



DEPARTMENT OF DEFENSE
Defense Contract Management Agency

IMMEDIATE POLICY CHANGE

Policy Publications Program

Corporate Support
OPR: DCMA-DSP

DCMA-INST 501 (IPC-1)
May 12, 2014

1. POLICY. This Immediate Policy Change (IPC) implements changes to DCMA-INST 501, “Policy Publications Program,” October 1, 2013.

2. PURPOSE. The Policy Advisory Board (PAB) directed the following changes be made to DCMA-INST 501 in order to readily identify changes to policies.

3. APPLICABILITY. This IPC applies to all DCMA activities that prepare, manage, review, validate, approve, and use DCMA policies.

4. NEW GUIDANCE.

4.1. New Policy. A new policy (not yet published) must be in all black regular text.

4.2. Policy Revision. A policy revision must:

4.2.1. Replace the substantive change process.

4.2.2. Go through the structured development process (PAB notification, formal coordination, final coordination, approval/signature, and publishing process).

4.2.3. Signify the entire policy publication is current as of the date of the revision and will not require the submission of a validation memorandum.

4.2.4. Identify text changes or added text in ***red, bold italics***.

4.2.5. Identify deleted text using the font feature strikethrough (~~strikethrough~~), followed by insertions in ***red, bold italics*** (if applicable).

4.2.6. Be approved, signed, and published showing red, bold italics and strikethroughs so changes are easily seen.

4.2.7. Be issued with a new date and signature.

4.2.8. Be converted to black regular text and strikethroughs deleted prior to the next revision being made.

4.2.9. Be issued as a rewrite when a revision clutters the document making it difficult to read (more than 25 percent of red, bold italics/strikethroughs) due to major changes or restructure. (**NOTE:** The percentage is estimated using the number of existing pages (excluding the appendices and glossary) within the publication.)

4.2.10. Have superseded versions become part of the Policy History, located on the policy's resource page.

NOTE: Appendix IPC-A is an example of a policy revision.

4.3. Policy Rewrite. A rewrite must

4.3.1. Be required when a revision clutters the document making it difficult to read (more than 25 percent of red, bold italics/strikethroughs) due to major revisions or restructure.

4.3.2. Be required when combining policies.

4.3.3. Signify the entire policy publication is current as of the date issuance.

4.3.4. Be in all black regular text and will not contain red, bold italics/strikethroughs.

4.3.5. Contain a "Summary of Changes" page located immediately following the signature page of the policy. The "Summary of Changes" will briefly highlight the purpose of the rewrite and list (in bullet format) substantive changes to the publication.

4.3.6. Have superseded versions become part of the Policy History, located on the policy's resource page.

NOTE: Appendix IPC-B is an example of a policy rewrite "Summary of Changes" page.

4.4. Policy Notice (PN). The PN must:

4.4.1. Be issued when a new, revised, or rewritten policy is submitted for publication. The Agency receives electronic notification of the PN.

4.4.2. Identify the purpose of the action and list (highlight) significant changes that were made to the policy revision.

4.4.3. Include the following statement for revisions and rewrites: "The superseded version of this Instruction is located on the policy resource page in the Policy History section."

4.5. Administrative Change. No change.

5. RELEASABILITY – UNLIMITED. This IPC is approved for public release.

May 12, 2014

6. EFFECTIVE DATE. By order of the Director, DCMA, this IPC is effective immediately and shall remain in effect for 180 days from the date of signature or until rescinded, superseded, or incorporated in a DCMA policy, whichever is sooner.



Martin J. Jakim
Executive Director, Corporate Support

Appendix IPC-A. Example – Revision

Appendix IPC-B. Example – Rewrite (With Summary of Changes)

APPENDIX IPC-A

DEPARTMENT OF DEFENSE
Defense Contract Management Agency

INSTRUCTION

EXAMPLE – REVISION

Corporate Support Directorate
OPR: DCMA-DSP

DCMA-INST 501
Date of signature

SUMMARY OF CHANGES. Briefly (one or two sentences) describe the purpose of the revision. This revision establishes guidance on how to change a policy.

