A Guide to Program Management Business Processes

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A Guide to DoD Program Management Business Processes

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Date	Change	Rationale
29 April 2022	Original Document	N/A
4 August 2022	*Deleted DoDD 5000.01 reference from the 6th paragraph on page 42. *Incorporated "Accounting for Program Cost When Acquisition Framework Pathways Are Used Sequentially or in Combination dtd 19 July 2022" policy on page 36 paragraph 7.3	*DoDD 5000.01, dtd 28 July 2022, deleted the quote in the latest version. *New A&S policy

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1. Purpose

This guide describes the Department of Defense (DoD) operations to organize, plan, and execute an acquisition program. The unifying concept for this guide serves to assist acquisition professionals, at all levels, on the essence of program management and the integrating aspects necessary to deliver and sustain capability for our warfighters.

There is a second program management guide titled A Guide to Program Management Knowledge Skills and Practices. The second guide serves as a primer for the program management professional's program or project.

Please note that all hyperlinks in this guide are active and correct as of the date of release of this document. Directives, issuances, instructions, memorandums, and manuals are updated on an as-needed bases. Please check for the latest updates via the Washington Headquarter (HQ) Services DoD Directives website. Another useful repository for policy and e-Business can be found on the Defense Pricing and Contracting website.

2. DoD's Three Processes - "BIG-Acquisition (BIG-A)"

Commonly called DoD's decision support systems, "Big-A" consists of the Joint Capabilities Integration and Development System **(**JCIDS**)**, Defense Acquisition System (DAS, sometimes called "Little A"), and the Planning, Programming, Budgeting, and Execution (PPBE) Process.

- JCIDS: The systematic method to support the Joint Requirements Oversight Council (JROC) and Chairman of the Joint Chiefs of Staff (CJCS) responsibilities in identifying, assessing, validating, and prioritizing joint capability requirements.
    - JCIDS provides a transparent process that allows the JROC to balance joint equities and make informed decisions on the validation and prioritization of requirements. CJCS Instruction 5123.01 describes the roles and responsibilities of the JROC. The Manual for the Operation of the JCIDS describes policies and procedures for the requirements process. Access to the JCIDS Manual may require your Common Access Card (CAC).
    - When using the Adaptive Acquisition Framework (AAF) the JCIDS process does not apply to all pathways. The JCIDS process aligns to the Major Capability Acquisition (MCA), Urgent Capability Acquisition (UCA), and possibly the Middle Tier Acquisition (MTA) pathways. MTA procedures are normally defined by the DoD Component.
    - Software developed and fielded on a continuum, using the Software Acquisition pathway, would likely use the JCIDS Information Technology-Box (IT-Box) concept to develop requirements. Design of the IT-Box provides an agile and responsive capability requirements process for software intensive systems.
    - Acquisition of Services and Defense Business Systems are not subject to JCIDS.
    - Please keep abreast of the latest information by visiting the CJCS Directives Library for the latest approved version of the JCIDS manual.

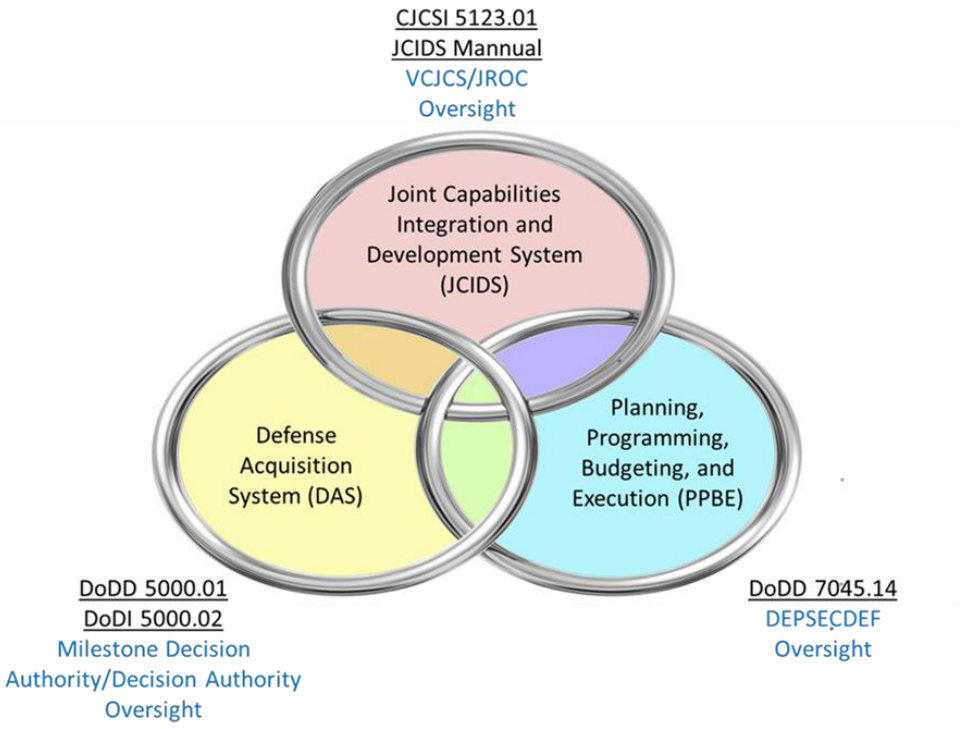
- DAS: The management process by which the DoD acquires weapon systems, automated information system (IS), services, and business systems.

- DAS policies encourage more streamlined processes coupled with maximum use of decentralized execution of acquisition activities. This approach invigorates the use of sound acquisition principles and practices that may include: acquisition tailoring techniques, innovation in technology and contracting, more prototyping, less aversion to accepting more risk, and more agile development methods.
- Visit the Washington Headquarters Services website for the latest acquisition policies.

- PPBE: The PPBE process is used to construct plans and programs that satisfy the demands of the National Security Strategy (NSS) within resource constraints. Per the Department of Defense Directive, DoDD 7045.14, the PPBE supports the annual resource allocation for DoD within a quadrennial planning cycle. The National Military Strategy (NMS), force development guidance, program guidance, and budget guidance drive this entire process. Keep in mind that the budget covers one year while the program encompasses an additional four years of planning cycles.

Figure 1 illustrates the principal systems within Big A.

Figure 1: DoD Decision Support Systems



Effective interaction of Big-A is essential to the DoD's development and delivery of Doctrine, Organization, Training, materiel, Leadership and Education, Personnel, Facilities–Policy

(DOTmLPF-P) solutions. Big-A provides a means to validate requirements and fund materiel or non-materiel solutions to meet warfighter needs. For materiel solutions Big-A cycles and lead times may have a profound impact on program execution and materiel fielding. Consider the following: requirements are generated based on need; PPBE is a fiscal/cyclic based process and DAS is event driven. Program Managers (PM), coupled with key stakeholder support, should ensure their programs synchronize with the realities and varying challenges within the Big-A decision support system.

Requirements (JCIDS), resources (PPBE), and acquisition (DAS) closely align and require the full cooperation of Big-A stakeholders to accomplish warfighter needs. Throughout a program's lifecycle anticipate adjustments in order to keep the three processes aligned: requirements conform to technical and fiscal realities; acquisition conforms to a resource informed strategy; and budgets conform to an executable program. Those responsible for the three processes, at the DoD and DoD Component levels, should proactively work closely together and adapt to a constantly changing environment.

Figure 2 depicts an expansive view of the DAS. This figure compares the DoD decision support systems in five dimensions: rules, players, reviews, decisions, and focus. Consideration must be given to all regulatory and statutory sources that may include the Federal Acquisition Regulation (FAR), Defense FAR Supplement (DFARS), and DoD Component specific regulations.

Figure 2: Five Dimensions of DoD Decision Support Systems

	Requirements Management	Defense Acquisition		PPBE – Resource Management
		Life Cycle Management	Contract Management	
RULES	•CJCSI 5123.01 for Warfighting Sys •DoD 5000 series for DBS, Software, Services	DoD 5000 Series	• FAR/DFARS • OTA Guide	DPG/POM/Budget DoD 7000 Series
PLAYERS	USER/SVC CHIEF/OSD/VJCS/JROC	PM/PEO/SAE/CAE/DAE	PCO/HCA/SPE/DCMA	PM/PEO/SVC HQ/OSD/OMB/Congress
REVIEWS	Requirements	Milestone/Program	Business Clearance	DMAG
DECISION	Approved Capability Requirement	Next Phase/Event	Contract/OTA	Funding
FOCUS	Capability Gaps/ Solutions	Life Cycle R&D/PROD/O&S	Contractor Performance	Annual Funding

CJCSI: Chairman, Joint Chiefs of Staff Instruction
CAE: Component Acquisition Executive
DAB: Defense Acquisition Board
DAE: Defense Acquisition Executive
DBS: Defense Business Systems
DCMA: Defense Contract Mgmt Agency
DFARS: Defense FAR Supplement
DMAG: Deputy's Management Action Group
DPG: Defense Planning Guidance
FAR: Federal Acquisition Regulation
HCA: Head of Contracting Activity
JROC: Joint Requirements Oversight Council
OMB: Office of Management & Budget
OSD: Office of the Secretary of Defense
OTA: Other Transaction Authority
PCO: Procuring Contracting Officer
PEO: Program Executive Officer
POM: Program Objectives Memorandum
SAE: Service Acquisition Executive
SPE: Senior Procurement Executive
VCJS: Vice Chairman, Joint Chiefs of Staff

3. Capability Requirements Process

JCIDS is reciprocal to the DAS (DoDD 5000.01) where early and continuous collaboration are necessary throughout the DoD enterprise. The processes use a threat and technology informed approach that leverages the expertise of government agencies, industry, Science and Technology (S&T) and academia. It is imperative that the combat developer and the materiel developer collaborate throughout the JCIDS process to ensure the requirements are: stable, technologically feasible and affordable. The DAS is responsible for developing and delivering a materiel solution that is supportable, survivable, and meets user expectations.

Chairman Joint Chiefs of Staff Instruction (CJCSI) 5123.01 describes the role of the JROC. The JCIDS Manual provides the details necessary for identifying, describing, and justifying joint warfighting capabilities. The manual also includes the formats that describe the content required for each JCIDS document.

While the JCIDS process does not apply to all six acquisition pathways, the JROC seeks insight into all requirements for potential joint equities. Table 1 provides a view of the policies that support the AAF. Be sure to check the AAF website for the latest policy updates and information.

Table 1: AAF and Capability Requirements

AAF Pathway	Capability Requirement
Urgent Capability, DoDI 5000.81	CJCSI 5123.01H & JCIDS Manual
Middle Tier, DoDI 5000.80	Varies by Service (modified JCIDS)
Major Capability, DoDI 5000.85	CJCSI 5123.01H & JCIDS Manual
Software, DoDI 5000.87	DoDI 5000.87
Business Systems, DoDI 5000.75	DoDI 5000.75
Services, DoDI 5000.74	DoDI 5000.74
May apply to any pathway	DoDI 5000.90

3.1 Capability Requirements Reviews

The Initial Capabilities Document (ICD), Information System ICD (IS-ICD), Capability Development Document (CDD), Information System CDD (IS-CDD), Joint DCR (DoD Information Network (DODIN) Capability Requirements), Joint Emergent Operational Need (JEON), and Joint Urgent Operational Need (JUON) are subject to review prior to validation. The review process includes: DoD and DoD Component reviews prior to submission to the Joint Staff, a review by primary stakeholders, and validation from the Joint Staff. Review of ICDs, CDDs and Joint DCRs are similar while JEONs and JUONs follow a different process. The JCIDS Manual provides detailed instructions for these differing review processes. The follow documents may provide helpful information at the DoD Component level:

- Army Regulation 71–9, Warfighting Capabilities Determination (Army Publishing Directorate).
- Air Force Instruction 10–601, Operational Capability Requirements Development (AF Publishing Tool Information Management).
- SECNAVINST 5200.2F, Defense Acquisition System And Joint Capabilities Integration And Development System Implementation (Department of the Navy Issuances).
- United States Special Operations Command (USSOCOM) Directive 71-4, Special Operations Forces Capabilities Integration and Development System (SOFCIDS).
- United States Cyber Command (USCYBERCOM) Cyber Capability Integration and Development System (Cyber Capability Integration and Development System (C-CIDS)).
  currently working on a new version of C-CIDS to align with AAF
- Explore additional sources at the following link: Component/Agency Level Policy, Guidance & References.

Reviews of ICDs, CDDs and Joint DCRs occur at two levels: the sponsoring organization and the Joint Staff's Knowledge Management/ Decision Support (KM/DS) system. DoD Components should follow their review process and execute their process concurrently with the KM/DS. The Joint Staffing Designator (JSD) assigned by the Joint Staff Gatekeeper determines the extent of the Joint Staff's involvement.

3.2 Joint Staffing Designators

There are three JSDs: JROC Interest, Joint Capability Board (JCB) Interest, and Joint Information. The Joint Staff Gatekeeper determines assignment of the JSDs based on joint warfighter equities, defined by Joint Performance Requirements (JPRs). A JPR is a performance requirement that fulfills the capability gap(s) of more than one DoD Component, Defense Agency, and/or other relevant entities of the DOD.

- JROC Interest. Applies to requirement documents with performance attributes considered critical or essential to joint interoperability. This interest is necessary to fulfill capability gaps of more than one DoD Component, Defense Agency, or entity of the DoD enterprise. JROC Interest is used for documents where joint oversight cannot be satisfied by an assignment of a lower level JSD. The JROC Interest documents must have a minimum of one JPR. The JROC is the validation authority for JROC Interest documents.
- Joint Capability Board (JCB) Interest. Applies to requirement documents that do not meet the JROC threshold. Critical or essential performance attributes apply to JCB Interest when joint interoperability fulfills a capability gap for multiple DoD entities where a lower JSD assignment is not appropriate. JCB Interest requirement documents should contain a minimum of one JPR. The JCB validates the JCB Interest documents, with the exception of USSOCOM and USCYBERCOM. These commands have validation authority for their requirements.
- Joint Information. Applies to all capability requirement documents not needing a Joint Staff certifications nor endorsement. The sponsor has validation authority for Joint Information documents, certifications, and endorsements.

3.3 Initial Joint Staff Review

DoD Components submit ICDs, CDDs and Joint DCRs to the Joint Staff Gatekeeper who confirms that the document is complete and ready for staffing. The results of the capability-based assessment (CBA), studies, and other supporting data/documents are uploaded into KM/DS. After completing the initial review the Gatekeeper:

- identifies the Lead and Supporting Functional Capability Board (FCB).
- designates JPRs.
- reviews the performance attributes [(key performance attributes (KPP), key system attributes (KSA), and additional performance attributes (APA)].

For ICDs and CDDs the review process includes a certification or endorsement of the mandatory performance attributes, a DOTmLPF-P endorsement, a threat assessment/intelligence certification and a weapon safety endorsement. Sponsors have the authority to certify or endorse all performance attributes.

3.4 JCIDS Deliberate Staffing Process

Requirement documents, with a JSD of JROC or JCB Interest, are reviewed and validated in accordance with (IAW) Enclosure A to Appendix A of the JCIDS Manual. There are two exceptions: Special Operations Peculiar (SO-P) documents and Joint Cyberspace Operations requirements.

The review/comment period covers the length of time necessary to align requirements to warfighter needs. Figure 3 and Figure 4 depict the staffing timelines for JROC and JCB Interest documents.

