How an Air Force Command Transformed its UFR Process

DECISION LENS

An Air Force Command went from a laborious, manual process for collecting, analyzing and approving unfunded requirements to a seamless approach that resulted in faster, more transparent decision making across all its subordinate commands.

The Situation

The Command was seeking to modernize its unfunded requirements process and improve how it distributed hundreds of millions of dollars to its subordinate commands. The process – which relied heavily on spreadsheets and manual processes – was slow, time consuming, and inefficient.

As the organization was distributing unfunded requirements regularly – nearly daily as the federal fiscal year was coming to an end – having a more seamless approach was critical to funding projects quickly and transparently while meeting the resourcing needs across its requestors.

The Solution

The leadership team was full of change agents who were on the lookout for a better approach. They discovered Decision Lens and after evaluating the software quickly realized it was the right solution for their organization.

Since it was licensed, the organization has leveraged Decision Lens to transform its Unfunded Requirements Process. There were several features in Decision Lens which proved critical in the modernization effort.

- **Input Directly Tied to the Decision Model.** The organization – which already had strong project criteria in place – implemented input forms within Decision Lens. Tied directly to the enterprise decision framework, the hundreds of requestors could now input directly into the system of record. The result was a living UFR list which is always up to date. Now, whenever funds become available decisions can be made with confidence that all requests are included.

- **A Single Enterprise Portfolio View.** Despite each subordinate command having its own portfolio, leadership was able to consolidate all these into a single view when conducting its UFR drills. Having all requests co-located in a single system made it easier to compare the hundreds of inputs the organization received and optimally allocate funding.

- **Clear, Transparent Communication.** Users rely on in-app communication and the robust change log to communicate within Decision Lens. When the Command makes funding decisions, the reasoning is input into the system providing clarity on why choices were made fostering trust in the system. This saved information also provides clarity on why decisions were made at points in time – useful for future leaders.

- **Tailored Access for Users.** Decision Lens offers customizable roles and rights which provide the right level of access to users. This command created many contributors who could input data and view results but limited decision-making to select leaders. This level of control ensures people across the organization can effectively play their role in the UFR process.

The Outcome

As the command begins to conduct UFR drills more regularly, having a system like Decision Lens provides the features needed to deliver efficiency. Additionally, the organization benefitted in other ways.

Improved Transparency	Subordinate commands can read the entire portfolio to see what across the Command was funded, not funded, and why those decisions were made, engendering trust in the process.
Up-To Date Decision Making	By having an always up to date list when making funding decisions, leaders can be confident they are operating with the latest set of requirements.
Data Confidence	By reducing the risk of human error when consolidating data from multiple sources, leadership has become more confident the data they are using to make decisions is accurate.
Rapid Time to Value	Licensing commercial off-the-shelf software like Decision Lens led to quick deployment of the solution and rapid adoption by users. Most organizations can implement their modernized UFR process in as little as 8 – 12 weeks.
Increased Efficiency	Removing the need to manually input data into a spreadsheet, structure that data, and prepare it for analysis has simplified their approach.

Whether you're allocating hundreds of millions of dollars or prioritizing projects to meet your mission, improving your UFR process is worth the investment. Not only do organizations free up time for people to move from data validation to data analysis, but they can make better, faster decisions, optimally align resources across their entire organization and sub-organization, and put their money where their mission is.

Learn more about how Decision Lens can help you modernize your Unfunded Requirements Process.

decisionlens.com   sales@decisionlens.com

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