



DEPARTMENT OF THE AIR FORCE  
WASHINGTON DC

OFFICE OF THE ASSISTANT SECRETARY

MEMORANDUM FOR RECORD

FROM: SAF/CSO

SUBJECT: Preferred Agile Framework

1. Cloud One (former Common Computing Environment, CCE) is the new centralized Air Force team that will provide Cloud Infrastructure with baked-in security to Air Force and Department of Defense programs. This includes Cloud capabilities at Impact Levels 2, 4 and 5. Impact Level 6 should be available by CY20-Q1.
2. Platform One by LevelUP (former LevelUP) is the new centralized team that will provide DevSecOps/Software Factory managed services with baked-in security to Air Force and Department of Defense programs. The team will provide the ability to deploy a DevSecOps Platform (CNCF-compliant Kubernetes stack) and Continuous Integration/Continuous Delivery (CI/CD) pipeline with a Continuous Authority to Operate (c-ATO).
3. Over the coming weeks and months, as programs begin to leverage the capabilities provided by Platform One by LevelUP and Cloud One, program offices will take a significant step forward in their ability to rapidly deliver operational software to their customers.
4. Platform One by LevelUP will provide, DevSecOps capabilities, as a managed service to any Department of Defense (DoD) program. The LevelUP team will also provide training and orientation (on boarding) to program office personnel and contractors, including assistance with instantiation of DevSecOps environments in Cloud One or any existing DoD approved environment, including classified and disconnected environments.
5. In order to leverage this game-changing technology, we must also change the process by which we approach software development. Program offices must ensure that agile frameworks used to manage and guide software development enable teams to continuously deliver on-demand and do not inhibit development.
6. When selecting an agile framework, preference should be given to those that do not perpetuate a waterfall mindset or allow us to fall back on old ways of work. Do not adopt a framework because it seems comfortable and has familiar Waterfall tempos. DevSecOps-friendly frameworks do not encourage, include, or tolerate extensive requirement generation prior to software development. Neither should they include extensive manual testing following development, but instead fully leverage the automation inherent in the Platform One

Configuration as Code, Infrastructure as Code and Continuous Integration / Continuous Delivery pipeline.

7. Toward that goal, each software intensive program is encouraged to use eXtreme Programming (XP), Kanban, Scrum or a similar framework. Emphasis must be placed on delivering software, with a focus on value stream mapping, and preference for a flexible, lightweight methodology to support that delivery. Identify processes that drive value, associate sufficient resources to those processes, and understand and mitigate any constraints. Teams must also show a commitment to continually learning the best tools and practices of our industry as they are ever evolving.

**8. Programs are highly discouraged from using rigid, prescriptive frameworks such as the Scaled Agile Framework (SAFe).**

9. The considerations set forth in this Memorandum are not intended to substitute for or waive existing statutory, regulatory or policy guidance. If you have any questions, please reach out to my office at [usaf.cso@mail.mil](mailto:usaf.cso@mail.mil).

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1 Attachment:

1. DoD Enterprise DevSecOps Reference Design, 15 Aug 19

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