



## **OUT-101: Guidelines for the Formation and Approval of Alliances, MOUs, and MOAs – 1 February 2021**

### **Purpose**

The purpose of the policy is to outline guidelines for the formation and approval of alliances, Memoranda of Understanding (MOUs), and Memoranda of Agreement (MOAs).

### **Applicability**

The policy applies to INCOSE members, Working Groups, Technical Operations, Services Operations, Chapters, Sectors and any other entity wishing to enter alliances with organizations that complement INCOSE.

### **Background and Objectives**

The objective of INCOSE Outreach is to identify other organizations and entities which either complement INCOSE or have strong synergies with INCOSE. This policy (OUT-101) defines the review and approval criteria applicable to collaborations, which are professional agreements between INCOSE and one or more other organizational entities external to INCOSE for purposes of information exchange as defined in OUT-100. Entities within INCOSE, including chapters, working groups, technical committees, and administrative committees may initiate collaborative agreements with required approval, as defined in OUT-100.

### **Formation of Alliances**

Through the formation of Alliances, INCOSE seeks to continue to offer value to its members, by providing additional benefits through joint promotion and joint work programs. Alliances are formalized by the signed agreement of an MOU or MOA, as defined in OUT-100. Alliances are intended to be expressions of current mutual benefit. Alliances will be of fixed duration and are renewable upon expiration. As explained in the Collaboration Levels of Authority section and shown in Table 1, a two-step approval process shall be used where (1) the intent to collaborate is approved at one level of the organization, and (2) the formal collaboration agreement is subsequently approved at a higher level of the organization.

### **Intent to Collaborate**

When an entity within INCOSE wishes to form a formal collaboration, it should provide a memo, or other mutually agreed upon form, describing the intent to collaborate to the appropriate INCOSE endorsing agent as provided in Table 1. The *Intent to Collaborate Memo* should include:

- a. Proposed collaboration description
- b. Justification
- c. Objectives satisfied



- d. Anticipated joint activities/products
- e. Dependencies, risks, and issues
- f. Anticipated schedule
- g. Relationship to existing/planned products/activities
- h. Names of INCOSE/partner Relationship Managers (RMs)

### **Formal Agreements**

When an *Intent to Collaborate* possibility exists, an individual (typically the prospective INCOSE Relationship Manager) raises it to the appropriate INCOSE Director per OUT-100. The INCOSE Director then presents this to the Board of Directors (BoD) requesting approval to proceed. When approval is granted, a formal collaborative MOU (per template OUT-TEMP-01 Collaboration MOU) or MOA (per template OUT-TEMP-02 Collaboration MOA) shall be drafted to the satisfaction of each party. The completed document is submitted to the INCOSE President for final approval and signature.

If the formal collaborative agreement is approved by the appropriate level of authority, and the agreement is signed by both parties, it will be filed with the INCOSE Administrative Office. Regular status of the collaboration shall be monitored by the officers of INCOSE, and should the collaboration cease to be of mutual benefit, the collaboration shall be terminated.

### **Collaboration Levels of Authority**

The allowable collaborations and levels of authority for collaboration are shown in Table 1. The collaboration and the agreement will be managed by the Relationship Manager and supported by the Director for Outreach.



**Table 1: Allowable Collaborations and Levels of Authority**

<b>INCOSE Entity</b>	<b>Purpose</b>	<b>Endorsing Agent: Intent to Collaborate</b>	<b>Approval Authority: Collaboration Agreement</b>
Individual Working Groups Technical Operations Services Operations Chapters Sectors	Joint project, joint events, information sharing, etc.	INCOSE Director per OUT-100 requesting approval to proceed from the BoD	When the agreement is complete and approved by both parties, the INCOSE President has final approval

**Related Policies**

- OUT-100: Outreach Principles
- OUT-102 Industry Outreach Board (IOB)
- OUT-103 Ambassadors and Relationship Managers

**Related Procedures**

- OUT-PROC-01 Creating and Maintaining Alliance Agreements

**Related Templates**

- OUT-TEMP-01 Collaboration Memorandum of Understanding

**SUPERSEDES: OUT-101 Guidelines for the Formation and Approval of Alliances, MOUs, and MOAs – 25 July 2019**

**APPROVED BY: INCOSE Board of Directors, Virtual, 1 February 2021**

**POLICY OWNER (RACI Responsible R): Director of Outreach**

**MAINTAINED BY (RACI Accountable A): President Elect**