



**DEPARTMENT OF THE AIR FORCE
WASHINGTON DC**

SEP 04 2026

MEMORANDUM FOR AIR FORCE ACQUISITION ENTERPRISE

FROM: SAF/AQ

SUBJECT: Integrating Portfolio Acquisition Executive Roles, Responsibilities, and Authorities

References: (a) "Transforming the Defense Acquisition System into the Warfighting Acquisition System to Accelerate Fielding of Urgently Needed Capabilities to Our Warriors" – SECWAR Memo, 7 November 2025
(b) "iPAE Establishment" Memorandum to Air Force Acquisition Enterprise, 3 September 2026

PURPOSE: This memorandum assigns roles and responsibilities associated with Integrating Portfolio Acquisition Executives (iPAE). iPAEs are appointed and supervised by the Service Acquisition Executive (SAE) and delegated technical authority for assigned areas of responsibility, which include subsystems or architectures that extend across responsibilities of PAEs. This horizontal integration role requires iPAEs to maintain close relationships with platform and mission area PAEs (e.g., PAE Fighters and Advanced Aircraft, PAE Weapons, PAE Propulsion, etc). In addition, iPAEs must develop and maintain collaborative relationships with other iPAEs, the Integrated Development Office (IDO), Direct Reporting Portfolio Managers (DRPMs), and the office of the Secretary of the Air Force for Acquisition, Technology, and Logistics (SAF/AQ).

APPLICABILITY: This memo supersedes the 13 January 2025 memorandum titled "Integrating Program Executive Officer Roles, Responsibilities and Authorities." iPAE authority is effective upon signature of this and referenced memorandums. iPAEs will continue to develop implementation plans to meet the intent of iPAE establishment. iPAEs will not impose new requirements or design changes for Major Defense Acquisition Programs (MDAPs) that are beyond Critical Design Review and/or in the Production phase without prior SAE approval.

DECISION AND ACTIONS: The Roles and Responsibilities related to iPAEs are as follows:

1. Service Acquisition Executive (SAE):

- a. Appoints and supervises iPAEs.
- b. Delegates technical authority to iPAEs for their scope of responsibility.
- c. Adjudication authority when PAEs recommend not following iPAE guidance or direction. An example of this may occur when APBs are impacted by the iPAE guidance or direction.
- d. Advocates for resources in the annual Program Objective Memoranda (POM) to support iPAE technical authority (e.g., digital infrastructure, technical SMEs, etc).

2. Integrating Portfolio Acquisition Executives (iPAE):

- a. Responsible for collaborating with other iPAEs to manage interfaces between iPAE technical authorities to ensure an effective enterprise-wide DAF Warfighting system-of-systems.
- b. Establish effective governance to maintain iPAE cross-portfolio integration required to deliver the needed interoperability to achieve the specified operational outcomes associated with specified mission threads.
- c. Maintain their respective technical architectures to achieve the required operational outcomes.
- d. Responsible for the technical integration, integrated performance, and interoperability of the system-of-systems within assigned iPAE technical authority.
- e. Responsible for helping to define weapon system and system-of-systems requirements for assigned iPAE technical authority.
- f. Responsible for developing, maintaining, proliferating adoption, and validating compliance with government reference architectures, open standards, and interoperability design requirements associated with assigned technical authority. This responsibility includes the acquisition authority for developing, securing and/or maintaining any necessary supporting digital infrastructure in collaboration with the DAF Digital Transformation Office, supporting integration and test infrastructure, industry consortiums, and associated marketplaces.
- g. Responsible for collaborating with PAEs and the AFMC IDO to develop and maintain "as is" and "to be" characterization of the system-level architectures, performance capabilities, and capability roadmaps for each system, platform, and weapon in assigned technical authority scope. PAEs are responsible for the associated product-level architectures required to interface with the iPAE system-level architectures.
- h. Responsible for participating in systems engineering processes and design reviews for PAE portfolios associated with assigned iPAE capability area(s). The intent is to ensure PAE products will achieve the required level of interoperability at the system-of-systems level.
- i. Responsible for developing iPAE resourcing strategies and inputs for annual POM submissions through appropriate channels to enable the conduct of mission engineering, government reference architecture, and engineering standards.

3. Portfolio Acquisition Executives (PAE):

- a. Continue to report directly to the SAE for all assigned programs.
- b. Continue to exercise SAE-delegated acquisition authority and responsibility for all assigned programs.
- c. Ensure PAE programs assess and implement iPAE design requirements via incorporation of government reference architectures, open standards, and interoperability design requirements.
- d. Collaborate with iPAEs to mature government reference architectures, open standards, and interoperability design requirements.
- e. Request approval from the SAE prior to deviating from iPAE technical authority and guidance when PAE and iPAE authorities or outcomes cannot be reconciled to achieve unity of effort.

4. Integrated Development Office:

- a. Ensure pre-program of record technology maturation efforts adopt government reference architectures and open standards.
- b. Support capability development across iPAE assigned technical authorities.
- c. Collaborate with iPAEs to enable development of additional government reference architectures appropriate for meeting future capability requirements.
- d. In coordination with HAF A5/7, provide mission engineering frameworks, standards, and other data to coordinate across the community in support of the Force Design and Capability Development process.
- e. Synchronize Acquisition enterprise activities in support of the HAF/A5/7 and ensure the appropriate iPAEs are integrated into mission engineering activities across the Office of the Secretary of War, the Joint Chiefs of Staff, and the Department of the Air Force.

5. SAF/AQL:

- a. Support iPAEs with classified program accesses.
- b. With input from iPAEs and PAEs, review program security classification guides across iPAE capability areas for consistent application of program protection requirements.

6. SAF/AQX:

- a. Maintain a master list of all iPAE appointments and delegations.
- b. Draft all new and updated iPAE appointment memos for SAE signature.

7. SAF/AQT

- a. Collaborate with the IDO to assess the influence of Pre-Program of Record technology maturation on government reference architectures, open standards, and iPAE authority.

DELEGATION: iPAEs may delegate iPAE technical authority to another PAE/PEO and the iPAE's supporting Architecture and Systems Engineering (ASE) lead in order to decentralize execution. If delegated, iPAEs are responsible for ensuring appropriate guardrails remain in place to support and synchronize activities across USAF enterprise-level venues (i.e., Capability Trade Councils, Capability Portfolio Management Boards, and Capability Development Councils). The iPAE will maintain formal notification of delegations to the SAE through AQX.



WILLIAM D. BAILEY

Performing the duties of the Assistant Secretary of the Air Force
(Acquisition, Technology & Logistics)
Director & Portfolio Acquisition Executive, Air Force
Rapid Capabilities Office