Figure 3: JCIDS Deliberate ICD and Joint DCR Staffing (97 days)

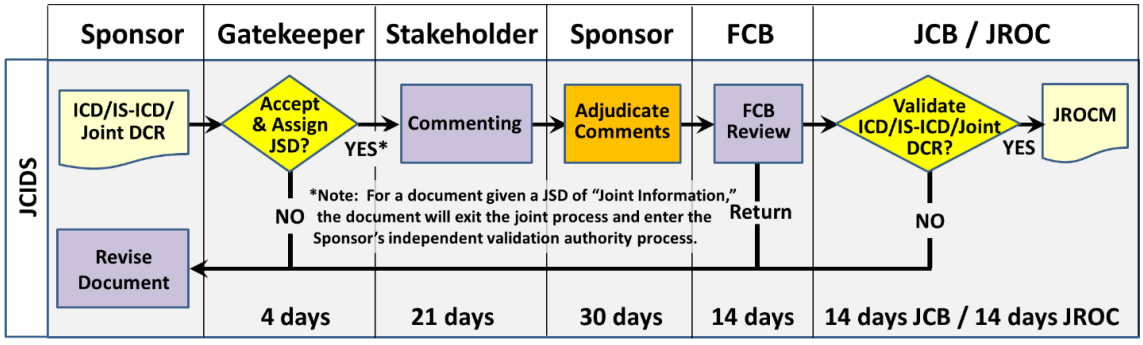
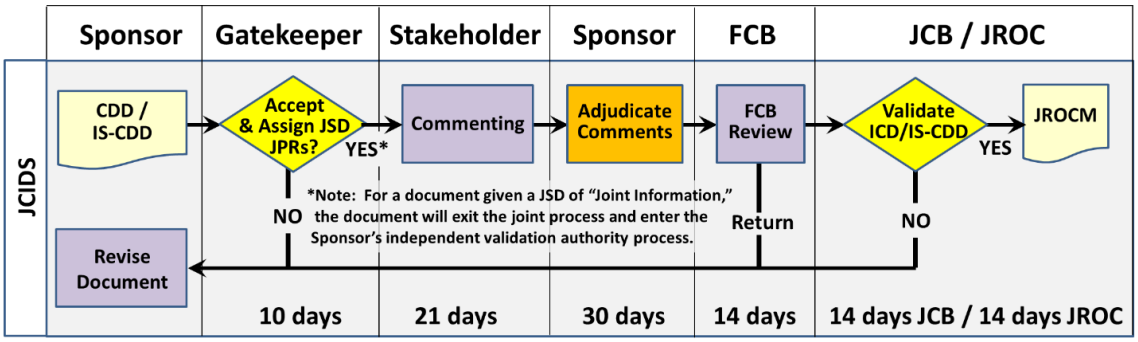


Figure 4: JCIDS Deliberate CDD (103 days)



3.5 Urgent Operational Needs Review

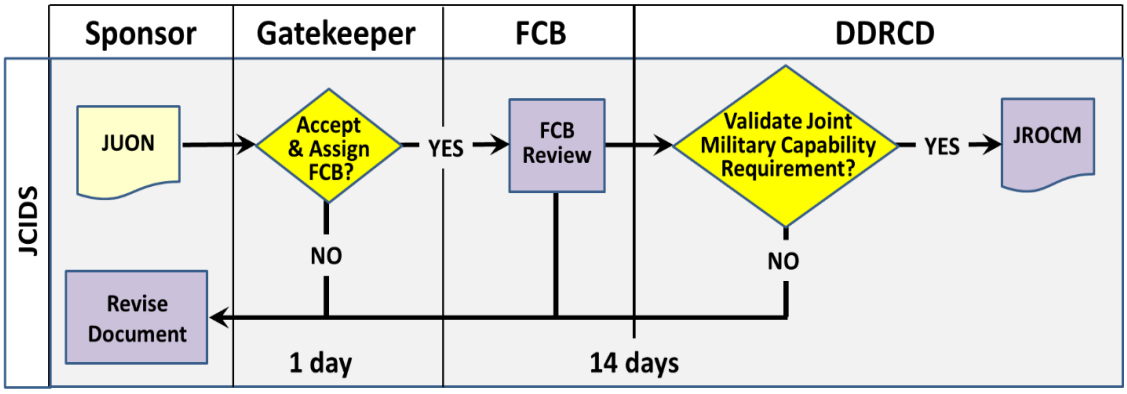
DoD urgent operational needs (UONs) are reviewed and validated IAW DoD Component policy. JEON and JUONs are reviewed IAW Enclosure A to Appendix B of the JCIDS Manual. The review addresses the following:

- JUON: Capabilities driven by on-going contingency operations necessary to prevent loss of life or critical mission failure.
- JEON: Capabilities driven by anticipated contingency operations necessary to prevent loss of life or critical mission failure.

Adjustments to the requirements may be considered and/or expected for rapid delivery of materiel solutions. Keep in mind that expeditious reviews may incur materiel risk that could result in the validation of sub-optimal requirements. Therefore, a reassessment of JUON, JEON, or DoD Component UON requirements are necessary for all enduring capabilities.

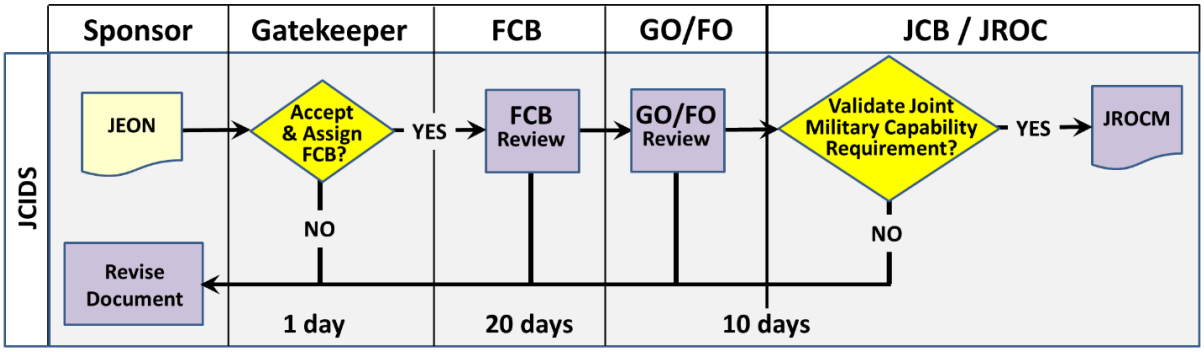
Joint Staff Gatekeeper Review. As noted in Figure 5 the Joint Staff Gatekeeper has one day to perform an initial screening to determine if the document meets the appropriate entry criteria. If appropriate the Joint Staff Gatekeeper assigns the requirement to a Lead FCB and Joint Rapid Acquisition Cell (JRAC) for review. During the requirements review of the JUON and JEON, the Lead FCB and JRAC will consider several solutions that may include: commercial off the shelf (COTS), government off the shelf (GOTS), non-development item (NDI), early prototypes and/or Science and Technology (S&T) efforts. The Lead FCB and JRAC will also identify any related JUONs, JEONs, ICDs, IS-ICDs, CDDs, and IS-CDDs that may be related to the JUON or JEON under review. Identification of a potential solution is the desired outcome of this review.

Figure 5: JUON Staffing (15 days)



As displayed in Figure 6 JEON staffing should take approximately thirty-one days upon receipt of the Vice Chairman Joint Chiefs of Staff (VCJCS) approval to enter the requirement into the emergent lane of JCIDS. This includes one day for the Joint Staff Gatekeeper to assign a Lead FCB for review coupled with 30 days for the FCB to prepare a recommendation and schedule the JCB.

Figure 6: JEON Staffing (31 days)



3.6 JROC or JCB Tripwire Review

The JROC/JCB re-examines validated requirements to mitigate emerging challenges in the DAS. Deviations from program costs, schedule, or quantities (established at the time of validation) will set off a tripwire review. The JROC/JCB Tripwire review applies to capability requirements

identified in CDDs or IS-CDDs. The following trigger values apply unless tailored by the validation authority:

- Cost: Programs should return to the JROC or JCB for revalidation if they experience a program cost growth equal to or greater than 10 percent over their current baseline or 25 percent over their original baseline as defined in the Acquisition Program Baseline (APB).
- Schedule: Programs should return to the JROC or JCB for revalidation if they experience a schedule slip equal to or greater than 12 months from IOC or FOC targets set in the validation Joint Requirements Oversight Council Memorandum (JROCM).
- Quantity**:** Programs should return to the JROC or JCB for revalidation if they experience a reduction in operational inventory quantities equal to or greater than 10 percent from the quantity target set in the validation JROCM.

Changes to production quantities intended solely to accommodate unexpected attrition are not subject to a JROC/JCB Tripwire review nor a requirement's revalidation. However, a JROC/JCB Tripwire review is required when production rates change to the point that operational inventories cannot be maintained IAW the approved baseline.

Program costs, schedule, and/or quantity changes. J-8 initiates a JROC/JCB tripwire review based on first knowledge of program costs, schedule, and/or quantity changes reaching the trigger values outlined in the validation JROCM. One of the following events usually determines first-knowledge of a trigger condition:

- Program Objective Memorandum (POM) or Budget Reviews.
- Program restructures.
- JCIDS Reviews.
- Defense Acquisition Executive Summary (DAES) Reviews.
- Selected Acquisition Reports (SARs).
- Program Deviation Reports or changes to APBs.

Classified Information Compromise Assessment (CICA). The Intelligence Community (IC) or Original Classification Authority (OCA) identifies the security compromise through a damage assessment. A Damage Assessment Report (DAR) is submitted to the Director J-8 and the J-8/ Deputy Director for Requirements and Capability Development (DDRCD). The J-8/DDRCD assesses the DAR and assigns an FCB. The Lead FCB will coordinate with the sponsor on a proper response and/or mitigation plan. The FCB is responsible for monitoring the progress of the approved mitigation plan. Potential mitigation actions could include changes to:

- KPPs/KSAs/APAs.
- Updates to Critical Intelligence Parameters (CIPs).
- DOTmLPF-P changes.
- DoD Component Tactics, Techniques, and Procedures (TTPs).
- Program cancellation.

Critical Intelligence Parameter (CIP) Breach. Validated KPPs are subject to a CIP Breach Review. The supporting IC initiates the CIP breach and notifies the J8, the appropriate DoD offices, and the affected program office(s). The Department of Defense Instruction DoDI 5000.86 (Acquisition Intelligence), the JCIDS Manual, and the Intelligence Support to the AAF are great sources of information for the PM and stakeholders.

3.7 Other Reviews

Annual/Biennial FCB Review for Information System programs. For all programs with a valid IS-ICD the sponsor provides the Lead FCB an update one year following the validation process. After the initial validation an update is provided biennially. For an IS-CDD the sponsor provides an update to the Lead FCB every second year following the validation. The Lead FCB determines follow-on actions and recommendations to the JROC or JCB.

Regardless of the acquisition pathway for your program, the acquisition professional should understand the processes required by the user/customer to get requirements approved. The program management office (PMO) is strongly encouraged to become a vital team member during this entire requirement's process. Remember that you bring the potential materiel solution to the Big-A table. Identify, discuss and be prepared to negotiate threshold and objective requirements that you believe hamper the speed of relevance for a materiel solution to meet the customer/user requirements. Have the data and/or credible observations to influence requirements and future requirements. Keep in mind that some requirements can be mitigated or met through TTPs. Be flexible, listen and act upon the concerns of your Big-A stakeholders. Your role in this process includes but not limited to: decomposing the operational requirements, conducting trade studies to balance desired capabilities in a resource and timeline constrained environment, and writing an acquisition strategy that is adaptive and agile to change. There is no right nor wrong approach for engaging the requiring activity except to communicate, communicate, and communicate.

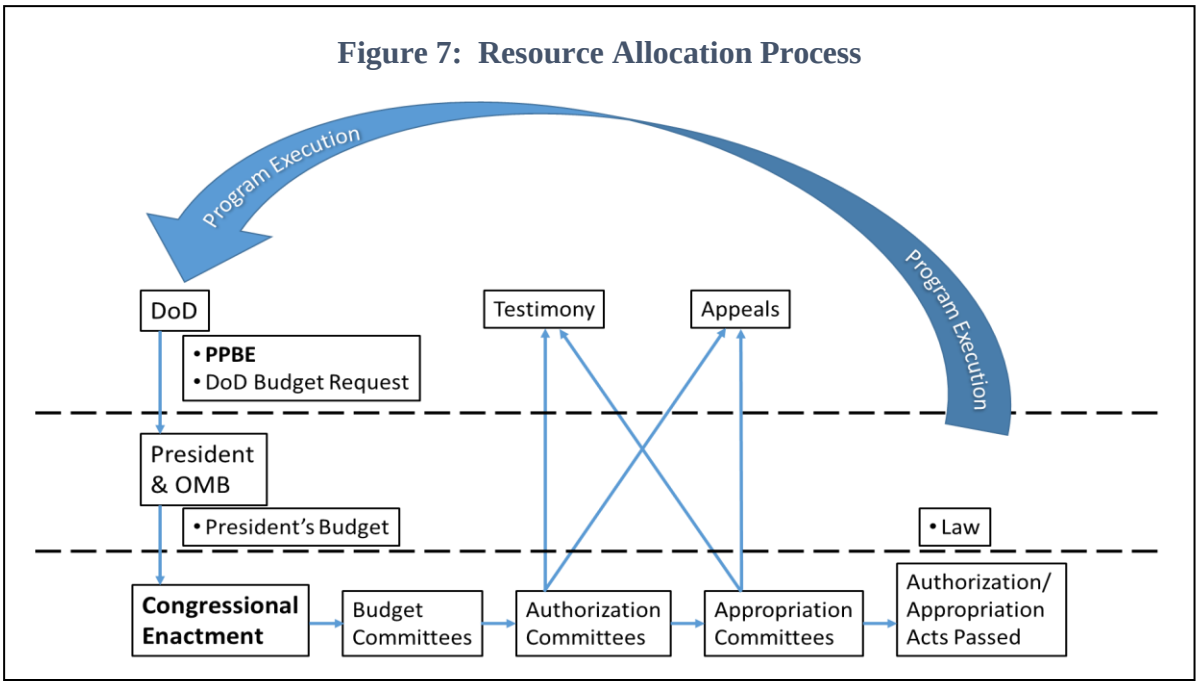
4. Resources Allocation Process

All DoD funding resources are provided through inter-related resource allocation processes:

- PPBE.
- Congressional Enactment.
- Program Execution.

From the standpoint of developing, producing, fielding, and supporting weapon systems, PPBE is a focus-area for your DoD Component. It is important that PMs and their staffs remain aware of the nature and timing of the budgetary process. You may be called upon, with little notice, to provide critical information to your higher headquarter. Figure 7 depicts the resource allocation process.

Figure 7: Resource Allocation Process



4.1 Planning, Programming, Budgeting, and Execution (PPBE) Process

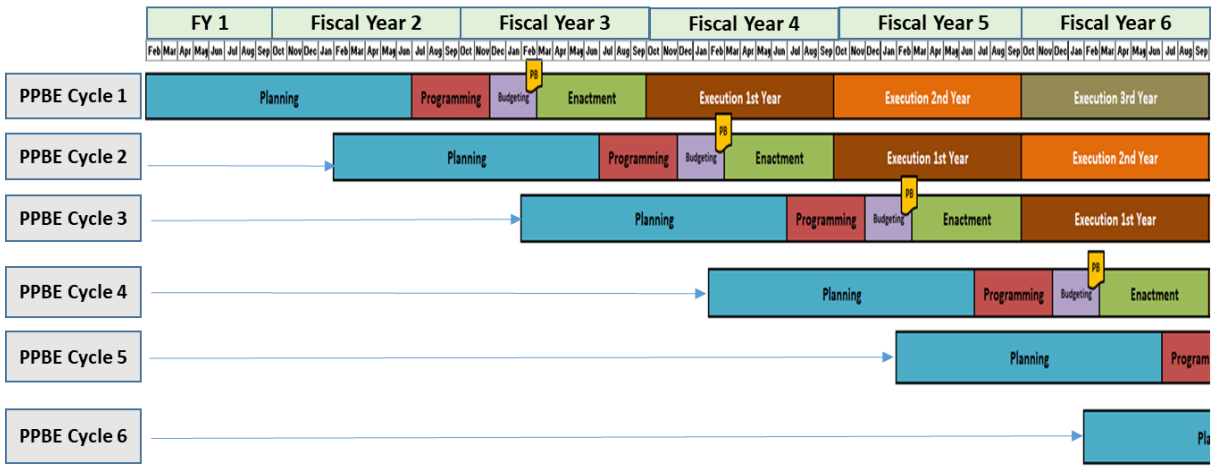
PPBE continues to serve as the DoD resource allocation process since 1962. The four phases of PPBE include:

- Planning.
- Programming.
- Budgeting.
- Execution.

The Congressional Enactment process is intertwined with PPBE. The PPBE process is defined in DoDD 7045.14. It enables the DoD to assess strategic and resource requirements over a five-year period and within fiscal guidance (as known as the DoD-Topline). The five-year period is best known as the Future Years Defense Program (FYDP). The first year of the FYDP ultimately represents the DoD budget request for the upcoming year.

Figure 8 illustrates the PPBE cycles for a typical procurement appropriation which includes a congressional enactment. Each cycle runs for five and a half years. Every February a new PPBE cycle begins. At any moment in time there could be at least six PPBE cycles running simultaneously. The Deputy Secretary of Defense (DEPSECDEF) manages the PPBE process and receives recommendations from the Deputy's Management Action Group (DMAG). The Senior Leader Review Group (SLRG) advises the SECDEF on issues and matters important in this process.

