serves as the secretariat of the AFRL Council, AFRL Board, and the AFRL Plans and Programs Group.
- 2.8.6.6. Assigns ILs to Service Core Function (SCF) CWGs.
- 2.8.6.7. Serves as the AFRL PPBE Enterprise Functional Requirements owner for AFRL Enterprise Information Systems.
- 2.8.7. AFRL/XPR.
 - 2.8.7.1. Supports CL and leverages AFRL Liaisons to provide operational-level cross-SCF engagement health assessments, tailored recommendations and best practices across teams.
 - 2.8.7.2. Serves as AFRL headquarters interface to Major Commands (MAJCOMs), Combatant Commands (COCOMs), and Air Staff within the SCF Customer Engagement Process led by the CLs.
 - 2.8.7.3. Supports interaction with MAJCOMs and other outside organizations coordinating Applied Technology Council (ATC) activities.
 - 2.8.7.4. Assigns ELs to SCF Capability Working Groups (CWGs).
 - 2.8.7.5. Serves as the Agile Combat Support (ACS) Research and Development Enterprise Lead Point of Contact (POC). Facilitates integration and resource prioritization supporting ACS CFL SP3 activities. Coordinates with ACS CL to provide S&T support to AFMC Centers.
 - 2.8.7.6. Supports all AFMC Acquisition and Sustainment Reviews (ASR) and prepares AFRL senior leaders for engagements.
 - 2.8.7.7. Orchestrates PEO and Center engagement processes. Documents, coordinates, and analyzes PEO and Center capability gaps, S&T needs, and corresponding solutions. Prepares AFRL senior leaders for engagements (Center Summits, PEO/TEO, etc.).
 - 2.8.7.8. Facilitates integration of AF strategies and AF SP3 decisions (e.g. AFRL Gamechangers, Strategic Development Planning outcomes, etc.) into MAJCOM SCF capability planning activities.
- 2.8.8. AFRL/XPT.
 - 2.8.8.1. Serves as the AFRL lead for strategic planning, wargaming, modeling and simulation and corporate communication.
 - 2.8.8.2. Leads AFRL Strategic Plan development and assists in development of the AFMC Strategic Plan, AF Strategic Master Plan and associated Annexes.
 - 2.8.8.3. Ensures CIS reflects AF strategic focus.
 - 2.8.8.4. Assists in development of AFRL strategic messaging.
 - 2.8.8.5. Serves as the primary interface to OSD and the Assistant Secretary of Defense for Research and Engineering (ASD (R&E)).

2.8.9. AFRL/XPP.

2.8.9.1. Integrates AFRL strategic plan and PPBE decisions into partnering programs.

2.8.9.2. Leads AFRL International Engagement Strategy.

2.8.9.3. Leads annual assessment of AFRL's International Engagement Strategy in support of the AFRL PPBE process.

2.8.9.4. Serves as the AFRL Domestic and International Agreements Enterprise Functional Requirements owner for AFRL Enterprise Information Systems

2.8.9.5. Serves as the primary interface to SAF/IA.

2.9. AFRL Comptroller (AFRL/FM) serves as the AFRL lead and functional owner of all financial management policy, processes, operations and execution management and oversight.

2.9.1. Chairs the AFRL Financial Group and is the sole decision authority for AFRL Financial Group topics.

2.9.2. Serves as a member of the AFRL Board and AFRL Council.

2.9.3. Serves as the Center Senior Functional for the Financial Management career field.

2.9.4. Integrates and prioritizes requirements for current AFRL Budget and Execution processes with input from additional resources (such as senior planners) as needed.

2.9.5. Leads the development and establishment of the AFRL HQ budget.

2.9.6. Performs financial execution reviews for entire AFRL portfolio as needed and leads the unfunded requirement collection and management process for all funding types.

2.9.7. Provides strategic management of the financial management workforce across the Center enterprise and is responsible for assessing current and projected workforce requirements and its required skills mix (demand), assessing the current workforce to determine resource availability (supply), determining shortfalls in the workforce (gap analysis), and strategizing to fulfill those shortfalls.

2.9.8. Serves as the AFRL Financial Management Enterprise Functional Requirements owner for AFRL Enterprise Information Systems.

2.10. AFRL Personnel Director (AFRL/DP) serves as the AFRL lead and functional owner of all personnel management policy, processes, operations and oversight.

2.10.1. Chairs the AFRL Personnel Group and is the sole decision authority for AFRL Personnel Group topics.

2.10.2. Serves as a member of the AFRL Board and AFRL Council.

2.10.3. Serves as the Center Senior Functional for the Manpower and Personnel career fields.

2.10.4. Develops manpower strategies for POM inputs.

2.10.5. Collects, validates and integrates AFRL manpower requirements.

2.10.6. Serves as the AFRL Personnel Enterprise Functional Requirements owner for AFRL Enterprise Information Systems.

2.11. AFRL Engineering and Technical Management Director (AFRL/EN) serves as the AFRL lead and functional owner of all program management and systems engineering policy, processes, operations and oversight.

2.11.1. Chairs the AFRL Systems Engineering and Program Management (SEPM) Group and is the sole decision authority for AFRL Systems Engineering and Program Management Group topics.

2.11.2. Serves as a member of the AFRL Board and AFRL Council.

2.11.3. Serves as the Senior Center Functional for the Program Management career field, and Executive Agent for the Science and Engineering career field.

2.11.4. Provides program management and system engineering assessment and reviews of S&T programs.

2.11.5. Co-Leads with AFRL/CZ technical sufficiency reviews, and technology reviews of Enterprise initiatives and programs.