1. PURPOSE. This Instruction:

a. ***Revises*** DCMA Instruction (DCMA-INST) 501, “Policy Publication Program” (Reference (a)). ***This is not policy. It is only a format example.***

b. Establishes a Policy Publications Program for DCMA based on ~~DoD Directive (DoDD) 5105.64, “Defense Contract Management Agency (DCMA)” (Reference (b)).~~ and DoD Instruction (DoDI) 5025.01, “DoD Directives Program” (Reference (e b)).

c. Is established in accordance with the authority in DoDD 5105.64, “Defense Contract Management Agency (DCMA)” (Reference (c)).

2. APPLICABILITY. ~~This Instruction applies to all DCMA activities that prepare, manage, review, validate, approve, and use DCMA policies.~~ ***This Instruction applies to all DCMA activities that prepare, manage, review, validate, approve, and use DCMA policies.***

3. MANAGERS’ INTERNAL CONTROL PROGRAM. In accordance with DCMA-INST 710, “Managers’ Internal Control Program” (Reference (d)), this Instruction is subject to evaluation and testing. Process flowcharts are located on the policy resource Web page (resource page) for this Instruction.

4. RELEASABILITY – UNLIMITED. This Instruction is approved for public release.

5. PLAS CODE(S).

a. Programs: ACAT/Other Customers (when applicable).

b. Other National; Training and Travel; Local Programs (when applicable).

6. POLICY RESOURCE WEB PAGE. <https://home.dcma.mil/policy/501r>

7. EFFECTIVE DATE. By order of the Director, DCMA, this Instruction is effective -----
----- and all applicable activities shall be fully compliant within 60 days from this date.

Martin J. Jakim
Executive Director
Corporate Support

CHAPTER 1

NOT A POLICY

1.1. POLICY OVERVIEW. *This is not a policy. It is only a format example.* DCMA policy (policy) is defined as rules and requirements approved by the Director, DCMA (Director) that are used throughout the Agency to efficiently and effectively comply with mission objectives. Policy must provide clear and concise direction to policy users, and policy users must adhere to policy when performing their duties.

1.2. POLICY PUBLICATIONS PROGRAM (PPP). The PPP must facilitate the development, publication, and maintenance of policy publications throughout the Agency. The Policy Program Office (PPO), under the direction of the policy program manager (PPM), implements the PPP.

1.3. POLICY PUBLICATIONS. Policies are codified as policy instructions (Instruction), policy annexes (Annex), and Director's policy statements (DPS) and are referred to as policy publications within this Instruction. *Policy Publications shall not be altered once authenticated and signed, and shall remain in effect until superseded or canceled by the component with primary responsibility (CPR).*

1.3.1. It only alters nonsubstantive portions of the policy publication such as dates of references, organizational names/symbols, contact information, or grammatical/formatting errors. An administrative change does not require review by other components, coordination, approval by the Director, or a new signature; however, GC review is required before posting and is initiated by the PPO. ~~(NOTE: Procedures for this process are located on the resource page for this Instruction.)~~

1.3.1.1. The policy program contact (PPC) obtains a copy of the current policy publication from the PPO. (NOTE: Updates must only be made to the current, approved policy publication, which is maintained by the PPO.)

1.3.1.2. The CPR revises the policy publication.

1.3.1.3. The PPC submits a policy publication administrative change package to the PPO.

1.3.1.4. The PPO reviews the package. If it contains any errors, the PPO notifies the PPC. The component corrects the package and then the PPC resubmits it to the PPO.

1.3.1.5. The PPC obtains a copy of the current, *approved* policy publication from the PPO. (NOTE: *Updates Revisions* must be made to the current policy publication only, which is maintained by the PPO.)

~~1.3.2. The CPR updates the policy publication, documenting the updates with a summary of changes. A summary of changes is a brief statement which cites the purpose of the change and is required with all substantive changes. Updates may require structured development. The CPR~~

revises the publication using red, bold italics for added or changed text; and strikethroughs for deleted text.