Figure 8: DoD PPBE Cycles for a Procurement Appropriation



Note: *In some PPBE cycles the Programming and Budgeting phases occur simultaneously.*

4.1.1 PPBE - Planning

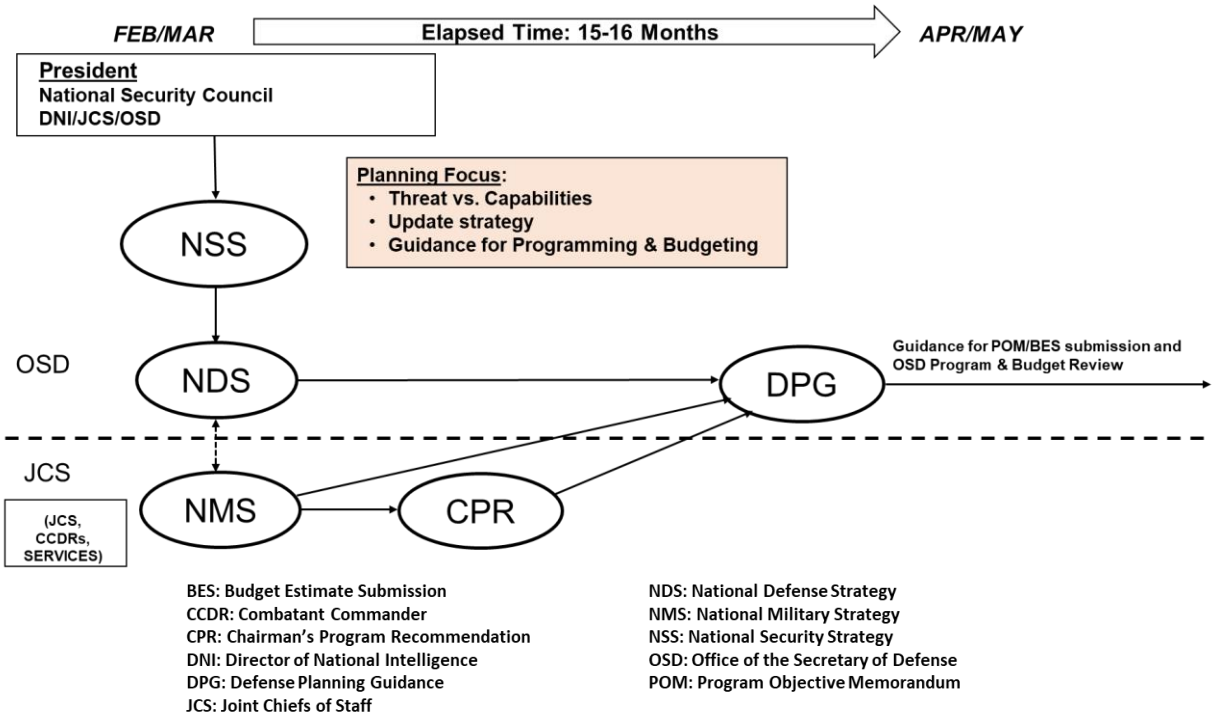
The Office of the Under Secretary of Defense for Policy (OUSD(P)) leads the PPBE Planning Phase with support from the CJCS. Figure 9 illustrates the series of national strategy documents underpinnings the planning phase of PPBE which includes: the President's NSS, the SECDEF's National Defense Strategy (NDS), and the CJCS' National Military Strategy (JCS Library).

The NSS communicates the executive branch's national security strategy to the legislative branch. It is a comprehensive document enunciating global interests, goals, and objectives important to U.S. security.

- The NDS is produced by the SECDEF and describes how the DoD will contribute to executing the NSS. It provides an assessment of threats and challenges to the nation and balances DoD's strategies, capabilities and forces.
- The NMS is signed by the Chairman, CJCS and outlines the military's role in implementing the National Defense Strategy. It describes how the Military Departments will conduct military operations to accomplish specified military objectives.

The Planning Phase, Figure 9, of PPBE is a collaborative effort by Office of the Secretary of Defense (OSD) and the Joint Staff, with participation from the DoD Components and Combatant Commands (COCOMs). The Combatant Commands prepare an Integrated Priority List (IPL), a succinct statement of key capability gaps that could hinder the warfighter's ability to complete an assigned mission. OSD and the Joint Staff prioritize the list based on the fiscally constraints and submit the document to the SECDEF for approval. Additionally, the CJCS issues a Chairman's Program Recommendation (CPR) that reflects the warfighting requirements and priorities for the unified commands in support of the Defense Planning Guidance (DPG).

Figure 9: PPBE – Planning



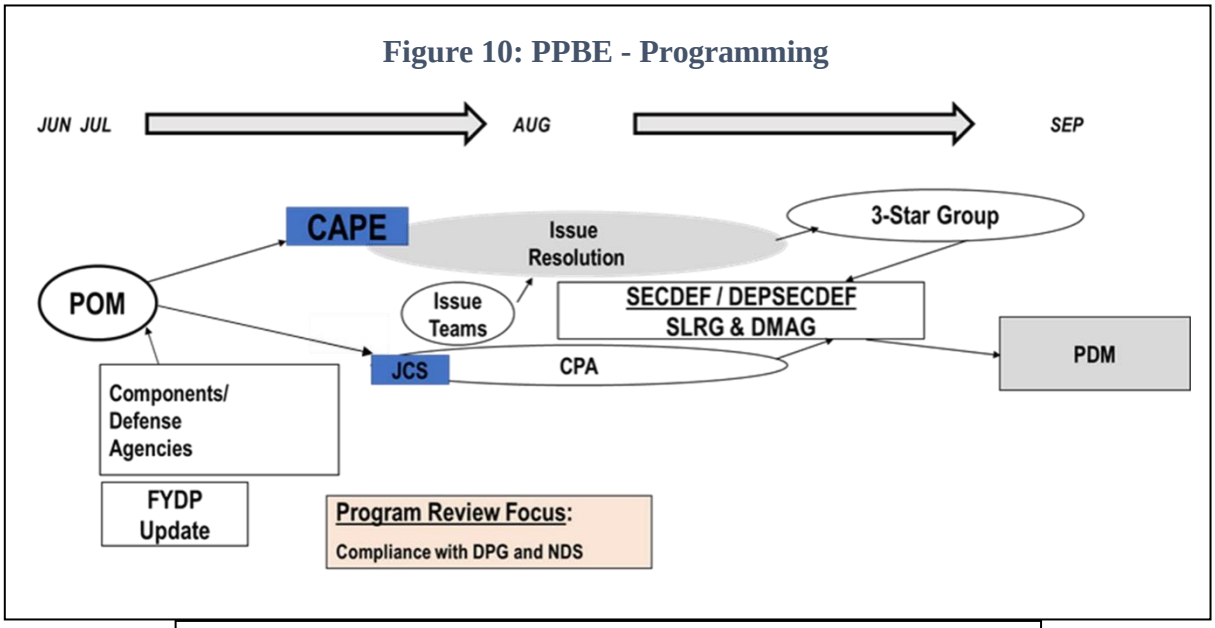
A PPBE cycle transitions from the Planning Phase to the Programming Phase when the SECDEF issues the DPG. It contains the latest guidance in the form of goals, priorities, and objectives, including fiscal constraints, for the development of the Program Objective Memorandums (POMs) by the DoD Components and Defense Agencies.

4.1.2 PPBE - Programming

The Cost Assessment & Program Evaluation (CAPE) leads the Programming Phase as illustrated in Figure 10. The Programming phase begins with DoD Components and Defense Agencies submitting a POM. The POM responds to the DPG and provides a detailed and comprehensive

description of the proposed programs, including a time-phased allocation of resources by program, projected five years into the future.

Figure 10: PPBE - Programming



CAPE: Cost Assessment & Prgm Evaluation
CPA: Chairman's Program Assessment
DEPSECDEF: Deputy Secretary of Defense
DMAG: Deputy's Management Action Group
DPG: Defense Planning Guidance
FYDP: Future Years Defense Program
JCS: Joint Chiefs of Staff
POM: Program Objectives Memorandum
PDM: Program Decision Memoranda
SLRG: Senior Leader Review Group
SECDEF: Secretary of Defense

During the program review the OSD and Joint Staff prepare issue papers based on the concerns of the DoD Component and/or Defense Agency POMs. A 3-Star DoD Component Programmers panel, chaired by the Director CAPE (DCAPE), reviews the documents and develops options for the DMAG. Unresolved issues from the DMAG are presented to the SLRG for resolution. The program review includes the CJCS' Chairman's Program Assessment (CPA), an assessment of the POMs compliance with the DPG and the IPL.

Once the SECDEF signs a Program Decision Memorandum (PDM) the FYDP is updated and the PPBE cycle transitions to the Budgeting Phase.

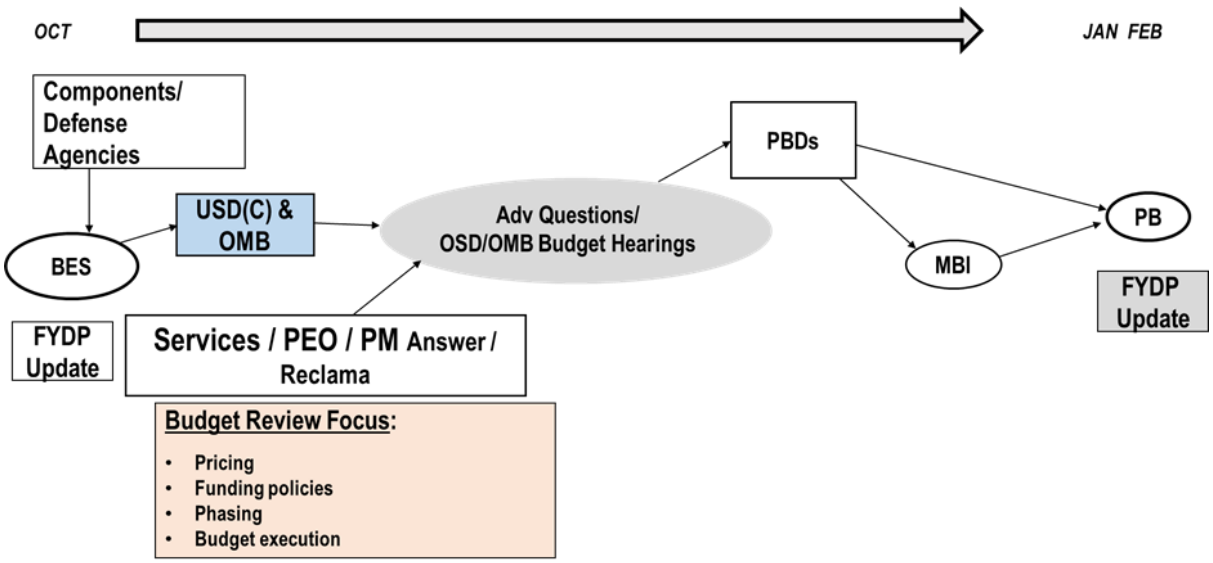
4.1.3 PPBE - Budgeting

IAW established agreements between OSD and the Office of Management and Budget (OMB), senior OMB budget examiners participate in the DoD budget review process. Office of the Under Secretary of Defense (Comptroller) (OUSD(C)) analysts review budget submissions with a focus on the first year of the FYDP. Meanwhile the program review is concerned with: POM and DPG alignment; Budget Estimate Submission (BES) alignment with pricing, program phasing, and funding policy (appropriation categories); and finally execution feasibility.

OUSD(C) analysts work with their DoD Component/Defense Agency counterparts to review budget requests and ensure alignment with DoD 7000.14-R, DoD Financial Management Regulation (DoD FMR). OUSD(C) analysts draft Program Budget Decisions (PBD) which proposes changes in resources. In some Budget Phases DoD Components/ Defense Agencies have the opportunity to "reclama" draft PBDs in an attempt to resolve budget issues before PBDs are approved.

Figure 11 illustrates the PPBE Budgeting Phase that includes the reclama/major budget issues process in support of a final DoD budget resolution.

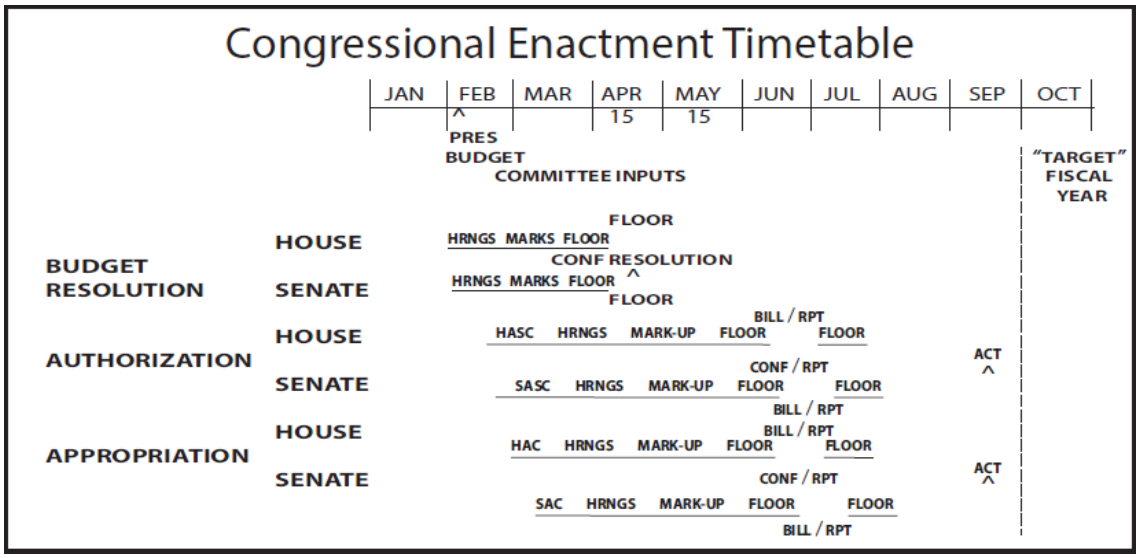
Figure 11: PPBE - Budgeting



PBDs, signed by the SECDEF/DEPSECDEF, represent final decisions and are reflected in the FYDP. DoD Component heads may have another opportunity to address major budget issues prior to the budget lock. The approved PDB is transmitted to OMB and incorporated into the President's Budget (PB). Submission of the PB to Congress begins the Enactment process.

The finalized DoD budget, from the PPBE process, provides the input to the PB that starts the Enactment process as depicted in Figure 12.

Figure 12: Enactment



4.1.4 PPBE - Execution

In the year of execution, the execution review is the main event, which occurs concurrently with the Programming and Budgeting Phases. DoD Components will consider execution review results when preparing their subsequent POM and BES submissions. OSD staff will review and consider execution review results as part of the Program and Budget Review process, and may recommend program and budget adjustments, where applicable to help prioritize the programs that best meet strategic goals.

The execution review is designed to assess a program's actual performance with its planned program performance.

- Is the program achieving warfighting needs?
- Are goals being met?
- Are existing resources being efficiently utilized?

Established metrics are examined to measure program achievement and are used to assess whether resources have been appropriately allocated to provide a basis for decisions on future resource allocations.

4.2 Congressional Enactment

Enactment is the process through which Congress reviews the PB, conducts hearings, approves funding and passes legislation. Enactment starts when the President submits the annual budget to

Congress in February and ends when the President signs the annual authorization and appropriation acts (or whenever the Continuing Resolution ends). Budget Resolution starts the Enactment phase. This is a government-wide resolution that establishes recommended levels of federal revenues, appropriate levels of new budget authority for each federal agency and outlays, and the allowable deficit amounts for the next five years. During the Enactment process it is common for acquisition members to provide clarifying inputs as requested by the various committees. The previous effort is followed by a second effort called an Authorization. Authorization approves programs, specifies maximum funding levels and procurement quantities for warfighter systems. The final step is called an Appropriations process. Appropriations provide budget authority that allows DoD to obligate and expend funds.

The Senate Armed Services Committee (SASC) and the House Armed Services Committee (HASC) mark-up the PB and come together to reconcile their bills in the Authorization Conference. The joint bill is approved by the House and the Senate and sent to the President for approval. Once the President signs the bill the National Defense Authorization Act (NDAA) is approved as law.

Meanwhile, the Senate Appropriations Committee (SAC) and the House Appropriations Committee (HAC) mark-up the PB and reconcile their bills in the Appropriation Conference. A joint bill is approved by the House and the Senate before the bill is sent to the President for approval.

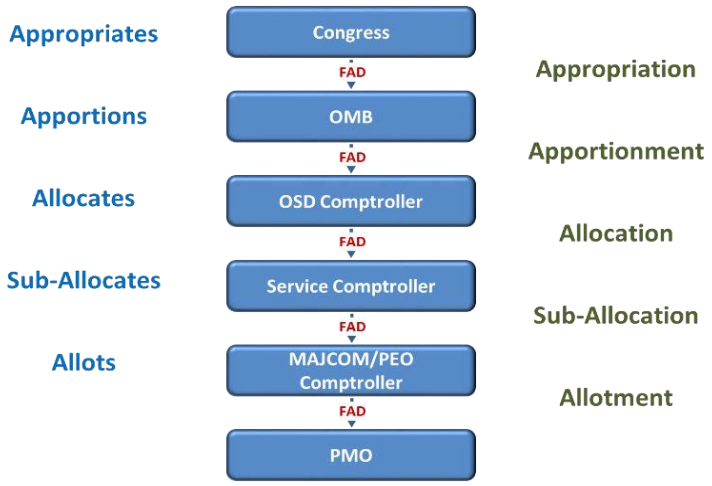
4.3 Program Execution

Program execution starts when individual programs obtain appropriation category funds for obligation and expenditure.