2.11.6. Provides advice to mission organizations on program initiation, technology transition, and technical review of acquisition packages and collaborations.

2.11.7. Supports Program Baseline Reviews (PBRs) and Program Management Reviews (PMRs) on S&T programs.

2.11.8. Serves as the AFRL SEPM Enterprise Functional Requirements owner for AFRL Enterprise Information Systems.

2.12. AFRL Director of Staff (AFRL/DS) serves as the AFRL lead and functional owner of all Operations Support policy, processes, operations and oversight to include Military Construction priorities.

2.12.1. Chairs the AFRL Operations Support Group and is the sole decision authority for AFRL Operations Support Group topics. Serves as the conduit for topic proposals from DO and SE that do not fit within the scope of the other AFRL Groups.

2.12.2. Serves as a member of the AFRL Board and AFRL Council.

2.12.3. Serves as Center Senior Functional for the Logistics career field.

2.12.4. Serves as the AFRL Operations Support Enterprise Functional Requirements owner for AFRL Enterprise Information Systems.

2.13. AFRL Contracts Director (AFRL/PK) serves as the AFRL lead and functional owner of all contracting policy, processes, operations and oversight.

2.13.1. Chairs the AFRL Contracting Group and is the sole decision authority for AFRL Contracting Group topics.

2.13.2. Serves as a member of the AFRL Board and AFRL Council.

2.13.3. Serves as the Center Senior Functional for the Contracting career field.

- 2.13.3.1. Responsible for overseeing and standardizing Center functional policy and processes, as well as managing the functional workforce, to include workforce planning, advocating for Center resources, and providing personnel to their supported organizations.
- 2.13.3.2. Assists in the development of standardized AF and MAJCOM functional policy and processes, develops Center-unique functional policy and processes, and manages the execution of functional policies and processes, ensuring consistent application across organizations.
- 2.13.3.3. Provides strategic management of the contracting workforce across the Center enterprise and is responsible for assessing current and projected workforce requirements and its required skills mix (demand), assessing the current workforce to determine resource availability (supply), determining shortfalls in the workforce (gap analysis), and strategizing to fulfill those shortfalls.
- 2.13.4. Serves as the AFRL Contracting Enterprise Functional Requirements owner for AFRL Enterprise Information Systems.
- 2.14. AFRL Research Collaboration and Computing Director (AFRL/RC) serves as the AFRL lead and functional owner of all enterprise research, development, test, and evaluation (RDT&E), business, and high performance computing systems policy, processes, operations, execution management and oversight.
 - 2.14.1. Chairs the AFRL Chief Information Technology Officer (CITO) Group and is the sole decision authority for AFRL Chief Information Technology Officer Group topics.
 - 2.14.2. Serves as a member of the AFRL Board and AFRL Council.
 - 2.14.3. Serves as the Center Senior Functional for the Cyberspace Operations Support career field.
 - 2.14.4. Serves as the Enterprise Information System requirements manager for all enterprise RDT&E, business, and high performance computing systems.
- 2.15. AFRL Small Business Director (AFRL/SB) serves as the AFRL lead and functional owner of all small business, small business innovation research and technology transfer policy, processes, operations and oversight.
 - 2.15.1. Chairs the AFRL Small Business Group and is the sole decision authority for AFRL Small Group topics.
 - 2.15.2. Serves as a member of the AFRL Board and AFRL Council.
 - 2.15.3. Serves as the AFRL Small Business and Tech Transfer Enterprise Functional Requirements owner for AFRL Enterprise Information Systems.
- 2.16. Mission Organization Commanders, Mission Organization Technology Directors and Mission Organization Directors manage and execute their assigned portfolio, create programs, provide input, and advise the AFRL Council chair on the impacts and risks of proposed decisions.
 - 2.16.1. Implement the decisions of the AFRL Governance Process .
 - 2.16.2. Serve as members of the AFRL Council.

- 2.16.3. Assign mission organization AFRL Groups members and advisors in coordination with AFRL Group Chairs.
 - 2.16.4. Allocate mission organization resources from an Enterprise perspective consistent with the priorities of the Air Force and AFRL while ensuring sufficient technology base investments to enable the AF of the future.
 - 2.16.5. Develop a POM input in response to AFRL Commander's Intent and CIS.
 - 2.16.6. Develop and execute programs.
 - 2.16.7. Annually report status of mission organization execution reviews to the AFRL Governance Structure and Research Advisory Council.
- 2.17. Mission Organization Vice Commanders, Mission Organization Deputy Technology Directors and Mission Organization Deputy Directors provide input, and advise the AFRL Board chair on the impacts and risks of proposed decision.
- 2.17.1. Assists their commander/director in implementing the decisions of the AFRL Governance Process.
 - 2.17.2. Serve as members of the AFRL Board.
- 2.18. AFRL Legal Advisor (AFRL/JA) provides legal advice and opinions on all AFRL matters, activities, and decisions.
- 2.18.1. Serves as an advisor to the AFRL Groups, AFRL Board and AFRL Council.
- 2.19. AFRL Operations Director (AFRL/DO) serves as the AFRL lead and owner of all test operations policy, processes, execution and oversight.
- 2.19.1. Serves as a member of the AFRL Operations Support Group and advisor to the AFRL Board and AFRL Council.
- 2.20. AFRL Safety Office Director (AFRL/SE) serves as the AFRL lead and owner of all safety policy, processes, execution and oversight.
- 2.20.1. Serves as a member of the AFRL Operations Support Group and advisor to the AFRL Board and AFRL Council.
- 2.21. AFRL Inspector General (AFRL/IG) executes the Commander's Inspection Program (CCIP) on behalf of AFRL/CC.
- 2.21.1. Serves as an advisor to the AFRL Board and AFRL Council.
- 2.22. Capability Leads (CL). AFRL/CC appoints CLs for each SCF who are ultimately accountable for all of their respective SCF, MAJCOM, strategic, and functional engagements.
- 2.22.1. Lead assigned CWG in the collection of SCF needs and development of solutions to fill those needs.
 - 2.22.2. Serve as advisors to the AFRL Council.
 - 2.22.3. Advise the AFRL Governance structure on the health of the Capabilities and Tech Base Portfolios in response to SCF Core Function Leads (CFL) needs and gaps.

2.22.4. Propose initiatives and cross-mission organization programs that provide solutions to SCF capability gaps and S&T needs for review and consideration by the AFRL Plans and Programs Group, AFRL Board and AFRL Council.

2.22.5. Appoint their Deputy Capability Lead.

2.22.6. Deputy Capability Leads (DCL).

2.22.6.1. Lead the day-to-day operations of the CWGs on behalf of the CLs.

2.22.6.2. Act as principal AFRL points of contact with external agencies relevant to the SCF Core Function Teams (CFT).

2.22.6.3. Serve as members of the AFRL Plans and Programs Group and advisors to the AFRL Board.

2.22.6.4. Support CL for customer engagement.

2.22.6.5. Coordinate and submit AFRL inputs to Core Function Support Plans (CFSP).

2.22.7. Engagement Leads (EL).

2.22.7.1. Serve as corporate HQ AFRL member of SCF CWG supporting SCF CFTs (e.g. Capability Collaboration Teams (CCT)); partner with and support CL and DCL for external engagements.

2.22.7.1.1. Within the SCF CFTs, assist warfighter in assessing capability gaps, identifying and prioritizing S&T needs; develop S&T capability development roadmaps documented in Core Function Support Plans (CFSP).

2.22.7.1.2. Collaborate with other ELs to provide integrated, cross-SCF analytical assessments; identify risk areas and recommend technical, programmatic, and organizational solutions to enable successful transition of S&T solutions to address warfighter gaps.

2.22.7.1.3. Analyze and assess alignment of AFRL S&T programs to technology gaps and needs; seek and recommend opportunities for technology demonstrations.

2.22.7.1.4. Support year-round customer engagement planning and execution; ensure appropriate HQ preparation for senior leader customer engagements.

2.22.7.1.5. Serve as secretariat for the CWGs (e.g. establish agendas, publish minutes, track actions items, etc).

2.22.7.1.6. Collaborate across HQ to ensure SCF CWG is aware of and leverages the breadth of S&T portfolio (e.g. TDs, international partnerships, industry/SBIR, etc.)

2.22.8. Integration Leads (IL).

2.22.8.1. Maintain knowledge of the breadth of assigned mission organization portfolios and serve as AFRL HQ points of contact for assigned mission organizations. Collaborate with the mission organization Senior Planners and SAF/AQR Program Element Monitor.

2.22.8.2. Monitors, analyzes, and supports AFRL PPBE execution and conducts and supports enterprise studies and analysis.

2.22.8.3. Support CL and DCL as members of their respective CWGs.

2.22.8.4. Ensure options for AFRL POM inputs are consistent with the CIS.

2.22.8.5. Assist CWG assessments of mission organizations' S&T portfolios in addressing customer needs.

2.22.8.6. Recommend options for portfolio changes to AFRL/XP during budget drills.

2.23. Capability Working Groups (CWG). CWGs form the cross-directorate support structure for CLs. CWGs are led by CLs with day-to-day activities chaired by DCLs and consist of members nominated from all mission organizations that support a given SCF. They lead AFRL engagement with MAJCOM CFLs and the Centers.

2.23.1. Membership: CL, DCL, ELs, ILs, applicable mission organization Senior Planners, and mission organization Subject Matter Experts (SME).

2.23.2. Engage the CFL CCTs to support development of actionable capability gaps, identify candidate capability solutions and associated technology needs, and frame high-level investment strategies.

2.23.3. Ensure customer technology needs developed as part of the CCT process are made available to the AFRL Enterprise.

2.23.4. Influence the planning and development of technology solutions that respond to the technology needs and integrate into the CCT process.

2.23.5. Collaborate with CCTs to ensure the AF S&T portfolio is appropriately integrated into the CFSP and recommend CL and AFRL/CC concurrence on the final product.

2.23.6. Support the MAJCOM Group, Board and ATC process.

2.23.7. Collaborate with AFMC Centers, Space and Missile Center (SMC) and MAJCOMs to propose candidate Advanced Technology Demonstrations (ATDs), Joint Capability Technology Demonstrations (JCTDs) and Capability Concepts (CCs) that develop technologies solving SCF capability gaps and S&T needs for review and decision by the AFRL Plans and Programs Group, AFRL Board, and AFRL Council.

2.23.8. Collects, analyzes, validates, and integrates customer priorities and requirements for POM inputs and assesses risks/impacts to capability development roadmaps.

2.23.9. Advise the AFRL Plans and Programs Group, AFRL Board, and AFRL Council on the health of the Capabilities and Tech Base Portfolios in response to CFL needs and gaps, and on the health of the customer engagement process.

3. AFRL Enterprise Governance Structure. The AFRL Enterprise Governance Structure uses a Group, Board and Council construct to address Enterprise issues, make decisions and operate the enterprise. The AFRL Group is the first level review and decision making body. The AFRL Board is the intermediate review and decision making body within the AFRL Enterprise

Governance Structure. The AFRL Council is the final review and decision-making body in the AFRL Enterprise Governance Structure.