4.3.1 Apportionment

Once the President signs the authorization and appropriation legislation into law, the US Treasury creates a warrant for each appropriation and OMB apportions the funds to the Executive Branch. Once apportioned, the OUSD(C) allocates funds to the DoD Components and Defense Agencies. From there funds are further allocated to the program offices as depicted in Figure 13.

Figure 13: Apportionment Process



4.3.2 Obligation and Expenditure

Program execution includes the process of "obligating" funds (awarding contracts) and "expending" funds (writing checks to pay bills). Outlays occur when government checks are cashed and money flows out of the U.S. Treasury.

Once a PMO receives a funding authorization document (FAD) it is ready to commit and obligate funds. Figure 14 depicts a notional flow of funds from Budget Authority to commitments, obligations, expenditures, and outlays. PMOs are closely monitored for obligation and expenditure rates. DoD Components, Defense Agencies and OSD conduct mid-year reviews to look at obligation and expenditure rates and often use this information to re-allocate funds from for higher priority efforts.

Figure 14: Common Program Execution Concepts

Your takeaway: At any point in time there may be several PPBE cycles operating simultaneously across the various phases. Resource management is a continuous process and it is incumbent upon the program team to be aware of the sequence of activities and within each PPBE cycle. Avoiding a mismatch or disconnect between programmatic requirements and available funding demands close attention on the part of PMO. This may be the most challenging part of a PM's job and, if not managed carefully, it can become the greatest single source of program instability.

5. Program Baseline Breach (Nunn-McCurdy Breach)

An APB deviation (also called a "baseline breach") occurs when the PM has reason to believe that the current estimate of a performance, schedule, or cost parameter documented in the APB does not meet the threshold value for that parameter. If the PM's current estimate indicates a potential baseline breach, the milestone decision authority (MDA) should be notified immediately. For Major Defense Acquisition Programs (MDAP) the DAES Program Deviation Report is used. There are special provisions to consider IAW Title10 United States Code (USC) § 2433 and 2433a for Unit Cost Report (UCR). UCR cost growth requirements for the Secretary of Defense (SECDEF) have been delegated to the Office of the Under Secretary of Defense Acquisition & Sustainment (OUSD(A&S))IAW DoDD 5135.02. A summary of the provisions:

- The PM should notify the DoD Component's Service Acquisition Executive (SAE) upon reasonably knowing that the current estimate of either the program acquisition unit cost (PAUC) or average procurement unit cost (APUC) increased by a percentage equal to or greater than the significant cost growth threshold or critical cost growth threshold. Also referred to as "Nunn-McCurdy Breaches".

- Significant cost growth threshold is defined as a 15% increase over the PAUC or the APUC in the current Baseline Estimate (BE) for the program or at least a 30% increase over the PAUC or APUC in the original BE for the program. This is considered a significant UCR (Nunn-McCurdy) breach. Also see the DoD Operating and Support Cost-Estimating Guide for additional information.
- Critical cost growth threshold is defined as a 25% increase over the PAUC or the APUC in the current BE for the program or at least a 50% increase over the PAUC or APUC in the original BE for the program. A PAUC or APUC cost increase of a percentage equal to or greater than the critical cost threshold for a program or subprogram it is considered a critical UCR (Nunn-McCurdy) breach.

- If the PAUC or APUC increased by a percentage equal to or greater than the threshold for significant or critical cost growth, a SAR should be submitted. If the PAUC or APUC increased by a percentage equal-to or greater-than the threshold for critical cost growth, the DoD Component Secretary should notify Congress and the OUSD(A&S).

  NOTE: *Defense Acquisition Management Information Retrieval (DAMIR) system is no longer active. It is not clear how SAR will be permanently handled. The funding year (FY) 2020 NDAA eliminated the requirement for SARs after the final submission covering FY 2021; however, the 10 USC § 2432: Selected Acquisition Reports reinstated this requirement effective September 2, 2021. New guidance is pending. This section of the guide will be updated as more information emerges.*

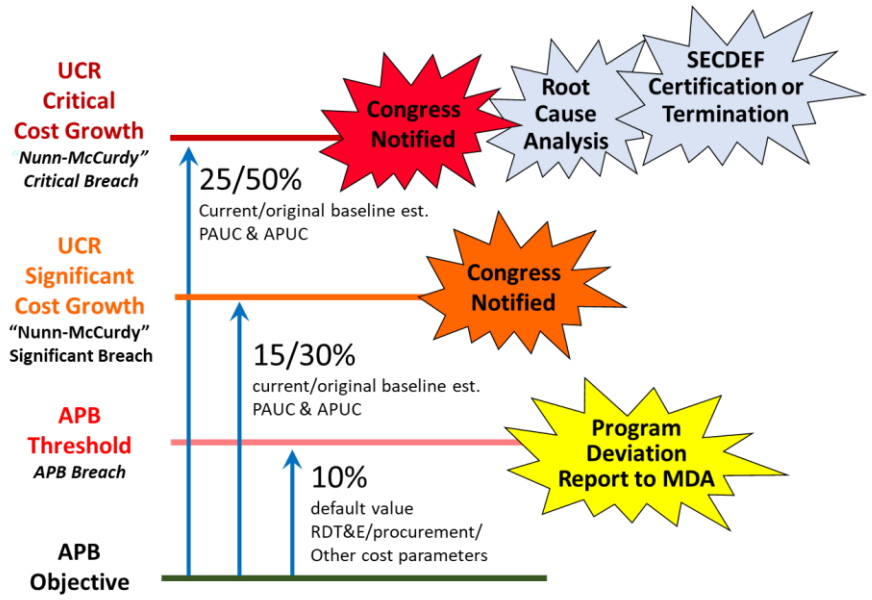
  - The OUSD(A&S) in consultation with the DCAPE should make an assessment of:
    - projected cost for completing the program if current requirements are not modified.
    - projected cost for completing the program based on reasonable modification of the requirements.
    - rough order of magnitude (ROM) cost for any reasonable alternatives.
    - funding available to make up the shortfall.
  - If the OUSD(A&S) elects not to terminate the program, the OUSD(A&S) could:
    - restructure the program in a manner that addresses the root cause(s).
    - rescind the most recent milestone approval and withdraw milestone certification.
    - require a new milestone approval before any additional contract actions.
    - suspend the program from the MDAP until the issues are resolved.
    - include a SAR description of all funding changes made as a result of the cost growth.
    - conduct regular reviews of the program until criteria are met.

- For all program deviations (cost, schedule, and performance) the PM should immediately notify the MDA of the deviation.
  - Within 30 days of the deviation occurring, the PM notifies the MDA of the reason for the deviation and planned actions.

- Within 90 days of the deviation, a proposed revised APB will be submitted for approval, or an Overarching Integrated Product Team (OIPT) or equivalent DoD Component review should be held to review the program. The MDA will decide whether it is appropriate to approve a revision to the APB.

Figure 15 illustrates the relationship between the APB and UCR threshold breaches:

Figure 15: APB and Cost Growth Breaches



Note: An APB threshold breach applies to each cost parameter specified in the baseline; UCR breaches only apply to PAUC or APUC.

APB Revisions. A review and/or revision to the APB normally occurs at each milestone review. KPPs may change based on threat updates, new technologies, and/or activities deemed critical to warfighting needs. An APB should never be revised to avoid a reportable breach.

- For Acquisition Category (ACAT) I programs with deviations that are "critical" Nunn-McCurdy unit cost breaches, both the current and original APB descriptions should be revised to form a single "new original" APB based on the SECDEF certification to Congress.
- For "significant" Nunn-McCurdy breaches of ACAT I programs, the current APB description will be revised when there is a current threshold breach (15%).

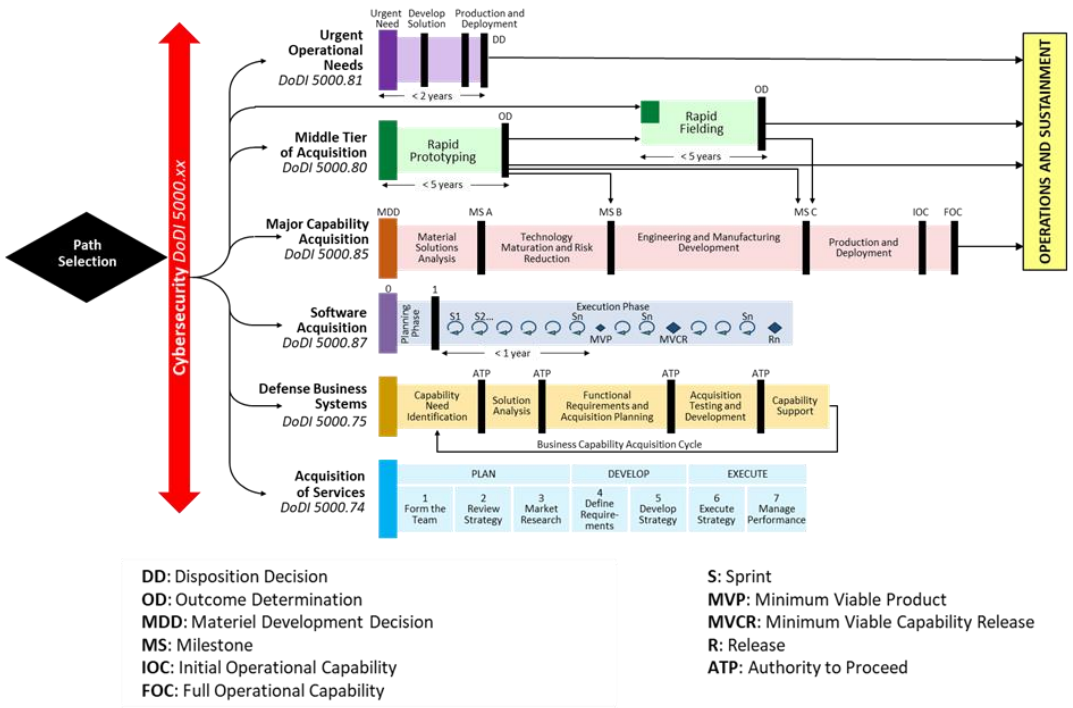
6. Defense Acquisition System

The Defense Acquisition System (DAS) is the management process for all DoD acquisition programs, DoDD 5000.01. DAS provides the overarching management principles and mandatory policies that govern the acquisition community. DoDI 5000.02, Operation of the Adaptive Acquisition Framework, describes the adaptive acquisition framework and acquisition pathways. The objective of the multi-pathway approach is to develop, produce, deliver, sustain and evolve mission capability rapidly using the fully integrated DoD acquisition, requirements and budgeting processes.

There are six acquisition pathways within the AAF (Figure 16). Each pathway provides procedures that guide acquisition professionals throughout the lifecycle of the program. The six pathways are:

- DoDI 5000.81, Urgent Capability Acquisition.
- DoDI 5000.80, Middle Tier of Acquisition.
- DoDI 5000.85, Major Capability Acquisition.
- DoDI 5000.87, Software Acquisition.
- DoDI 5000.74, Defense Acquisition of Services.
- DoDI 5000.75, Business Systems Requirements and Acquisition.

Figure 16: Adaptive Acquisition Framework



The supporting functional policies are depicted below:

- DoDI 5000.60 Defense Industrial Base Assessments.
- DoDI 5000.61, DoD Modeling and Simulation (M&S) Verification, Validation, and Accreditation.
- DoDD 5000.71, Rapid Fulfillment of Combatant Commander Urgent Operational Needs.
- DoDI 5000.73, Cost Analysis Guidance and Procedures.
- DoDI 5000.76, Accountability and Management of Internal Use Software (IUS).
- DoDI 5000.77, DoD Federally Funded Research and Development Center (FFRDC) Program.
- DODI 5000.79, Defense-Wide Sharing and Use of Supplier and Product Performance Information.
- DoDI 5000.82, Acquisition of Information Technology.
- DoDI 5000.83, Technology and Program Protection to Maintain Technological Advantage.
- DoDI 5000.84, Analysis of Alternatives.
- DoDI 5000.86, Acquisition Intelligence.
- DoDI 5000.88, Engineering of Defense Systems.
- DoDI 5000.89, Test & Evaluation.
- DoDI 5000.90, Cybersecurity for Acquisition.
- DoDI 5000.91, Product Support Management for the Adaptive Acquisition Framework.
- DoDI 5000.92, Innovation and Technology to Sustain Materiel Readiness.
- DoDI 5000.93, Use of Additive Manufacturing in the DoD.
- DoDI 5010.44, Intellectual Property (IP).

To assure you have the latest information on acquisition policies visit the Washington Headquarters Service website.

6.1 Defense Acquisition Pathways

An acquisition PM may use a variety of approaches to execute their program. This approach may include one or a combination of acquisition pathways in parallel or serial to deliver capabilities. Flexibility and tailoring are highly encouraged.

6.2 Acquisition Categories

Of the six AAF pathways the Major Capability Acquisition (DoDI 5000.85), the Business Systems Requirements and Acquisition (DoDI 5000.75) and the Defense Acquisition of Services (DoDI 5000.74) have a stated ACAT. Each provides further definitions of the tiered acquisition category designation. The structure of a DoD acquisition program should be tailored to the characteristics of the materiel solution being acquired with consideration to affordability, complexity, interoperability, cyber and security, state of the technology, need-by date, risk factors and any other unique program circumstances.

6.3. Program Opportunities and Engagements

There are multiple acquisition opportunities available to the PMO. They may include areas such as: International Acquisition and Exportability Program, Joint Acquisition Programs, Multi-Year Procurement, and Small Business Engagement. Any one or combination of acquisition pathways may have these specific acquisition opportunities as a program attribute.

6.3.1 Joint Acquisition Programs

A joint program can be seen as an opportunity. When an acquisition program involves joint equities it may be funded by more than one DoD Component or partner during any phase of the acquisition process, IAW DoDI 5000.85, Appendix 3C.2.b.

6.3.2 Joint Acquisition Management

Reasons for initiating a joint acquisition effort vary and generally based on an anticipated operational or economic advantage to DoD. There are a number of factors to consider:

- Improvement of Core Mission Area Capabilities: An improvement or elimination of a gap within the core mission. DoD's core mission areas may include: homeland defense and civilian support, deterrence operations, major combat operations, irregular warfare, military support to stabilization operations, security, reconstruction operations and military contribution to cooperative security.
- Coordination of Efforts: Reduces fragmentation, duplication, and overlap to enhance productivity, achieve cost savings and facilitate DoD Component capabilities across the DoD enterprise.
- Reduction in Production Costs: Consolidated production requirements may result in lower unit price through shared savings.
- Reduction in Logistics Requirements: Standardization offers potential for reduction in support activities and training development.

6.3.2.1 Advantages

Acquisition programs that contribute to joint capabilities or provide a budgetary/financial advantage could be managed as a joint acquisition program. A joint acquisition is any acquisition system, subsystem, component or a technology program with a strategy that includes funding by more than one DoD Component or partner during any acquisition phase. DoDI 5000.85 addresses DoD Component fiscal responsibilities associated with participation in programs under joint acquisition management.

6.3.2.2 Challenges

Joint programs face challenges to successfully balance competing requirements, priorities and budgets. Program costs, strategic importance and urgency, as well as other factors, may influence the program's visibility and affect how the joint program operates and reports. Furthermore, joint programs may have a continuing interest from various organizations to include: the DoD enterprise, other government departments, international partners, industry, academia and

Congress. PMs should anticipate additional requirements for coordination and documentation across all stakeholders.

6.3.2.3 Planning and Execution

The designated Lead Executive DoD Component for a joint acquisition acts on behalf of all DoD Components involved in the acquisition. A Memorandum of Agreement (MOA) should specify the relationship and respective responsibilities of the Lead Executive DoD Component and all participants/stakeholders. The MOA should address: user capability requirements, system capabilities, funding requirements, manpower, program execution, governance structure, tailoring techniques and team empowerment.

The following considerations have proven effective in managing joint programs:

- The assignment of a Lead Executive DoD Component is a best business practice.
- The MDA and DoD Components may consolidate and/or co-locate the supporting efforts of the joint program with the Lead Executive DoD Component's program office.
- Due to the coronavirus disease DoD has best practice examples to effectively work in a maximum telework environment. Consider incorporating those telework techniques into your workforce for greater participation and talent.
- The Component Acquisition Executive (CAE) of the Lead Executive DoD Component can optimally use the acquisition organizations, test organizations and other facilities of all DoD Components.
- A designated program under joint acquisition can consolidate functional resources that may include: quality assurance, configuration control and integrated testing.
- The MDA designates the lead Operational Test Agency to coordinate all operational test. The lead Operational Test Agency may produce a single operational effectiveness and suitability report for the program.
- Documentation and reviews flow through the Lead DoD Component acquisition team coupled with coordination and support from all participants/stakeholders.
- The program may use inter-DoD Component logistics support to the maximum extent practical.
- Individual DoD Components can budget for their unique requirements.