3.1. AFRL Council. The AFRL Council serves as the most senior and final deliberating and decision making body within AFRL. It makes enterprise-level decisions associated with AFRL enterprise policy, processes, structure and resources (affecting more than one mission organization).

3.1.1. Chair. AFRL/CC; AFRL/CA when AFRL/CC is not available.

3.1.2. Membership. AFRL/CA, CV, CZ, CCC, AFOSR Director, 711HPW/CC, 711 HPW/RH Director, AFRL/RD, RI, RQ, RV, RW, RX, RY, DP, DS, EN, FM, PK, RC, SB, XP Directors.

3.1.3. Advisors: SAF/AQR Director, Capability Leads, USAFSAM/CC, 711HPW/HP Director, AFRL/JA, DO, SE, IG, CCL, CCX.

3.1.4. Secretariat. AFRL/XPO.

3.1.5. Frequency. The AFRL Council convenes at least once a month at the direction of the chair.

3.2. AFRL Board. The AFRL Board serves as the intermediate deliberating and review and/or decision making body between the AFRL Groups and AFRL Council. It makes AFRL enterprise-level policy, process, structure and resource (affecting more than one mission organization) decisions or recommendations.

3.2.1. Chair. AFRL/CV; AFRL/CA when AFRL/CV is not available.

3.2.2. Membership. Deputy AFRL/CZ, AFRL/CCC, AFOSR Deputy Director, 711HPW/DV, 711HPW/RH Deputy Director, AFRL/RD, RI, RQ, RV, RW, RX, RY, Deputy Directors, AFRL/DS, DP, EN, FM, PK, RC, SB, XP Directors.

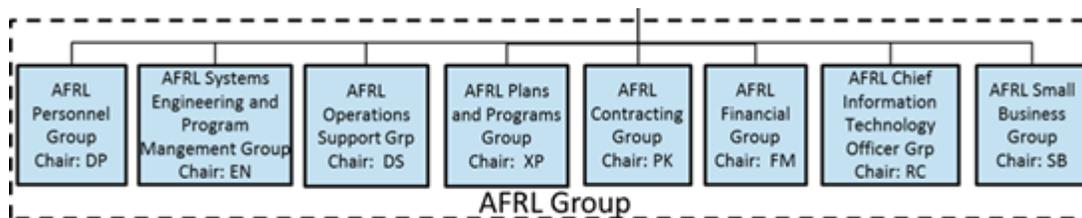
3.2.3. Advisors: SAF/AQR Deputy Director, Deputy Capability Leads, USAFSAM/CV, 711HPW/HP Deputy Director, AFRL/JA, DO, SE, IG, CCL.

3.2.4. Secretariat. AFRL/XPO.

3.2.5. Frequency. The AFRL Board will meet every two (2) weeks at a set time.

3.3. AFRL Group. The AFRL Group is made up of a set of groups aligned with the following AFRL HQ 2-Ltrs: AFRL/DS, DP, EN, FM, PK, RC, SB, XP (See Figure 2).

Figure 2. The AFRL Enterprise Group structure.



3.3.1. AFRL Plans and Programs Group. The AFRL Plans and Programs Group serves as a first level of deliberation and review and/or decision making in the AFRL Governance Structure. It makes AFRL enterprise-level policy, process, structure and resource

(affecting more than one mission organization) decisions or recommendations associated with Planning, Programming, Budgeting, and Execution (PPBE), Wargaming, MS&A, Corporate Communication, Section 219, Legislative Liaison, International and Domestic Partnering Engagements and Agreements, Special Programs, Intelligence, and Customer Engagement operations and oversight.

3.3.1.1. Chair. AFRL/XP Director, or AFRL/XP Deputy Director when Director is not available.

3.3.1.2. Membership. AFRL/XPO, XPP, XPR, XPT, XPZ, XP2, Division Chiefs, AFRL/FM, DP, EN, PK, Directors, DCLs, Mission Organization Senior Planners, AFRL/XP Tech Advisor, AFRL/XP Deputy Director.

3.3.1.3. Advisors. SAF/AQRM/AQRT Division Chiefs, Depending on topic: AFRL/DS, SB, RC, JA, CCL, Mission Organization: Chief Engineers, FM Chiefs, Senior Personnel Advisors (SPAs), Wargaming leads, Modeling Simulation and Analysis leads, and SMEs.

3.3.1.4. Secretariat. AFRL/XPO.

3.3.1.5. Frequency: The AFRL Plans and Programs Group will meet as frequently as necessary to make decisions and operate the AFRL enterprise.

3.3.2. AFRL Financial Group. The AFRL Financial Group serves as a first level of deliberation and review and/or decision making in the AFRL Governance Structure. It makes AFRL enterprise-level policy, process, structure and resource (affecting more than one mission organization) decisions or recommendations associated with financial management operations and funding execution.

3.3.2.1. Chair. AFRL/FM Director, or AFRL/FM Deputy Director when Director is not available.

3.3.2.2. Membership. AFRL/FMA, FMC, FMF Division Chiefs, Mission Organization Financial Management Chiefs .

3.3.2.3. Advisors. Depending on topic: AFRL/XP, DS, DP, PK, RC Directors, AFRL/JA, XPO, Mission Organization: Senior Planners, Chief Engineers, SPAs, and SMEs.

3.3.2.4. Secretariat. AFRL/FMA.

3.3.2.5. Frequency: The AFRL Financial Group will meet as frequently as necessary to make decisions and operate the AFRL enterprise.