The MOA signatories may conduct periodic reviews to update the MOA based on fact of life changes and/or external influences.

6.3.2.4 Joint Program Management Perspectives

At the outset of a joint program the joint PM may conduct a detailed technical review that examines mission requirements, operational concepts and performance parameters. Stakeholders should converge and find common ground on important topics and/or emerging challenges. The PM’s review may identify:

- similarities and differences in DoD Component requirements that may include varying operational environments.

- distinction between “would like to have” and “must have” requirements.
- principal areas of technical risk or uncertainty.
- similarities and differences in the functional concepts that may include: cybersecurity, logistics, life-cycle cost, training and future upgrades.
- an effective program structure and tailoring techniques to effectively achieve essential capabilities.

Materiel solution variations are based on requirements and operational environments in relationship to cost, schedule and performance considerations. The approaches for long-term sustainment of the joint program’s solution are not made within narrow organizational boundaries. Consideration of the full range of capabilities in the enterprise identifies a more cost-effective option. Such a consideration would help determine whether the enterprise has the capability to sustain such a solution and, if not, whether it would be beneficial to develop the capability.

6.4 Multiyear Procurement (MYP)

There are two distinct views of a multiyear procurement. The MYP Legislative Proposal is an acquisition document developed by the PM and approved by OUSD(A&S). The document is submitted to the defense committees as an acquisition document. On the other hand, the MYP Legislative Proposal is a "legislative" owned document under the auspices of the Office of Legal Counsel (OLC) and is supported by the legislative proposal database and process.

6.4.1 Background

Multiyear procurement (MYP) is governed by Title 10 USC § 2306b (Multiyear Contracts: Acquisition of Property) and Title10 USC § 2306c (Multiyear contracts: Acquisition of Services). MYP is a vehicle for acquiring multiple years of requirements for systems or subsystems with a single contract action, usually up to a maximum of five years. The MYP may stabilize the production line and reduce procurement cost.

The difference between Multiyear Procurement and a multiple year contract is defined in statute, FAR 17.101. A multi-year contract obligates the government for a number of years in a single appropriation whereas a multiple year procurement obligates the government one year at a time.

6.4.2 MYP Considerations

The PM should consider the use of a multi-year contract to achieve one or more of the following (FAR 17.105-2 Objectives):

- Lower costs.
- Standardization across multiple major programs.
- Reduction of administrative burdens that may include contract modifications.
- Continuity of production or performance supports stable funding for suppliers, small businesses and the stability of the government workforce.
- Stabilization of the contractor’s workforce.

- Broaden the competitive base with opportunities for companies not willing or able to compete for lesser quantities, particularly in cases involving high startup costs.
- Provide incentives to contractors to improve productivity through capital and technology investments.

6.4.3 MYP Phases and Overview

Considerations for using a multi-year contract:

- The use of a MYP may result in significant savings over annual contract actions.
    - Note: Offerors are required to submit two request for proposals (RFP). One RFP is most probable cost (MPC) focused while a separate RFP is not a MPC proposal. These RFPs provide documentation about the possible savings when using a MPC. If the savings aren't conclusive the PMO may recommend/continue with the award of MPC in the best value continuum.
- Production rate and procurement rate may exhibit more predictability for the PM.
- The design and supply chain are well known.
- There is a reasonable expectation that DoD will support requests for funding at a stable level to avoid unforeseen contract anomalies.

Before awarding a multi-year contract in the DoD the head of the DoD Agency should assess the cost of an annual procurement approach vice a multi-year procurement approach at a fixed-price. A multi-year contract cannot be awarded unless the analysis shows that the multi-year contract results in a best value for the government.

The PM and contracting officer should consider other requirements that are levied on DoD for the use of multi-year contracting (FAR 17.603):

- Participation by subcontractors, suppliers and vendors in order to broaden the defense industrial base.
- Protection of existing authorities.
- Cancellation or termination for insufficient funding.
- Contracts awarded under the multi-year procedure may be firm-fixed-price, fixed-price with economic price adjustment or fixed-price with an incentive.
- Recurring costs in cancellation ceiling.
- Annual and multi-year proposals.
- Unit or component price.

After the PM and contracting officer consider the impacts of the various areas listed above, the PM should work with their DoD Component to submit a request for authority to enter into a MYP as part of the DoD Component's budget submission for the fiscal year (FY) in which the multiyear contract will be initiated. There are fundamentally three phases in the MYP approval process:

- The PM evaluates the benefits of a MYP strategy.

- OUSD(A&S) submission of a "report containing preliminary findings" to the congressional defense committees (submitted in early March).
- OUSD(A&S) certification to the congressional defense committees that each of the conditions enumerated in the statute are satisfied.

The OUSD(A&S) certification is required at least 30 days prior to contract award. The multi-year contract supporting the MYP may not be awarded until the OUSD(C) provides notification to Congress via their reporting methods.

6.4.4 Multiyear Procurement Approval

A MYP proposal begins with a legislative proposal from the DoD, through OMB, to the Congress. A MYP proposal applies to a contract in an amount equal to or greater than $678,500,000 (escalated to FY2015$, per Title 41 USC § 1908 and DFARS 217.172 (c), (d), and (f)). These proposals are typically drafted nearly a year in advance of the FY when the authority is required.

6.4.5 MYP Proposals to Congress

In August of each year the DEPSECDEF will issue a "call for legislative proposals" for the forthcoming legislative cycle. The Assistant Secretary of Defense for Legislative Affairs (ASD(LA)) will publish a timeline for the DoD Legislative Program. DoD legislative proposals are transmitted to Congress pursuant to direction of the ASD(LA). The OSD Legislative Review Panel (LRP) will meet periodically during the legislative cycle to review legislative proposals submitted by the DoD Components. A legislative proposal will be submitted to OMB only with the approval of the LRP. A MYP legislative proposal follows a specified template format. (Template Legislative Proposal Pre-decisional Internal Executive Branch Draft).

Specific budget exhibits are required for MYP approval and should be submitted via the Selective & Native Programming (SNaP) Data Input System for Information Technology (IT) (CAC enabled). SNaP-IT is a web-based application used to collect non-standard and budget data requirements and is managed by the DCAPE. The SNaP-IT MYP database drives the budget exhibits and the process used by OUSD(C). The creation of these budget exhibits justifies funding request for the MYP. As the PM develops the program budget documentation it is critical that the:

- procurement budget documents should reference the program as a MYP.
- MYP data should exist within SNaP-IT.
- MYP budget exhibits should be submitted in conjunction with submission of the PB (structured IAW the DoD Financial Management Regulation (DoD 7000.14-R, Volume 2B-Chapter 4).

The PMO should be aware of the process by OUSD(C) to submit two reports to the congressional defense committees pursuant to Title 10 USC § 2306b. The reports are known as the "L4" and "L5" reports. OUSD(C) should submit the PB and L4, pursuant to Title 10 USC § 2306b(l)(4), to the congressional defense committees.

6.4.6 DoD Component, Defense Agency Head and OSD Responsibilities

Title 10 USC § 2306b addresses two distinct phases of the MYP process:

- OUSD(A&S) submission of a "report containing preliminary findings" to the congressional defense committees.
- OUSD(A&S) certification to the congressional defense committees, not later than 30 days before entry into the contract, that each of the conditions enumerated in the law has been satisfied.

Upon delegation of authority from the SECDEF, the OUSD(A&S) will serve as the notification and certification authority for all MDAP candidate MYPs. This authority may not be delegated further.

The OUSD(A&S) report, also known as the front-end of the MYP process, is:

- Calendar driven: Title 31 USC § 1105 mandates submission of the PB not later than the first Monday in February.
- Driven by a complex series of sequential events involving a number of key participating organizations that may include the:
    - OUSD(A&S).
    - Agency Head.
    - OSD OLC.
    - DCAPE.
    - OUSD(C).
    - Prime Contractor.
    - ADA IPM (Acquisition Data and Analytics Integrated Program Manager).
    - OMB.

    It is critical that the PM and Contracting Officer are aware of the "Sequential Flow Chart for MYP Congressional Notification" which illustrates the time sensitivity and complexity of this sequential flow process.

- An OUSD(A&S) letter to each of the congressional defense committees which contains:
    - Enclosure 1 is the MYP legislative proposal, which constitutes the OUSD(A&S)'s "request" for the MYP. The dollar and percent savings in the MYP legislative proposal should "match" the dollar and percent savings in the CAPE cost analysis memorandum. Accordingly, the DoD Component or Defense Agency may have to update its legislative proposal in the OLC database.
    - Enclosure 2 is a signed and dated "Report of Preliminary Findings of the Agency Head". The report confirms that the preliminary findings were made after the completion of a cost analysis performed by the CAPE and that the analyses support the preliminary findings.

- Supported by (included in the package to the OUSD(A&S)):

- The MYP legislative proposal (Enclosure 1 to the OUSD(A&S)'s letters to the congressional defense committees).
- The preliminary findings of the Agency Head (Enclosure 2 to the OUSD(A&S)'s letters to the congressional defense committees).
- The MYP budget exhibits.
- CAPE independent estimate of MYP savings, pursuant to Title 10 USC § 2334(e)(2).
- An ADA IPM (Acquisition Data and Analytics Integrated Program Manager) memorandum concerning any evidence of production or performance issues that would preclude proceeding with the proposed MYP, pursuant to the Weapon Systems Acquisition Reform Act of 2009 Public Law 111-23.

The OUSD(A&S) certification, also known as the back end of the MYP process, contains:

- The data that the DoD Component/Defense Agency desire to award the MYP contract.
- An OUSD(A&S) letter to each of the congressional defense committees which contains a Determination and Findings (D&F).
- A certification signed by the DoD Component/Defense Agency indicating that the D&F was completed after the completion of a cost analysis conducted by DCAPE coupled with a CAPE estimate of MYP savings.

After the OUSD(A&S) submits the "30-day certification letters" to the congressional defense committees, DoD Component/Defense Agency heads should update the SNaP-IT Extensive Provisioning & Enterprise Sign-On (EXPRESSO) system with current funding data. The MYP contract may not be awarded until the OUSD(C) submits an "L5" report to the congressional defense committees notifying the committees of contract award pursuant to Title 10 USC § 2306b(l)(5).

A definitized multiyear procurement contract negotiated and signed by the offeror starts the process for government and contractor interaction. When authority is granted for the contract, the Contracting Officer may sign, execute and distribute the contract. There may be times when the offeror is unable to sign the MPC before the end of the year, putting year-end funds at risk of expiring. In those cases, a letter contract may be issued IAW with FAR 16.603, as supplement by DFARS 216.603. A letter contract is an undefinitized contract action and must include a not-to-exceed price in accordance with DFARS 217.7404-2. The letter contract may be entered into immediately upon approval of the multiyear procurement approval authority or the 31st day after any mandatory Congressional notification.

6.5. Small Business

Small business considerations are important and relevant to every acquisition strategy. Many suppliers are small businesses and may impact the cost, schedule, performance and supply chain of your program. The following subsections provide information on PM activities associated with small business.

6.5.1 What Small Businesses Offer to DoD

Small businesses are typically more innovative, agile and willing to take greater risks over larger firms with entrenched and rigid corporate strategies and profitability structures. Small businesses often have the flexibility to quickly adapt to changing requirements and/or adopt high-risk ventures or technologies that larger companies may not be willing to pursue. Due to lower indirect costs and overhead costs, small businesses may offer lower prices for services. These characteristics of small business can lead to lower prices, faster delivery times and greater performance for the program. Consider intelligently integrating small business into your acquisition strategy where it adds value to the overall program.

6.5.2 Small Business Programs

Small business participation is not limited to traditional small businesses or socioeconomic subcategories that may include: Service-Disabled, Veteran-Owned, Women-Owned, Minority-Owned, or Historically Underutilized Business Zones (HUB Zones). Some small business programs are specifically designed to integrate cutting-edge, high-risk and high-reward technology into an existing and/or a future program. The Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs provide cutting-edge research firms the seed capital to conduct research and development that may be useful to the DoD. SBIR contracts are intended to reach commercialization after demonstrating feasibility with a working prototype. Commercialization may include technology insertion into a major program of record, as required. The Rapid Innovation Fund (RIF) program may insert promising technologies that would have an immediate impact on a program of record. The PM should consider cost, schedule and risk impacts as they develop their technology insertion plans.

The PMO and S&T community must work hand-in-hand to pursue and fulfill known or anticipated gaps in technology. It will take the collective effort of all teams to develop technologies and pursue competitive opportunities for those technologies at a future time. Check out OUSD(R&E) Strategic Vision and Critical Technology Areas for more information.

6.5.3 Program Management Expectations for Small Business Professionals

PMs can expect Small Business Professionals (SBPs) to provide intelligent analyses and suggestions regarding the possibilities of small business participation in the acquisition strategy. They can also expect SBPs to justify any recommendations for the use of small business in terms of how it benefits the program and the industrial base. This approach goes beyond simply establishing annual small business goals.

SBPs understand the mission and importance of program goals. They are able to provide suggestions that may help you mitigate vendor lock while promoting diversity/competition within your supply chain of vendors. SBPs provide recommendations that use the advantages of small businesses to directly increase the strategic strength, effectiveness or efficiency of the program. This approach comes in the form of (a) identifying work or requirements that can be performed by small business and (b) identifying and providing background information and capabilities of specific small businesses able to perform the work.

Early acquisition strategy decisions, that do not include small business considerations, may not be fully optimize to take advantage of all possible vendors and suppliers (i.e., reliance on only one source, creating poor negotiation and pricing conditions). Diversity of the supply chain strengthens the defense industrial base and may lower prices for optimal sustainment outcomes.

PMOs should expect the SBPs to provide suggestions for the insertion of any beneficial and relevant SBIR, STTR or RIF technologies into the program. The SBPs can explain technologies and the vendors who developed them in terms of how the technologies may strengthen the overall program. For the more traditional small business programs, the SBPs are able to suggest vendors, small business or socioeconomic subcategories that can perform the work, as well as identify work that is appropriate to set-aside for small businesses. It is important to note that the PMO should evaluate small business capability and health that is independent of their brochures.

PMs and their teams can expect their SBPs to provide the following:

- An overview of Small Business Programs, such as SBIR or the Mentor-Protégé Program (MPP), which may be relevant to the program.
- Insight into the providers of products and services.
- Screening of small businesses that desire to meet with government small business representatives.
- Market research to support acquisition strategies.
- Insights on how prime contractors are using small businesses as subcontractors.

6.5.4 PM Engagements for Small Business

The following subsections address strategies to consider.

6.5.4.1 Engage with Small Businesses

PMs can expect small businesses to work through the SBP for PMO access. To ensure a meeting between the PM and a SBP is beneficial, the SBP should have an active role to inform small businesses about the PM's program. When successfully accomplished the small business can effectively present how its capabilities are relevant to the program. Small businesses get an opportunity to ask questions that may be relevant to solving program level challenges. PMs should review the Federal Communications Commission's Cybersecurity for Small Business for planning tips and the Small Business Administration Cybersecurity webpage for additional resources. The PM can expect small businesses to provide documents (sometimes a one page brag sheet) that outlines: their capability, Unique Entity Identifier (UEI), past performance, certifications and characteristics that differentiate them from others in their small business sector.

6.5.4.2 Engage with Prime Contractors (Not Small Businesses)

If the prime contractor is other than a small business, it is important the PMO develop challenging small business goals. Once on contract the PMO should hold the prime contractor accountable for meeting their small business subcontracting goals. This means ensuring that the Contracting Officer reviews and accepts subcontracting reports uploaded to the electronic

Subcontracting Reporting System (eSRS, CAC enabled). PMs can expect other than small business prime contractors to provide the following:

- Possible SBIR Phase III activities.
- Possible Mentor-Protégé program activities.
- An overview of their capabilities, such as a Small Business Liaison Office, to engage with small businesses in their supply chain.
- Updates on their performance in meeting small business subcontracting goals.

PMs, as they develop and refine the program acquisition strategy, are likely to find great benefit in the engagement of their local SBP and the small businesses that could bring increased innovation and competition to their program.

7. Governance, Tailoring, and the Structure of an Acquisition Program

Every capability development, delivery and/or sustainment program is different and should be uniquely organized for success. Determining the best approach to deliver warfighting capability starts with an understanding of the product or service to be acquired. The acquisition strategy should be based on the most appropriate AAF pathway. The program content and decision points can be influenced by various considerations:

- Technology maturity.
- Level of risk including threats to DoD's technological advantages.
- Design maturity and complexity.
- DoD's experiences with similar designs, products or services.
- Integration activities.
- Industrial base considerations.
- Life-cycle sustainment.
- International or joint program requirements.