3.3.3. AFRL Personnel Group. The AFRL Personnel Group serves as a first level of deliberation and review and/or decision making in the AFRL Governance Structure. It makes AFRL enterprise-level policy, process, structure and resource (affecting more than one mission organization) decisions or recommendations associated with Personnel operations and execution.

3.3.3.1. Chair. AFRL/DP Director, or AFRL/DP Deputy Director when Director is not available.

3.3.3.2. Membership. AFRL/DPD, DPL, DPM Division Chiefs, Mission Organization SPAs, AFRL Corporate Learning Officer.

3.3.3.3. Advisors. Depending on topic: AFRL/XP, DS, EN, FM, PK, RC Directors, AFRL/JA, XPO, Mission Organization: Senior Planners, Financial Management Chiefs and SMEs.

3.3.3.4. Secretariat. AFRL/DP.

3.3.3.5. Frequency: The AFRL Personnel Group will meet as frequently as necessary to make decisions and operate the AFRL enterprise.

3.3.4. AFRL Systems Engineering and Program Management Group. The AFRL Systems Engineering and Program Management Group serves as a first level of deliberation and review and/or decision making in the AFRL Governance Structure. It makes AFRL enterprise-level policy, process, structure and resource (affecting more than one mission organization) decisions or recommendations associated with Program Management, Systems Engineering and Science, Technology, Engineering, Mathematics (STEM) planning, operations and execution.

3.3.4.1. Chair. AFRL/EN Director, or AFRL/EN Deputy Director when Director is not available.

3.3.4.2. Membership. AFRL/EN Staff, Mission Organization Chief Engineers and AFOSR Representative.

3.3.4.3. Advisors. Depending on topic: AFRL/XP, DS, DP, FM PK, RC Directors, AFRL/XPO, Deputy AFRL/CZ, Mission Organization: STEM Leads, Senior Planners, and SMEs.

3.3.4.4. Secretariat. AFRL/EN.

3.3.4.5. Frequency: The AFRL Systems Engineering and Program Management Group will meet as frequently as necessary to make decisions and operate the AFRL enterprise.

3.3.5. AFRL Operations Support Group. The AFRL Operations Support Group serves as a first level of deliberation and review and/or decision making in the AFRL Governance Structure. It makes AFRL enterprise-level policy, process, structure and resource (affecting more than one mission organization) decisions or recommendations associated with laboratory and site operations including: Logistics, Facility Management, Military Construction, Information Management, STINFO execution, Information Protection, Military Processes, Unit Control Center, Unit Deployment Management, and History. AFRL/DO, Director of Operations, and AFRL/SE, Director of Safety functions are handled within this group.

3.3.5.1. Chair. AFRL/DS Director, or AFRL/DS Deputy Director when Director is not available.

3.3.5.2. Membership. AFRL/DSH, DSI, DSO Division Chiefs, AFRL/DO, SE, HO, RC Directors, Mission Organization Integration and Operations (I&O) Chiefs.

3.3.5.3. Advisors. Depending on topic: AFRL/XP, DP, FM PK Directors, AFRL/XPT, Mission Organization: Senior Planners, and SMEs.

3.3.5.4. Secretariat. AFRL/DS.

3.3.5.5. Frequency: The AFRL Operations Support Group will meet as frequently as necessary to make decisions and operate the AFRL enterprise.

3.3.6. AFRL Contracting Group. The AFRL Contracting Group serves as a first level of deliberation and review and/or decision making in the AFRL Governance Structure. It makes AFRL enterprise-level policy, process, structure and resource (affecting more than one mission organization) decisions or recommendations associated with contracting and procurement operations and execution.

3.3.6.1. Chair. AFRL/PK Director, or AFRL/PK Deputy Director when Director is not available.

3.3.6.2. Membership. AFRL/PK Staff, Mission Organization Site Contracting Chiefs.

3.3.6.3. Advisors. Depending on topic: AFRL/XP, DP, FM, DS, RC Directors, AFRL/XPO, Mission Organization SMEs.

3.3.6.4. Secretariat. AFRL/PK.

3.3.6.5. Frequency: The AFRL Contracting Group will meet as frequently as necessary to make decisions and operate the AFRL enterprise.

3.3.7. AFRL Chief Information Technology Officer Group. The AFRL Chief Information Technology Officer Group serves as a first level of deliberation and review and/or decision making in the AFRL Governance Structure. It makes AFRL enterprise-level policy, process, structure and resource (affecting more than one mission organization) decisions or recommendations addressing requirements, priorities, compliance, operations and execution associated with AFRL and site enterprise RDT&E, business, and high performance computing systems.

3.3.7.1. Chair. AFRL/RC Director, or AFRL/RC Deputy Director when Director is not available.

3.3.7.2. Membership. AFRL/RC Staff, Mission Organization CITO, Geographically Separated Unit (GSU) CITO, and the AFRL HQ CITO.

3.3.7.3. Advisors. Depending on topic: AFRL/XP, EN, DP, FM, PK, SB, Mission Organization Subject Matter Experts.

3.3.7.4. Secretariat. AFRL/RCC.

3.3.7.5. Frequency: The AFRL Chief Information Technology Officer Group will meet as frequently as necessary to make decisions and operate the AFRL enterprise.

3.3.8. AFRL Small Business Group. The AFRL Small Business Group serves as a first level of deliberation and review and/or decision making in the AFRL Governance Structure. It makes AFRL enterprise-level policy, processes, structure and resource (affecting more than one mission organization) decisions or recommendations associated with small business, small business innovative research (SBIR)/Small Business Technology Transfer (STTR), Technology Transfer (T2) operations and execution.