There are a range of other considerations that might influence your program structure that could include:

- Urgency of the capability to be delivered.
- Industry capability to design, produce and deliver the product or service.
- Uncertainty or imbalance of cost and capability.
- Customer's priorities for performance.
- Resource constraints that may drive risk or changes in the baseline.

Each acquisition effort and team should be structured in a way that optimizes the chances of program success.

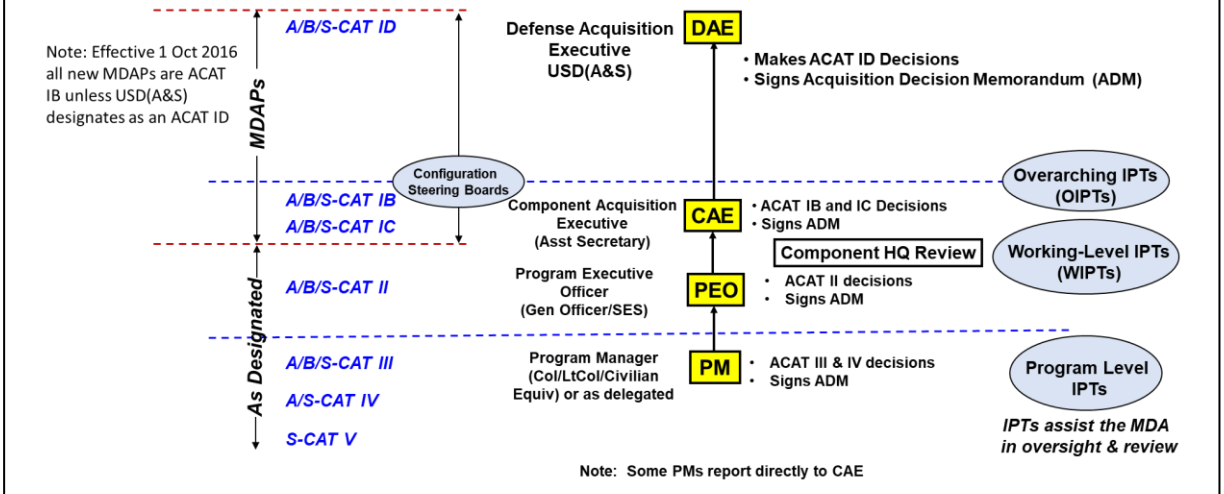
7.1 Governance

The Institute on Governance states, "Governance determines who has power, who makes decisions, how others make their voice heard and how account is rendered." Governance gives the program team and all stakeholders a common reference structure. Governance starts at the DoD level with instructions and directives, followed by DoD Component or Defense Agency instructions and directives. The DoD or DoD Component/Defense Agency governance outlines the roles, responsibilities, authorities, process and outcome expectations. Governance is necessary to mitigate individual or group biases. It provides structure, roles and responsibilities, and serves to resolve conflicts competing priorities across the Big-A functions. Governance may include:

- The process of creating or adapting governance to build relationships for internal and external stakeholders.
- The effort to create or adapt processes that may lead to a valuable discussion and debate.
- The process of identifying the accountable leaders, independent review teams and functional support.

Figure 17 illustrates the likely acquisition authority and key decision-making roles in yellow. The chain of command/authority may vary based on the approved governance structure and AAF pathway for the program.

Figure 17: Acquisition Chain of Command



The acquisition chain of command is DoD's response to the 1986 Packard Commission Report and codified in DODI 5000.02. The acquisition chain of command mandates that PMs are under the supervision of a Program Executive Officer (PEO), CAE or Defense Acquisition Executive

(DAE). When the MDA/DA is at the DoD Component level, the Component can readily employ the equivalent OIPT structure. The ACAT, Business Category (BCAT) or Services Acquisition (SCAT) drives the level of review for key milestones or authority-to-proceed decision points. As such communications and coordination are greatest for ACAT ID programs where the OUSD(A&S) is the MDA.

7.2 Milestone Decision Authority/Decision Authority (DA)

The MDA or DA serves as the program decision authority unless otherwise stated by the CAE or DAE. MDAs/DAs should tailor program strategies and oversight, phase content, the timing and scope of decision reviews and establish decision levels based on the characteristics of the capability being acquired (including complexity, risk, and urgency) to satisfy user requirements.

- MDA or DA approves the acquisition strategy and/or all outcome determinations for the acquisition pathway and acquisition strategy. The MDA or DA should consider:
    - Is the recommended pathway appropriate for the requirement, associated risks and opportunities?
    - Does the business approach have the potential to yield the desired outcome?
    - Does the funding and required resources align with the desired capability timeline?
      Is the culture of the organization aligned and organized for the recommended pathway?
- Recognize the impact of fiscal constraints and plan programs based on realistic projections of the funding available in future year.
- Ensure PMs are providing current program or project content in the approved OUSD(A&S) data repositories.
- Make decisions to achieve affordability, readiness and maintainability standards IAW the DoD Component activities. This may include:
    - Realistic program life cycle cost estimates.
    - Prioritized portfolio capability requirements.
    - Project funding within the portfolio or program.
- Responsibility for the acquisition of systems should be decentralized to the maximum extent practicable. DAE, CAEs and PEOs should consider delegating acquisition decision authority to the lowest level based on the designated acquisition category, program cost, schedule, technical risk, the performance of the team and other factors deemed necessary for delegation. This approach to delegate decision authority will require trust and top-cover.
- MDAs/DAs provide PMs sufficient authority to accomplish approved program objectives for development, production, product support and sustainment.
- Acquisition leaders are given the authority to manage their programs. They should be held accountable for the program's results.

For additional insights into acquisition responsibilities cascaded down from OUSD(A&S), refer to DoDD 5135.02.

7.3 Tailoring in an AAF environment.

PMs should consider lessons learned and best business practices to streamline and tailor their program. Tailoring is an acquisition technique used to streamline certain acquisition processes, documents, work efforts and reviews that add little to no value to the whole-of-the-program. The MDA should also seek to minimize the time it takes to deliver a materiel solution consistent with applicable laws and regulations. Tailoring Guidance is available on the AAF website for your situational awareness.

Historically, tailoring has been constrained in a risk-adverse environment coupled with bureaucratic processes for decision making. PMs are encouraged to seek bold ways to tailor their program for success and speed of relevance. This may require the PMO to spend time educating stakeholders on the benefits and risk factors of a tailored program. Tailoring opportunities should not be limited to the elimination of a few documents, program events, minor contract mods nor routine acquisition waivers. Some bold tailoring examples may include:

- For a software intensive program consider restructuring the program office to look less like a weapon system program office and more like an agile software program office using industry best practices as a guide.
- Work closely with the test and engineering community to determine when an operational assessment of a capability is more appropriate for speed of relevance. A capability and limitations statement may be included in the operational assessment for user consideration to accept an interim materiel solution. The program may require a future operational test and evaluation before you reach your full procurement quantity, if applicable.
- As a portfolio PM ensure your budget forms have language that allows you to pivot across the portfolio of programs. In the acquisition strategy clearly identify the tailoring construct within the portfolio.
- A fairly mature capability may use the MTA pathway on a faster timeline with an intent to transition to another pathway for an enduring mission requirement.
- Small dollar and low risk project decision authority could be delegated to 06/GS15 level by the CAE. The PM, with support from the PEO, should consider all potential governance and organizational structures to optimize the decision making timelines.
- For speed and empowerment the MDA/DA may delegate specific decisions to the PM with a Letter of Delegation. These empowerment decisions should be clarified in the approved acquisition strategy or other decision documentation. Additionally DoDI 5000.85 states “minor changes to the plan reflected in the acquisition strategy due to changed circumstances or increased knowledge are to be expected and do not require MDA pre-approval”. Should the MDA/DA decide to empower the PM with certain decisions, it does not alleviate the PM from the responsibility to up-channel important program information to the MDA/DA.
- In accordance with OUSD(A&S) Policy, Accounting for Program Cost When Acquisition Framework Pathways Are Used Sequentially or in Combination dtd 19 July 2022, DAs and PMs are authorized to leverage a combination of acquisition pathways to provide value to the program. The policy further defines “how program costs will be accounted for when different pathways are used in sequence or in combination.”

Innovative Tailoring Example: The Army's Indirect Fire Protection Capability (IFPC) program (IFPC) was largely a launcher program that had a requirement to successfully fire multiple missiles (existing, prototype, and foreign missiles) on a wheeled-vehicle platform. IFPC would connect to the Army's existing network (Integrated Air and Missile Defense Battle Command System (IBCS)) using existing sensors and command & control. Additionally, IFPC would use the Army's existing truck fleet. In partnership with the Aviation and Missile Research Development and Engineering Center (AMRDEC) and Letterkenny Army Depot, the PM embarked upon an ambitious strategy in the Technology Maturation and Risk Reduction (TMRR) phase of the program to develop a prototype launcher system using Army organic resources.

The Army would own the technical design, the interfaces and the prototype systems. In partnership with AMRDEC IFPC was able to establish a Cooperative Research and Development Agreement (CRADA) with industry partners. Through the CRADA industry partners would provide their own missile, unique interface requirements, the engagement calculator, modeling and simulation tools, software and other items to integrate their missile on an IFPC prototype launcher and the IBCS network. In exchange the PM would provide: government interface requirements, access to the government integration facility, access to government designs/technical data, time with the government design engineers, range targets and range time for system checkout followed by a live fire demonstration using existing sensors on the network. This strategy was unique and tailored to:

- Form a mutual partnership with industry and the Science & Technology (S&T) community at the onset of the program.
- Move more quickly to demonstrate a cruise missile defeat capability.
- Eliminate the need to account for 18+ months to award a contract.
- Eliminate the need to address and negotiate IP rights.
- Eliminate the need to down-select a participant too early in the acquisition cycle.
- Share data and information between government, industry and academia.
- Include foreign missiles in the integration and live fire events.
- Bridge the gap by transitioning S&T technology directly into a program office without all of the IP limitations that may force a sole source situation.
- Involve the depot early in the program.
- Potentially enter the next phase of the program at a combined preliminary design review & critical design review.
- Put the best minds together (industry, S&T, and the PMO) where everyone had nearly equal investment and interest in this strategy.
- Inform the requirements community with live fire data for the development of the CDD requirements.
- Set the conditions for a build-to-print contract award for the launcher coupled with a smaller research and development effort.
- Reduce lifecycle cost through repeated competition by owning all IP, technical drawings and data rights.

With the exception of statute limitations there is significant flexibility to structure programs for speed and best value. This is a significant paradigm shift from the previous tailoring out model and should be explored by the PMO team.

8. Prepare for a Decision Review

Decision meetings play a vital role for advancing a program with MDA/DA approval. There are some factors to consider before a decision meeting.

- Ensure the audience understands program context.
    - Mission and key requirements— Additional Performance Attributes (APAs), Key System Attributes (KSAs) or Key Performance Parameters (KPPs).
    - Context regarding how the system fits into the operational view (OV-1).
    - Capability comparison with legacy systems (if applicable).
    - Results of market research (especially if relevant to a competition strategy).
    - Expected sustainment environment (likelihood of changes, enhancements and expected obsolescence).
    - Any critical dependencies—internal or external to the program
    - State of the technology.
    - Cybersecurity techniques and program protection.
- Refine the message, as needed using various techniques.
    - Leverage critical thinking to outline/develop answers to questions relevant to the program.
    - Review current Acquisition Decision Memorandum (ADM); review the status of requirements, budget/funding and contractor performance.
    - Consider how the capability fits into the Joint environment.
    - Address the risk and opportunity.
    - Outline key focus areas for the decision brief, including a summary of how prior work supports entry and exit criteria.
    - Decide on your key message.
        - Some examples: What was learned from the completed phase and describe your readiness to enter the next phase? What tailoring techniques worked or did not work? Be open about success and failure. Use data or best business practices to support the message.
    - Coordinate any briefings and findings with stakeholders before engaging the MDA/DA. Don't surprise your team with new information.

8.1 Lead and Engage with Questions

- What is the purpose of the program and does it fit in the larger portfolio?
- What are the key outcomes and lessons the program team learned?
- Should the lessons learned or new knowledge of the program influence an acquisition strategy update?
- If one or more of the exit criteria were not achieved, or only partially achieved, why is it still appropriate to seek approval to proceed?
- Were any criteria or goals added or adjusted based on how the work unfolded?

- Do you have situational awareness of an evolving threat that may require an additional performance specification?
- What are the key risks and opportunities in the program?
- What knowledge points are you reviewing to build confidence that your program is on the right path?
- Have you noticed any requirements creep?
- What are the major cost drivers? How or why has the cost estimate changed since the prior phase of the program?
- What issues surfaced during discussions with stakeholders and what is your plan to address each matter?

8.2 Acquisition Documents

- The Milestone Document Identification (MDID) was replaced with the Adaptive Acquisition Framework Document Identification (AAFDID) system. AAFDID was designed to support AAF pathway policies and facilitate the acquisition tailoring concept.
- Review the acquisition strategy against the program's total objectives to ensure for consistency across the Big-A construct.
- Review the user's affordability goals and caps.
- Review current ADM and Acquisition Program Baseline (APB). Consider reviewing past ADMs and APBs for situational awareness.
- Consider recommending an addendum to the acquisition strategy that addresses empowerment and decision making below the current MDA/DA level. The MDA may allow some flexibility for speed of relevance. You have to make a reasonable case to get this approved.
- Develop and coordinate the desired draft ADM with stakeholders before presenting your recommendation to the MDA/DA for approval. The ADM should include but not limited to:
    - Approval to proceed with or without caveats/restrictions/comebacks.
    - Exit criteria for next phase.
    - Funding issues.
    - Approved tailoring techniques.

9. Program Executive Officer

A Program Executive Officer (PEO) is a senior acquisition leader/manager and is typically responsible through a signed charter for a very large program or a portfolio of similar programs. The PEO reports and receives acquisition guidance and direction from the DoD CAE or the Defense Acquisition Executive (DAE).

PEOs exercise executive level authority and responsibility for mission areas associated with their acquisition portfolios that may include:

- Optimizing interoperability and standardization.
- Technical and quality management.
- Logistics support.

- Readiness management activities.
- Human resource management and personnel training.

9.1 Roles, Actions, and Activities

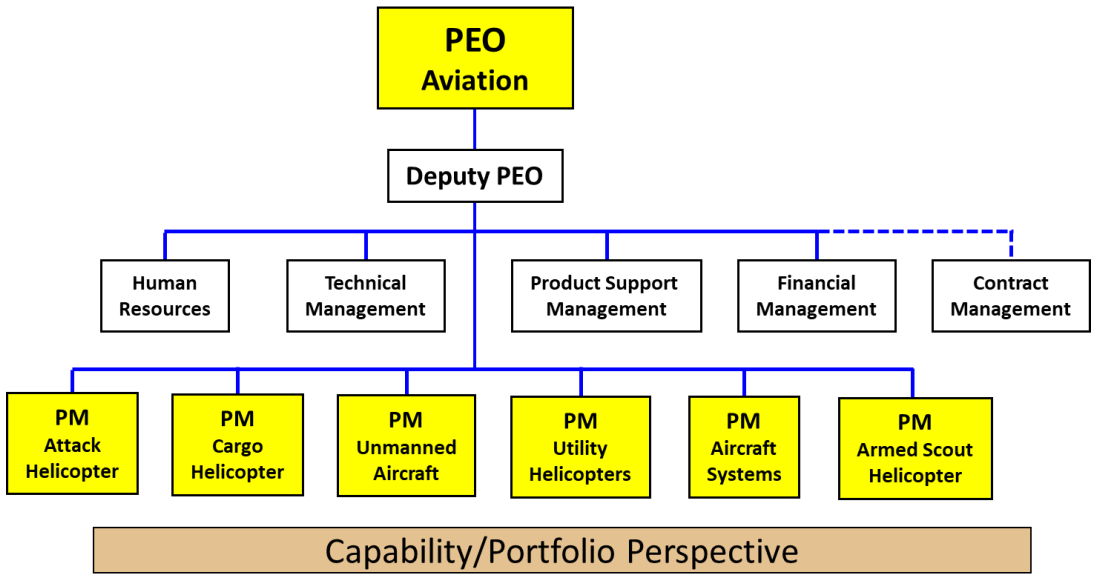
The PEO balances the risk, cost, schedule, performance, interoperability, sustainability and affordability of the acquisition portfolio and delivers an integrated suite of mission effective capabilities to the users. PEOs are responsible for, but not limited to the following:

- Assess the program and organizational health and the workforce's abilities to execute assigned authorities and responsibilities.
- Assess the health of the programs.
- Provide the first level of executive reviews for all program strategies.
- Understand the overall health of the industrial base and supply chain.
- Establish capability roadmaps and S&T priorities that align across the organization.
- Communicate effectively with DoD Component level senior leaders, staff and Congress as required to support the portfolio of programs.
- Enforce value added programmatic processes and procedures across the portfolio of programs.
- Enforce processes that ensure baselines are established and remained.
- Establish and execute portfolio level processes and activities that allow program and project monitoring. Most organizations use a dash-board approach.
- Project future workforce and skills required for the mission.
- Conduct portfolio trade-offs for higher priority programs.
- Establish and maintain a governance structure across the portfolio of programs.