- 3.3.8.1. Chair. AFRL/SB Director, or AFRL/SB Deputy Director when Director is not available.
 - 3.3.8.2. Membership. AFRL/SB Staff, Mission Organization or site small business professional/liaison officers, SBIR/STTR POCs, T2 POCs.
 - 3.3.8.3. Advisors. Depending on topic: AFRL/XP, DP, FM PK, EN, RC Directors/Staff, AFRL/CCL, JA, AFRL/CZ and Mission Organization Chief Scientists.
 - 3.3.8.4. Secretariat. AFRL/SB.
 - 3.3.8.5. Frequency: The AFRL Small Business Group will meet as frequently as necessary to make decisions and operate the AFRL enterprise.
- 3.3.9. Other AFRL Enterprise Forums (Non-Governance). Key AFRL enterprise forums that advise, participate, support, and implement AFRL Enterprise Governance process, policy, structure and resource decisions.
- 3.3.9.1. AFRL Research Advisory Council. An enterprise forum charged with providing advice and counsel to the AFRL Commander, Mission Organization Commanders, Mission Organization Technology Directors and Mission Organization Directors and professional staff on the health, breadth and direction on the underpinnings of AFRL's Enterprise Portfolio to ensure AFRL is prepared to solve not only today's issues but the technology issues of the Air Force in 20, 30 and 50 years. Conducts yearly science and technology environmental scans in support of the AFRL PPBE process. An international scan is conducted in Year1, a domestic scan in Year 2, cycle repeats.
 - 3.3.9.1.1. Chair. AFRL/CZ.
 - 3.3.9.1.2. Membership. Mission Organization Chief Scientists.
 - 3.3.9.1.3. Advisors. AFRL/CCL, AFRL/EN Director.
 - 3.3.9.1.4. Secretariat. Deputy AFRL/CZ, or designee.
 - 3.3.9.1.5. Frequency: The AFRL Research Advisory Council will meet at least quarterly.
 - 3.3.9.2. AFRL Wargaming Working Group. An enterprise forum charged with planning, controlling, and executing AFRL's participation in wargames to include vetting and configuration control of all AFRL sponsored concepts.
 - 3.3.9.2.1. Chair. AFRL/XPT.
 - 3.3.9.2.2. Membership. Mission Organization Wargaming POCs.
 - 3.3.9.2.3. Advisors. AFRL/EN, Mission Organization Chief Engineers, Concept and Technology SMEs.
 - 3.3.9.2.4. Secretariat. AFRL/XPT.
 - 3.3.9.2.5. Frequency: The AFRL Wargaming Working Group will meet at least quarterly.
 - 3.3.9.2.6. The AFRL Wargaming Working Group reports through the AFRL

Plans and Programs Group with recommendations for AFRL Governance Structure decision.

3.3.9.3. AFRL Modeling, Simulation and Analysis (MS&A) Working Group. An enterprise forum charged with planning, developing, controlling, and executing an AFRL Enterprise MS&A capability to enable integrated and multi-domain MS&A.

3.3.9.3.1. Co-Chairs. AFRL/XPT and AFRL/RQ.

3.3.9.3.2. Membership. Mission Organization MS&A POCs, AFRL/RC POC.

3.3.9.3.3. Advisors. AFRL/EN, Mission Organization Chief Engineers.

3.3.9.3.4. Secretariat. AFRL/XPT.

3.3.9.3.5. Frequency: The AFRL MS&A Working Group will meet at least quarterly.

3.3.9.3.6. The AFRL MS&A Working Group reports through the AFRL Plans and Programs Group with recommendations for AFRL Governance Structure decision.

3.3.9.4. Cross/Multi-Mission Organization Management and Coordination Forums. All these forums are subject to and implement decisions made by the AFRL Group/Board/Council governance structure.

4. AFRL Group/Board/Council Operating Rules.

4.1. Chair is the sole decision authority of each forum.

4.2. Topics for the agenda can be submitted by all members to the chair for consideration.

4.2.1. At the board and council, topics will be submitted through the secretariat for Chair consideration and scheduling.

4.3. Chair approves all agenda topics.

4.4. Agenda and Read-aheads published at least 2 business days in advance of meeting.

4.4.1. The goal is for agendas to be published at the same time as meeting notification.

4.5. Battle Rhythm

4.5.1. AFRL Council – meets at least once a month. Topics presented to the AFRL Council, if reviewed by the AFRL Board, should be accomplished at least five working days before the scheduled AFRL Council meeting. If not possible, every attempt should be made to schedule a AFRL Council no sooner than two days after an AFRL Board.

4.5.2. AFRL Board – meets every two weeks to standardize schedule.

4.5.3. AFRL Groups – meet as frequently as necessary to make decisions and operate the AFRL enterprise.

4.6. Documentation is the key to clarity and enterprise-wide vertical and horizontal transparency.

4.6.1. All AFRL Group, AFRL Board, and AFRL Council meetings must be posted on the AFRL Group-Board-Council SharePoint site calendar to ensure enterprise-wide awareness of these decision meetings.

4.6.2. Read-ahead charts will be posted on the AFRL Group-Board-Council SharePoint site no later than two business days before the meeting.

4.6.3. Meeting Recap: Highlights the discussion while ensuring all views on a topic are captured. Documents all decisions and/or recommendations including views of others and action items to include OPR and Offices of Collateral Responsibility (OCRs) and specific due dates.

4.6.3.1. Meeting Recap will be published within 3 business days of the meeting on the AFRL Group/Board/Council SharePoint Site.

4.6.3.1.1. All AFRL Groups will email their respective meeting recaps to the AFRL Board members when published.

4.6.3.1.2. AFRL Board meeting recaps will be emailed to the AFRL Council members when published.

4.6.3.2. Decisions will be additionally documented in the Decision Tracker within 3 business days of the meeting on the AFRL Group/Board/Council SharePoint Site.

4.6.3.3. Action Items will be additionally documented in the Action Item Tracker within 3 business days of the meeting on the AFRL Group/Board/Council SharePoint Site.

4.7. AFRL/XPO is the AFRL Council, AFRL Board Secretariat and Process facilitator.

4.8. Each AFRL Group will develop and present for review by the AFRL Board and approval by the AFRL Council a decision authorities document which when approved will be posted on the AFRL Group/Broad/Council SharePoint site, Guide and Govern library. The purpose of the decision authorities document is to provide each AFRL Group chair an AFRL Governance approved framework for making decision vs recommendations to the AFRL Board with regards to enterprise policy, process, structure and resources involving more than one mission organization. The authorities will be reviewed annually during the May to June timeframe.

THOMAS J. MASIELLO Major General, USAF
Commander

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORT INFORMATION*****References***

AFPD 61-1, *Management of Science and Technology*, 7 Apr 93

AFI 61-101, *Management of Science and Technology*, 14 Mar 13

AFMAN 33-363, *Management of Records*, 1 Mar 08

AFRLI 61-104, *Science and Technology (S&T) Systems Engineering (SE) and Technical Management*, 16 Oct 13

AFRLI 61-108, *Science and Technology (S&T) Program Management*, 19 Nov 13

AFRLI 61-205, *AFRL Science and Technology (S&T) Investment Hierarchy and Data Requirements*, 20 Nov 13

Prescribed Forms

None

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*, 22 Sep 09

Abbreviations and Acronyms

ACS—Agile Combat Support

ATC—Applied Technology Council

ATD—Advanced Technology Demonstrations

CA—Executive Director

CCT—Capability Collaboration Team

CCL—Chief Learning Officer

CCX—Commander's Action Group

CFL—Core Function Lead

CFSP—Core Function Support Plan

CFT—Core Function Team

CIS—Corporate Investment Strategy

CITO—Chief Information Technology Officer

CL—Capability Lead

CTC—Core Technical Competency

CWG—Capability Working Group

CZ—Chief Technologist

DARPA—Defense Applied Research Projects Agency

DCL—Deputy Capability Lead

DHS—Department of Homeland Security

DOD—Department of Defense

EL—Engagement Lead

FYDP—Future Years Defense Program

GSU—Geographically Separated Unit

HPW—Human Performance Wing

IL—Integration Lead

JCTD—Joint Capability Technology Demonstration

MILCON—Military Construction

MS&A—Modeling, Simulation and Analysis

NASA—National Aeronautics and Space Administration

OMB—Office of Management and Budget

OSD—Office of Secretary of Defense

OSTP—Office of Science and Technology Policy

PB—President’s Budget

PEO—Program Executive Officer

POM—Program Objective Memorandum

PPBE—Planning, Programming, Budget, and Execution

SAB—Scientific Advisory Board

SBIR—Small Business Innovative Research

SCF—Service Core Function

SMC—Space and Missile Center

SME—Subject Matter Expert

SMP—Strategic Master Plan

SPA—Senior Personnel Advisor

STEM—Science, Technology, Engineering, Mathematics

STTR—Small Business Technology Transfer

S&T—Science and Technology

T2—Technology Transfer

USAFSAM—United States Air Force School of Aerospace Medicine

Terms

Capabilities Portfolio—See AFRLI 61-205, *AFRL Science and Technology (S&T) Investment Hierarchy and Data Requirements*, for requirements and attributes of the Capabilities Portfolio.

Core Technical Competency (CTC)—CTCs represent the technical foundation that is difficult to duplicate and allows AFRL to provide unique technical leadership. They span basic research, applied technology, and advanced technology development encompassing the people, information, facilities, equipment, and programs allowing AFRL to solve critical AF and national security problems.

Mission Organizations—Those organizations in AFRL that are executing the scientific and medical mission of AFRL. AFOSR, AFRL/RD, RI, RQ, RV, RW, RX, RY and the 711 HPW.

Program Objective Memorandum (POM)—The POM is produced annually as an input to the President’s Budget and proposes the overall AFRL budget at the PE/BPAC level.

Resource—For this instruction, the term “resource” refers to both financial and manpower/personnel.

Structure—For this instruction, the term “structure” refers to the composition and roles of the AFRL Council, AFRL Board, and each AFRL Group.

S&T Environmental Scan—. This effort is conducted by the AFRL Research Advisory Council with support from others. The task is assessing the external S&T environment and advising where AFRL as an enterprise should increase or decrease international and domestic engagement to best position AFRL to exploit this research for AF needs while right sizing the AFRL enterprised core technical competencies (CTCs). Furthermore, the effort tiers the CTCs and in accordance with the CIS recommends the appropriate CTC balance between the tech base and capability portfolios. CTC/Technology Base Requirements are an important contribution to the development of the CIS.

Tech Base Portfolio—See AFRLI 61-205, *AFRL Science and Technology (S&T) Investment Hierarchy and Data Requirements*, for requirements and attributes of the Tech Base Portfolio.