9.2 PEO Assignment

The CAE or DAE selects a PEO and establishes an organization to complete the necessary actions associated with planning and executing acquisition activities associated with a specific mission area. A typical PEO organization may resemble the structure depicted in Figure 18.

Figure 18: Typical PEO Structure



10. Program Manager

The PM is the chartered individual with the responsibility and authority to accomplish program objectives for development, production and sustainment of a materiel solution that satisfies the user's requirements.

10.1 Roles, Actions, and Activities

An effective PM has the "big picture" perspective of the program including in-depth knowledge of the interrelationships required among the stakeholders. PMs are responsible for, but not limited to the following:

- Assess the program and organizational health of their programs/projects.
- Provide the first level of review of all program strategies in their area of responsibility.
- Ensure organizations under their leadership have appropriate resources to execute their assigned tasks.
- Ensure the workforce has the appropriate knowledge and skills to execute the current assigned mission as well as the future efforts.
- Foster relationships with non-traditional companies and encourage innovation and competition.
- Provide direction and an integration construct for assigned programs.
- Effect and continuous communication with all program stakeholders.

- Execute programmatic processes and the various aspects of planning and budgeting required to oversee the execution of the assigned program.
- Implement and enforce processes that ensure baselines are established and remained throughout the lifecycle of the program.
- Establish and execute program level processes and activities that properly monitor and measure program activities.
- Project current and future workforce, skills and practices necessary to sustain the PMO and matrix personnel.

PM responsibilities are vast in scope. The scope should include management functions in acquisition, technical, business and leadership.

10.2 PM Assignment

The CAE or the PEO may establish a charter for the PM. This charter establishes a PMO to complete the necessary actions associated with planning and executing an acquisition program. To reach the requisite level of confidence, within the acquisition chain of command, successful PMs possess the specialized skills, certifications and leadership abilities that are necessary to manage an acquisition program in the Big-A construct. Further they should possess and evolve their soft skills in a manner that supports the safety, health and welfare of the workforce, core team, stakeholders and industrial-base partners.

10.3 Organizing a Program Team

The PM is responsibility for acquiring the skills and capacity of the team to fully execute a program. Designation of internal staff is critical to the operations of the PMO. Program staffing is normally based on program size and complexity. It is comprised of individuals and groups who are required to perform various functions in support of developing, delivering and sustaining program capabilities. Team members should maintain certification standards while remaining abreast of sound business practices for tailoring a program.

As an acquisition professional assigned to a program, project or team your actions should include an assessment regardless of size or complexity. After the assessment the potential courses of action (COA) may fall into one or more of the following:

- Create a new program office.
- Retain the program office as is.
- Re-organize the program office to better align to the mission or AAF pathway.

Defense acquisition works best when appropriate stakeholders collaborate. The PM can establish a team structure to integrate the actions and activities of the program office, with the associated stakeholders using an appropriate Working-Level Integrated Product Team (WIPT) construct.

The PM is accountable for achieving program life-cycle management objectives throughout the program life cycle. However the PM cannot be successful without an effective team. Most programs, no matter which acquisition pathway, will need a team of teams. For development programs an Integrated Product and Process Development (IPPD) may be the

preferred management approach for a PMO. This approach simultaneously integrates all essential acquisition activities through the use of multidisciplinary teams to optimize design, manufacturing and supportability processes.

10.4 Initial Assessment

As the designated acquisition professional you are establishing or assuming responsibility for a new start program or an existing program.

10.4.1 The People

- What is the mission and does everyone know it?
- What are the skills of the team?
- Where are the knowledge or skill gaps?
- Is everyone currently contributing toward the mission?
- What biases are people exhibiting?
- Where do I see tension points?
- Are stakeholders appropriately engaged?
- Is the current workforce looking beyond the one-meter acquisition target?
- How is the workforce incentivized?
- What is the retention rate?
- What is the command climate of the organization?

10.4.2 Acquisition and Functional Competencies

The DoDI 5000.66, Defense Acquisition Workforce Education, Training, Experience, and Career Development Program lists position requirements expected within the PMO. These positions should be filled by qualified DoD government personnel. Check to ensure your PMO aligns to DoDI 5000.66. Four factors are identified as requirements essential for key leadership positions (KLP):

- Executive Leadership: Demonstrated competencies in leading change, leading people, managing results, building coalitions, business acumen and an enterprise-wide perspective. Refer to DoDI 1430.16, Growing Civilian Leaders (Encl. 3, Table 1).
- Program Execution: The leadership and management of a defense acquisition program cover every aspect of the acquisition process that includes: integration, engineering, program control, test and evaluation, deployment, configuration management, production and manufacturing, quality assurance and logistics support.
- Technical Management: The organization, governance, and effective application of current technology, acquisition practice, design, and security considerations when building/acquiring and maintaining complex systems.
- Business Management: The oversight of controlling, leading, monitoring, organizing, and planning for the business success of a program.

10.4.3 The Processes (Organization)

- Does the program, project or team need or have sufficient and appropriate governance structure to guide processes and employee behaviors?
- Are the governance processes and the organizational structure aligned?
- Are decisions set at the lowest reasonable level to allow for speed of relevance?
- What processes exist or required to support the continuum of learning?
- What skills and abilities are required or gapped in support of the program?

10.4.4 The Program (Mission)

- Do the requirements align with the desired acquisition pathway?
- Are documents tailored and aligned to the desired outcome?
- Does your program effectively leverage risk and opportunities?
- Is your integrated master plan (IMP) and integrated master schedule (IMS) developed and maintained throughout the life of the program?
- Is your IMS fully resource loaded with contractor and government tasks that may include program activities, knowledge points, reviews and program interdependencies?
- Do the metrics and measures for your program(s) provide sufficient insight into processes and product quality that may enable a positive decision on the program?
- Is your program agile enough to operate in a dynamic environment?
- How will you empower your team?
- How will you define your program management successes (tactical level) and your program success (strategic level)?

10.5 Organize for Success

There are two basic organizational constructs for DoD: a competency aligned organization or a product aligned organization. To determine your approach consider the following:

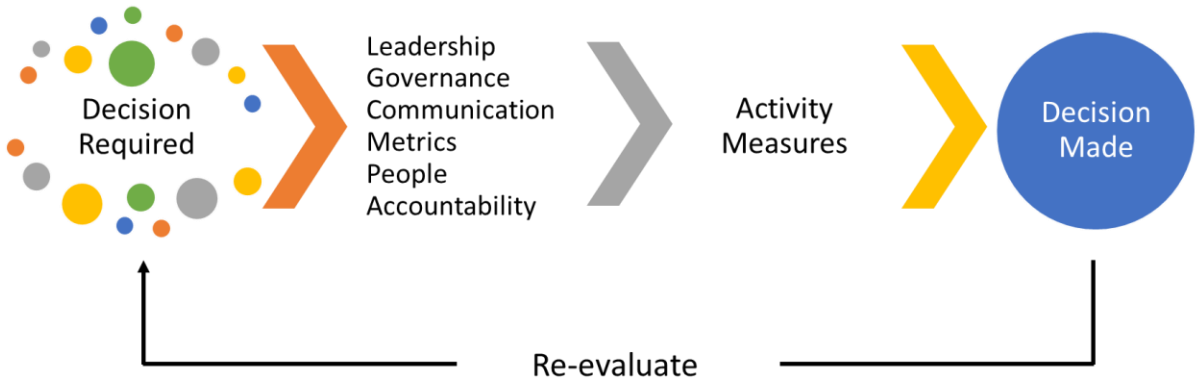
- Where is your program within the acquisition lifecycle?
- Which acquisition pathway is being used?
- What is your leadership/management style?
- What is your role in organizational development?
- What roles and responsibilities are required?
- What culture is needed for your organization?
- Is the organization’s governance structure correct?
- How will you create unity of purpose?

As the program is formed or reorganized, consider the following six principles to create unit of purpose as depicted in Figure 19.

Figure 19: Unity of Purpose Principles

To organize for success you should determine what decisions are required in each of the six Unity of Purpose principles. Consider the metrics and measures you may use to track program progress and triggers points that may demand an immediate action or decision. Based on your assessment consider the decision loop in Figure 20 as a starting point.

Figure 20: Organizing for Success Decision Loop



10.5.1 Expectations and Responsibility

There are DoD evaluation and assessment processes to assess individuals, teams and program accomplishments at least on an annually and/or semi-annual bases. The whole-person, whole-team and whole-program continue to play a vital role in an organization's success. Performance expectations may include:

- Knowledge points or significant accomplishments for the program.
- Key deliverables in terms of knowledge, material, technology, data and/or capability.
- A support and/or administrative role to support a team or product outcome.
- Realistic self-assessments, peer-to-peer feedback, stakeholder feedback and/or a supervisor assessments.
- Training accomplishments that may include continuous learning and feedback.
- Areas where growth is necessary.

10.5.2 Team Roles and Responsibilities

While there is no one-size-fits-all team structure/approach any approach should tailor the three basic tenets where appropriate:

- The PM is in charge of the program.
- Teams are advisory bodies to the decision maker (PM, PEO, SAE, or the DAE).
- Direct communication between the program office and all levels in the acquisition oversight/review process are expected as a means of exchanging information and building a community of trust.

Table 2 is an example of a typical DoD integrated product team (IPT) team:

Table 2: Summary of DoD IPT Types, Focus, and Responsibilities

Organization	Type	Focus	Responsibilities
OSD and Components	**Overarching Teams** (specifically applies to MDAPs)	• Support the MDA/DA/PM • Strategic Guidance • Program Insight Assessment • Clarifies/Resolves Issues Elevated by WIPTs	• Mission Area/Program Success • Functional Area Leadership • Independent Assessment • Bring Clarity to Issues • Resolve policy/governance conflicts • Support decision making
	Working Teams	• Program Success • Identify/Resolve Program Issues • Bring Broad Program Perspective	• Functional Knowledge & Experience • Empowered Contribution • Provide lessons learned recommendations • Communicate Status & Unresolved Issues
Program Teams & System Contractors	**Program Teams**	• Program Execution • Identify & Implement • Acquisition Reform	• Manage the Complete Scope of Program, Resources & Risk • Integrate Government & Contractor Efforts for Program Success • Report Program Status & Issues

Historically the OIPT supports the CAE or DAE with expertise and professional acquisition knowledge. A WIPT may be used to focus on specific topics like cost, contracting or technology. An Integrating Integrated Product Team (IIPT), a type of WIPT, may cover program topics not specifically assigned to a team. The various teams participate in the acquisition processes as value-added participants for the success of the program. The PEO and PM may use and/or tailor the integrated team construct to satisfy the uniqueness of their program.

The membership of a team should be based on the needs of the program relevant to: stakeholders, user, testing, logistics, contracting, cybersecurity, international cooperation & exportability programs, program protection, systems engineering and program analytics. Contractors are not precluded from team participation. Non-disclosure agreements should be considered on a case-by- case basis.

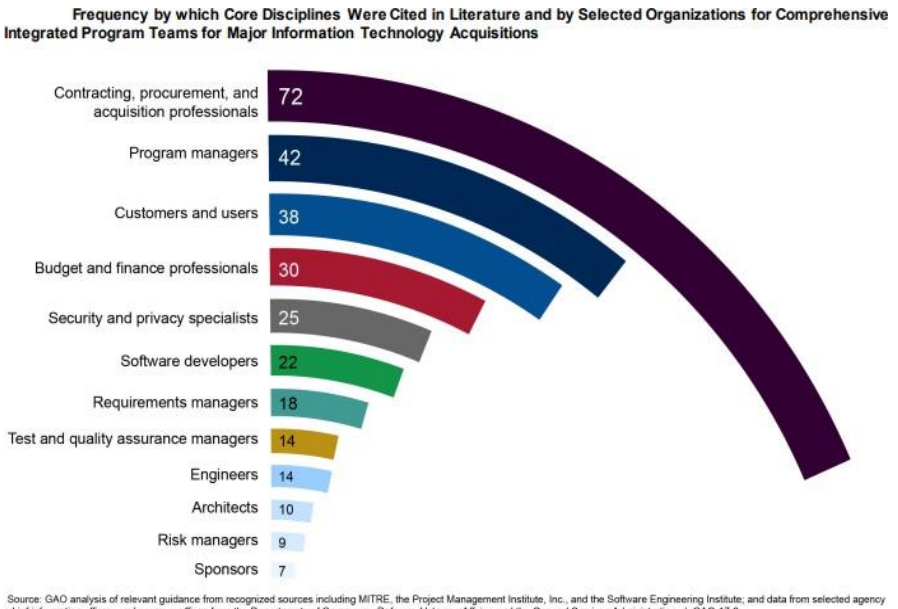
The Strategic Capabilities Office (SCO) is an important player for international cooperative programs. Engage that team often as you develop your international program strategy. The responsibilities of the SCO are outlined in DoDD 5105.86. Also check out the Defense Security Cooperation Agency (DSCA) website and review the Guide to International Acquisition and Exportability Practices for additional information.

10.5.3 Core Team and Stakeholder Communication

The PEO and PM teams are crucial players for keeping the lines of communication open among the core team and all stakeholders. The core team includes members of varies acquisition and functional disciplines dedicated to the program nearly full time. Stakeholders include members or groups with a vested interest in the program and/or have an ability to influence a program's outcome. Although stakeholders may not participate in the day-to-day activities of the program they should be included in program activities, at the appropriate times, as a valued asset and contributor throughout the lifecycle of the program.

Correctly identifying the core and stakeholder teams are critical to your program success. Consider Figure 21 where the Government Accountability Office (GAO), IT Work Force dated

Figure 21: Core Team Interaction by Discipline



November 2016, conducted a study that depicts the core team's overall involvement in a major program.

Figure 21 depicts the importance of relationship building and the importance of recurring interaction necessary for program success. Different members and groups operate at varying levels of engagement depending on several factors that may include: the approved AAF pathway for the program, an upcoming test and evaluation, a contract award or modification, requirements generation, budget and financial management, a program milestone review, a logistic strategy/materiel release and so on. PMs are encouraged to shape the core and stakeholder teams based on the uniqueness of the program. Keep in mind that the PEO plays a pivotal role working with the DoD Component's Acquisition Career Managers to optimize and shape the human resource capital for your core team. They can also influence personnel assignments of your stakeholder and matrix teams. Regular gut-checks are recommended with the teams to ensure for a healthy exchange of ideas that may lead to new innovative approaches for tackling a known challenge.

It is important that the PMO remains attuned to policy expectations from all functional areas. For example the DoD Components are responsible for all program sustainment processes in accordance with DoDI 5000.91. This policy prescribes procedures for the program manager (PM), product support manager (PSM) and LCL to implement the AAF product support tenets that include: emphasize sustainment, make data driven decisions and tailor product support. The PSM serves in a:

- statutory role for covered systems.
- regulatory role for ACAT II programs.
- recommended leadership role for all other programs.

If a PSM is not assigned a senior LCL may assume that role and participate in the program as a core member of the leadership team supporting the PM.

11. Defense Acquisition Support Structure

Regardless of the acquisition pathway or pathways employed, the outcome of the whole-team construct will normally produce a more efficient outcome. Historically, DoD used the IPPD processes to facilitate a program, the structure and related DoD Component acquisition efforts.

The acquisition support structure should take full advantage of all members and processes to produce acceptable products or outcomes. PMs should consider how their actions take full advantage of DoD's acquisition structure and tailoring guidance to influence a timely and positive outcome.

11.1 Integrated Product Teams

IPPD processes may be implemented through an IPT construct. The IPT team members may include representatives from multiple functional areas. The following guiding principles may improve the productivity of the IPT's structure:

- Chartering, launch and initiation: To get the team off with a good start consider the following: prepare a charter that documents the mission, timeframe and membership of the IPT, train participants in IPT principles and the role of each team member, and prepare a Plan of Actions and Milestones (POA&M).
- Goal alignment: Team leaders should ensure that the goals and objectives of each team are consistent with the goals of the program. Effective feedback mechanisms should be established for continuous feedback to all interested parties.
- Open discussions with no secrets: Free and open communications among all members are essential in building team trust.
- Empowerment: Team members should have the appropriate authority to represent the program. Without the appropriate authority you may reduce your team to a meeting-participant or note-taker.
- Dedicated/Committed Proactive Participation: Because team success hinges on participation by members with institutional knowledge of functional areas, IPTs should be organized to enhance communication and trust.
- Issues Raised and Resolved Early: Issues or challenges should be raised in a non-attribution environment for open dialogue and ultimately a reasonable level of consensus. There may be times where offline discussions with individuals or small groups are necessary however, those times should be minimized as much as possible.