Attachment 2

AFRL ENTERPRISE PLANNING, PROGRAMMING, BUDGETING AND EXECUTION PROCESS

A2.1. AFRL Enterprise Planning, Programming, Budgeting and Execution (PPBE) Process. The AFRL Enterprise Planning, Programming, Budgeting and Execution Process is a year round activity which is dependent on the AFRL Enterprise Governance Structure to provide guidance, assess risk and make decisions. The process is broken into 5 phases: Pre-POM assessment and analysis, POM to AFMC, POM to AF, POM to OSD and POM to PB.

A2.1.1. Pre-POM Assessment and Analysis Phase. This phase starts in the March/April timeframe of each year. This phase is a time when AFRL Leadership, Science and Engineers (S&Es), and Customer Engagement teams are socializing the latest AFRL POM within staffs and customers, and soliciting feedback. The purpose of these engagements is to position AFRL to conduct assessments to support development of the upcoming POM's AFRL Commander's Intent and Corporate Investment Strategy. At a minimum, the following assessments will be completed during July through September of each year.

A2.1.1.1. Capability Lead (CL) Service Core Function Assessment – An annual assessment of how the current AFRL budget is supporting the AF Strategic Master Plan (SMP) and each CFSPs priorities -- Result: Primary Source of POM Initiatives. This process is led and managed by the AFRL/XP and the AFRL Plans and Programs Group.

A2.1.1.2. Work Force Assessment - An annual assessment focused on making sure AFRL has the right sized and appropriately skilled/prepared workforce to execute the S&T in the near, mid and far term. This process is led and managed by AFRL/DP and the AFRL Personnel Group.

A2.1.1.3. Facilities Assessment - An annual strategic review to set AFRL facility investment priorities for ensuring AFRL is able to execute its S&T mission today & in the future. This process is co-led and managed by AFRL/DS and AFRL/XP.

A2.1.1.4. International Assessment - An annual strategic review of the international engagement and defines where we need to increase and decrease our engagement/collaboration. The results of these assessments are the basis for the development of the AFRL Commander's Intent and CIS.

A2.1.2. POM to AFMC Phase. Starts with AFRL/CC issuing of the AFRL Commander's Intent to guide and direct the Mission Organizations and HQ AFRL in all AFRL portfolio decisions. Supplementing the Commander's Intent is the CIS guiding Future Years Defense Program (FYDP) investments in the AFRL portfolio. The CIS is developed from several guidance documents (e.g. AF Strategic Master Plan, Core Function Support Plans) and inputs from Office of the Secretary of Defense (OSD), the Secretary of the Air Force (SECAF), the Major Commands (MAJCOMs), Scientific Advisory Board (SAB) results, and current year S&T program execution. In response to the AFRL Commander's Intent and CIS, each mission organization develops a balanced POM submission. In parallel, the lead and participating mission organizations for each enterprise initiative or disconnect develop detailed budgets and plans for executing each and prepare for a tech sufficiency review co-chaired by AFRL/CA and AFRL/EN with membership from the AFRL Research Advisory

Council and AFRL Systems Engineering and Program Management Group. The Baseline Extension (BLE) Rebalance process is executed.

A2.1.3. POM to AF Phase. Starts with the submission of the AF S&T POM to AFMC. During this phase, the Tech Sufficiency Reviews are completed on all enterprise initiatives. The enterprise finalizes and approves initiatives and disconnects for implementation and funding. The disconnect and initiative sourcing strategy is finalized and implemented. In support of the sourcing strategy, the Plan and Vet Initiatives (PAVEIT) process is applied. The enterprise creates offsets for proposed bills allocated by AFMC to the AF S&T enterprise. The mission organizations rebalance their portfolios based upon the AFRL enterprise disconnect, initiative decisions and associated approved sourcing strategy and submits an updated POM submission to the HQ AF.

A2.1.4. POM to OSD Phase. Starts with the submission of the AF S&T POM to HQ AF. During this phase, the AFRL enterprise responds to the AF Corporate POM decisions. AF directed adjustments are reviewed by the AFRL Governance structure. The AFRL Governance structure develops and approves a strategy for implementation. Mission Organizations rebalance their respective portfolios and AFRL submits an updated POM submission to HQ AF to provide to OSD.

A2.1.5. POM to PB Phase. Starts with the submission of the AF S&T POM to OSD. During this phase, the AFRL enterprise responds to the OSD and Office of Science and Technology Policy (OSTP)/Office of Management and Budget (OMB) POM decisions. OSD and OSTP/OMB directed adjustments are reviewed by the AFRL Governance structure. The AFRL Governance structure develops and approves a strategy for implementation. Mission Organizations rebalance their respective portfolios and AFRL submits an updated POM submission to HQ AF to provide to OSD which becomes the President's Budget which is submitted to Congress.

A2.2. AFRL PPBE Implementation Processes.

A2.2.1. Baseline Extension Rebalance Process. This process is intended to rebalance the Baseline Extension year by returning funding to originally sourced mission organizations associated with enterprise funded initiatives and disconnects. The process takes into account initiatives that were considered enduring investments (correcting an AFRL Enterprise structural issue), or beyond FYDP mortgages associated with previously POM cycle approved Initiatives and disconnects. The goal of this process is in the long term to have a balanced technology enterprise.

A2.2.2. Plan and Vet Initiatives Process (PAVEIT). This process is intended to ensure enterprise initiatives are properly developed and vetted technically and financially across the enterprise to ensure lead and participating mission organizations are bringing sufficient resources (personnel and funding) to the initiative to warrant AFRL Enterprise level funding. This process includes validation of an enterprise requirement (e.g. high SCF gap, game changer, etc.) and sufficient technical maturity and way forward to support AFRL enterprise investment.