11.2 Integrated Product and Process Development

The IPPD integrates all acquisition activities starting with requirements definition through production, fielding/deployment, and operational support in order to optimize the design, manufacturing, business and supportability processes.

11.2.1 IPPD Key Tenets

IPPD stresses cross-functional communication throughout the acquisition process and may include the following tenets:

- Customer-focused: Meet the customer's needs better, faster and cheaper.
- Concurrent development of products and processes: Processes used throughout the product design and development phase.
- Early and continuous life-cycle planning: This begins with science and technology efforts and extends throughout the entire acquisition life cycle of a program.
- Maximize flexibility for optimization and use of various contract approaches: Contracts are designed to allow contractors to apply IPPD principles and make use of effective commercial standards, practices and processes.
- Event-driven schedules: Scheduling relates program events to their respective accomplishments and exit criteria.
- Multidisciplinary teamwork: Decision-making is based on input from the entire team as a means to create a work environment that is more likely to speak up when a known issue is lingering without resolution.
- Proactive identification and management of risk: Risk analyses and user needs are evaluated to identify critical cost, schedule, and technical parameters.

11.2.2 IPPD Pitfalls

IPPD pitfalls can arise that impact the quality, effectiveness and timeliness of the overall process. Some of these barriers may include:

- Lack of commitment from top management may hurt team member motivation and impact their ability to achieve results.
- The need for a significant cultural shift due to the inherent hierarchical structure, which contrasts with the philosophy set forth in the IPPD process.
- Lack of adaptation to the IPPD process by functional organizations, potentially reducing individual and/or team effectiveness.
- Lack of planning, which causes teams to rush to catch up, thus impacting quality.
- Poor or non-existent education/training in the IPPD process.
- No effort to identify and/or share best practice in IPPD implementation.
- A "not invented here" mentality that can arise due to the many functional areas involved in the IPPD process.
- Contractually imposed language that adds little value to the whole-of-the-program.
- Unrealistic promises by a contractor to implement IPPD.
- Poor contract award fees or incentives that may not incentivize IPPD usage.
- Poorly run meetings or reviews, which may result in outcomes that hamper program progress.

12. Acquisition Tools

OUSD(A&S) provides tools to submit and view acquisition information, enable acquisition data governance, perform data analytics and determine reporting requirements. Defense Acquisition Visibility Environment (DAVE) is the primary automation system used to submit acquisition information and perform data analysis on a program. (CAC required, restricted access)

12.1 Defense Acquisition Visibility Environment (DAVE)

The Defense Acquisition Visibility Environment (DAVE) provides timely access to authoritative and reliable data for acquisition reporting, analysis, insight and decision-making. DAVE includes a data framework, a technical platform and a capability layer to facilitate data sharing and centralize access to acquisition information. DAVE is a web-based tool hosted by OUSD(A&S).

For more information on DAVE, the following contact information is provided:

- Email: osd.DAVE@mail.mil.
- Telephone: (571) 372-5309.

12.2 Data Submission and Access

Dave is the authoritative source of information for ACAT I and MTA programs. It is also a trusted source for ACAT II, ACAT III, BCAT I, BCAT II, and BCAT III programs. DAVE supports data submission to meet statutory and regulatory reporting requirements and serves as a centralized hub that provides access to acquisition data across disparate data repositories. DAVE is the core data collection point for all AAF pathway programs.

NOTE: *It is not clear, at this time, how System Acquisition Reports (SAR) will be handled in the future. The FY 2020 NDAA eliminated the requirement for SARs after the final submission covering FY 2021; however, the 10 USC § 2432: Selected Acquisition Reports reinstated this requirement effective September 2, 2021. Therefore new guidance is pending. This section of the guidebook will be updated as more information emerges.*

Assessments/Reporting: There are two major recurring reporting requirements for ACAT I programs: the SAR and the DAES. OUSD(A&S) requires budget submissions for the PB, POM and Budget Estimate Submission (BES).

- SARs are expected to be included in DAVE functionality in the future. The current SAR contains the following sections:

  - Program Information
  - Responsible Office
  - References
  - Mission & Description
  - Executive Summary
  - Threshold Breaches
  - Schedule
  - Performance
  - Track to Budget
  - Risk
  - Cost & Funding
  - Low Rate Initial Production
  - Foreign Military Sales
  - Nuclear Costs
  - Unit Cost
  - Cost Variance
  - Contracts
  - Deliveries & Expenditures
  - Operating & Support Costs

  The SAR, ending December 31, is an annual report and should be submitted within 30 days of the President's submission of the FY budget to Congress. An exception SAR should be submitted not later than 45 days after the FY quarter ends (March 31, June 30, or September 30). Quarterly SARs are trigger by a: Nunn-McCurdy unit cost breach, six month or more schedule slip and a Milestone B or C approval within the reportable quarter or final SAR.

  The OUSD(A&S) will consider terminating SAR reporting when 90 percent of expected production deliveries or planned acquisition expenditures are achieved or the program does not meet the criteria Title 10 USC § 2432.

12.3 Earned Value Analysis

This analysis graphs cost and schedule data into a visual illustration. It also serves as a decision support tool that displays earned value trends and highlights ranges of estimates-at-completion (EAC). The analyses are used to inform leadership of the contract's overall health and risk.

12.4 AIR

The Acquisition Information Repository (AIR) stores approved acquisition documents in a centralized searchable repository. AIR's search criteria includes: DoD Component milestones, acquisition type and document type. AIR makes acquisition information accessible to senior

executives, OSD analysts, DoD Component staffs, the PMO and other need-to-know organizations.

12.5 Data Governance

DoD aligned and documented a core set of data to give the defense acquisition community insight into program, portfolio and policy effectiveness. The Acquisition Visibility Data Framework (AVDF) provides the acquisition community with an authoritative governed set of data elements, definitions, rules and other metadata supporting the AAF.

12.6 Data Analytics Enablement

DAVE information is shared with organizations across OSD and the DoD Components to enable data analytics and use of that data in decision-making. The Defense Repository for common enterprise data (ADVANA, taken from "Advanced Analytics") is an analytics platform that supports users at all skill levels across a wide variety of national defense use cases. ADVANA makes data accessible, understandable and useful to throughout the defense enterprise.

12.7 Data Security

OUSD(A&S) issued instructions and guidance for the security classification guide (SCG) pertaining to DAVE Secret Internet Protocol Router Network (SIPRNet) and Non-classified Internet Protocol Router Network (NIPRNet). DAVE is capable of accommodating controlled unclassified information (CUI) to classified information. The SCG provides classification guidance and sets the minimum classification levels and durations. It is to be used in conjunction with DoD Component classification guides.

The latest version of the SCG may be found at https://dave.acq.osd.mil/help or obtained from the DAVE Help Desk (osd.DAVE@mail.mil). All questions should be directed to the DAVE Help Desk Team.

12.8 Cost Assessment Data Enterprise (CADE)

The Cost Assessment Data Enterprise (CADE) is a CAPE initiative to increase analyst productivity and effectiveness by collecting, organizing and displaying data in an integrated single web-based application, improving data quality, reporting compliance and source data transparency. CADE aims to provide the government analyst with a single authoritative website that uses searchable and retrievable program data. CADE offers the analyst a reduction in the time spent on ad-hoc data collection to support DoD's mission.

12.9 Contractor Performance Assessment Reporting System (CPARS) and Federal Awardee Performance & Integrity Information System

CPARS hosts a suite of web-enabled applications used to document contractor performance and as required by FAR Part 42. FAR Part 42 and FAR Part 9 require documenting additional contractor performance information in the Federal Awardee Performance & Integrity Information System (FAPIIS), including:

- Terminations for cause or default

- DoD Determination of Contractor Fault and Defective Cost or Pricing Data

12.10 Earned Value Management Central Repository

The EVM Central Repository (EVM-CR) provides:

- Centralized (Earned Value Management (EVM) data repository
- Authoritative EVM source for PMOs, DoD Components/Defense Agencies, and O

Glossary of Acronyms

AAF: Adaptive Acquisition Framework
AAFDID: Adaptive Acquisition Framework Document Identification
ACAT: Acquisition Category
ADA IPM: Acquisition Data and Analytics Integrated Program Manager
ADM: Acquisition Decision Memorandum
ADVANA: Advanced Analytics
AIR: Acquisition Information Repository
AMRDEC: Aviation and Missile Research Development and Engineering Center
APA: Additional Performance Attributes
APB: Acquisition Program Baseline
APUC: Average Procurement Unit Cost
ASD(LA): Assistant Secretary of Defense for Legislative Affairs
AVDF: Acquisition Visibility Data Framework

BCAT: Business Acquisition Category
BE: Baseline Estimate
BES: Budget Estimate Submission

C-CIDS: Cyber Capability Integration and Development System
CAC: Common Access Card
CADE: Cost Assessment Data Enterprise
CAE: Component Acquisition Executive
CAPE: Cost Assessment and Program Evaluation
CBA: Capability Based Assessment
CDD: Capability Development Document
CICA: Classified Information Compromise Assessment
CIPs: Critical Intelligence Parameter
CJCS: Chairman, Joint Chiefs of Staff
CJCSI: Chairman, Joint Chiefs of Staff Instruction
COA: Course of Action
COTS: Commercial Off-the-Shelf
CPA: Chairman's Program Assessment
CPARS: Contractor Performance Assessment Reporting System
CRADA: Cooperative Research and Development Agreement
CPR: Chairman's Program Recommendation
CUI: Controlled Unclassified Information

DCAPE: Director, Cost Assessment and Program Evaluation
D&F: Determination and Findings
DA: Decision Authority
DAMIR: Defense Acquisition Management Information Retrieval
DAS: Defense Acquisition System
DAVE: Defense Acquisition Visibility Environment

DAE: Defense Acquisition Executive
DAES: Defense Acquisition Executive Summary
DEF: Defense Exportability Features
DCR: DoD Information Network (DODIN) Capability Requirements
DDRCD: Deputy Director for Requirements and Capability Development
DEPSECDEF: Deputy Secretary of Defense
DFAR: Defense Federal Acquisition Regulation
DMAG: Deputy's Management Action Group
DoD: Department of Defense
DoDD: Department of Defense Directive
DoDI: Department of Defense Instruction
DOTmLPF-P: Doctrine, Organization, Training, materiel, Leadership and Education, Personnel, Facilities-Policy
DPEO: Deputy Program Executive Officer
DPG: Defense Planning Guidance
DPM: Deputy Program Manager
DUNS: Data Universal Numbering System

EVA: Earned Value Analysis
EVM-CR: Earned Value Management Central Repository
EXPRESSO: EXtensive PRovisioning & Enterprise Sign-On

FAD: Funding Authorization Document
FAPIIS: Federal Awardee Performance & Integrity Information System
FAR: Federal Acquisition Regulation
FCB: Functional Capability Board
FFRDC: Federally Funded Research and Development Center
FY: Fiscal Year
FYDP: Future Years Defense Program

GAO: Government Accountability Office
GOTS: Government Off-the-Shelf

HAC: House Appropriations Committee
HASC: House Armed Services Committee
HUBZone: Historically Underutilized Business Zone
HQ: Headquarter

IAW: in accordance with
IBCS: Integrated Air and Missile Defense Battle Command System
ICD: Initial Capability Document
IFPC: Indirect Fire Protection Capability
IMP: Integrated Master Plan
IMS: Integrated Master Schedule
IP: Intellectual Property

IPPD: Integrated Product and Process Development
IIPT: Integrating Integrated Product Team
IPL: Integrated Priority List
IPT: Integrated Product Team
IS: Information Systems
IS-CDD: Information Systems Capability Development Document
IT: Information Technology
IUS: Internal Use Software

JCB: Joint Capability Board
JCIDS: Joint Capabilities Integration and Development System
JEON: Joint Emergent Operational Needs
JPR: Joint Performance Requirements
JRAC: Joint Rapid Acquisition Cell
JROC: Joint Requirements Oversight Council
JROCM: Joint Requirements Oversight Council Memorandum
JSD: Joint Staffing Designator
JUON: Joint Urgent Operational Needs

KM/DS: Knowledge Management/ Decision Support
KLP: Key Leader Position
KPP: Key Performance Parameter
KSA: Key System attributes

LCL: Life Cycle Logistician
LRP: Legislative Review Panel

MAIS: Major Automation Information System
MCA: Major Capability Acquisition
MDA: Milestone Decision Authority
MDAPs: Major Defense Acquisition Programs
MDID: Milestone Document Identification
MOA: Memorandum of Agreement
MPC: Most Probable Cost
MPP: Mentor-Protégé Program
M&S: Modeling and Simulation
MTA: Middle Tier of Acquisition
MYP: Multiyear Procurement

NDAA: National Defense Authorization Act
NDS: National Defense Strategy
NIPRNet: Non-classified Internet Protocol Router Network
NMS: National Military Strategy
NSS: National Security Strategy

OCA: Original Classification Authority
OIPT: Overarching Integrated Product Team
OLC: Office of Legislative Counsel
OMB: Office of Management and Budget
OSD: Office of the Secretary of Defense
OUSD(A&S): Office of the Under Secretary of Defense Acquisition and Sustainment
OUSD(C): Office of the Under Secretary of Defense Comptroller
OV: Operational View

PAUC: Program Average Unit Cost
PB: President's Budget
PBD: Program Budget Decision
PDM: Program Decision Memorandum
PEO: Program Executive Officer
PM: Program Manager
PMO: Program Management Office
POA&M: Plan of Action and Milestones
POM: Program Objectives Memorandum
PPBE: Planning, Programming, Budgeting and Execution
PSM: Product Support Manager

RFP: Request for Proposal
RIF: Rapid Innovation Fund
ROM: Rough Order of Magnitude

S&T: Science and Technology
SAC: Senate Appropriations Committee
SAE: Service Acquisition Executive
SARs: Selected Acquisition Reports
SASC: Senate Armed Services Committee
SBIR: Small Business Innovation Research
SCAT: Services Category
SCG: Security Classification Guide
SCO: Strategic Capabilities Office
SOFCIDS: Special Operations Forces Capabilities Integration and Development System
SECDEF: Secretary of Defense
SECNAVINST: Department of the Navy Instruction
SIPRNet: Secret Internet Protocol Router Network
SLRG: Senior Leader Review Group
SNaP-IT: Selective & Native Programming Data Input System for Information Technology
SO-P: Special Operations Peculiar
STTR: Small Business Technology Transfer

TMRR: Technology Maturation and Risk Reduction
TTPs: Tactics Techniques and Procedures

UCA: Urgent Capability Acquisition
UCR: Unit Cost Report
UEI: Unique Entity Identifier
UON: Urgent Operational Needs
USCYBERCOM: United States Cyber Command
USC: United States Code
USSOCOM: United States Special Operations Command

VCJCS: Vice Chairman, Joint Chiefs of Staff

WIPT: Working-Level Integrated Product Team

Helpful References

https://aaf.dau.edu/aaf/policies/ Adaptive Acquisition Framework

CJCSI 5123.01, Charter of the Joint Requirements Oversight Council (JROC) and the Implementation of the Joint Capabilities Integration and Development System

DoD 7000.14-R, Department of Defense Financial Management Regulation

DoDD 7045.14, The DoD Planning, Programming, Budgeting, and Execution (PPBE) Process

DoDI 1430.16, Growing Civilian Leaders
DoDI 2010.06, Materiel Interoperability and Standardization with Allies and Coalition Partners
DoDI 5010.44, Intellectual Property
DoDI 5530.03, International Agreements
DoDI 7041.03, Economic Analysis for Decision-making

AAFDID, Adaptive Acquisition Framework Document Identification
CAPE, Cost Assessment & Program Evaluation
DAVE, Defense Acquisition Visibility Environment
Defense Exportability Features (DEF) Program
eSRS, Electronic Subcontract Reporting System
Guide to International Acquisition and Exportability Practices
International Business Plan Job Support Tool
MYP - Template Legislative Proposal Pre-decisional Internal Executive Branch Draft
NAICS, North American Industry Classification System
NDS, National Defense Strategy
NMS, National Military Strategy
NSS, National Security Strategy
Program Management Functional Career Field Competencies
Sequential Flow Chart for MYP Congressional Notification
SLRG, Senior Leader Review Group

Title 10 USC § 139b, Assistant Secretaries of Defense
Title 10 USC § 181, Joint Requirements Oversight Council
Title 10 USC § 2222, Defense Business Systems
Title 10 USC § 2431a, Acquisition Strategy
Title 10 USC § 2432, Selected Acquisition Report
Title 10 USC § 2350a, Cooperative Research and Development Agreements

FAR 17.105-1 Uses of multi-year contract
FAR 17.105-2 Objective use of multi-year contracting
FAR 17.106-2 Solicitations for multi-year contracts
FAR 17.603 Limitations for management and operating contracts
DFARS 217.170(d)(2) General information about multi-year contracts