1.3.2.1. The PPC initiates structured development. The process steps for structured development are located in paragraph 3.2.2.

1.3.2.2. The PPC initiates formal coordination. The process steps for formal coordination are located in paragraph 3.2.3. Final coordination is subsequently initiated if serious deficiencies (nonconcur) are identified during formal coordination. The process steps for final coordination are located in paragraph 3.2.4.

1.3.2.3. ~~The PPC submits a policy publication substantive change package to the PPO.~~ The PPO initiates the posting process. The process steps for posting are located in paragraph 3.2.6.

1.4. EXAMPLE CONTINUED. An IPC is the action taken to expedite the release of a new or updated policy publication that addresses time-sensitive, urgent issues that affect current policy or will become DCMA policy. An IPC includes a one-time formal coordination and component heads are given 3 business days to review and submit their comments to the CPR. A policy publication released through an IPC remains in effect for no more than 180 days after it is approved, and must be incorporated into existing policy (~~substantive change or rewrite~~) *as a revision* or converted to a new policy (~~rewrite~~) within that time frame. Upon publication, the workforce is notified via a policy notice. (**NOTE:** Procedures for this process are located on the resource page for this Instruction.)

APPENDIX IPC-B

**DEPARTMENT OF DEFENSE
Defense Contract Management Agency**

INSTRUCTION

EXAMPLE – REWRITE (WITH SUMMARY OF CHANGES)

**Corporate Support Directorate
OPR: DCMA-DSP**

**DCMA-INST 501
Date of signature**

1. PURPOSE. This Instruction:

a. Revises and reissues DCMA Instruction (DCMA-INST) 501, “Policy Publication Program” (Reference (a)). This is not a policy. It is only a format example.

b. Establishes a Policy Publications Program based on DoD Instruction (DoDI) 5025.01, “DoD Directives Program” (Reference (b)).

c. Is established in accordance with the authority in DoDD 5105.64, “Defense Contract Management Agency (DCMA)” (Reference (c)).

2. APPLICABILITY. This Instruction applies to all DCMA activities that prepare, manage, review, validate, approve, and use DCMA policies.

3. MANAGERS’ INTERNAL CONTROL PROGRAM. In accordance with DCMA-INST 710, “Managers’ Internal Control Program” (Reference (d)), this Instruction is subject to evaluation and testing. Process flowcharts are located on the policy resource Web page (resource page) for this Instruction.

4. RELEASABILITY – UNLIMITED. This Instruction is approved for public release.

5. PLAS CODE(S).

a. Programs: ACAT/Other Customers (when applicable).

b. Other National; Training and Travel; Local Programs (when applicable).

6. POLICY RESOURCE WEB PAGE. <https://home.dcma.mil/policy/501r>

7. EFFECTIVE DATE. By order of the Director, DCMA, this Instruction is effective -----
----- and all applicable activities shall be fully compliant within 60 days from this date.

Martin J. Jakim
Executive Director, Corporate support

SUMMARY OF CHANGES

This Instruction has been rewritten and should be read in its entirety. The following identifies the most notable changes.

- New Policy. A new policy (not yet established) will be in all black regular text
- Policy Revision
 - Revisions will identify text changes or added text in red, bold italics
 - Deleted text will be identified using the font feature strikethrough, followed by inserts in red, bold italics (if applicable)
 - Revisions will go through the structured development process (PAB notification, formal coordination, final coordination, approval/signature, and publishing)
 - A revision signifies the entire policy publication is current as of the date of the revision
 - Red, bold italics and strikethroughs will appear on the approved/signed, published policy
 - During the next revision, the red, bold italics will be converted to black regular text and strikethroughs deleted
 - When a revision clutters the document making it difficult to read (more than 25 percent of red, bold italics/strikethroughs) due to major revisions or structure changes, the document will be a rewrite
 - Superseded version will become part of the Policy History, located on the policy's resource page
 - Revision process replaces the substantive change process. All revisions will be issued as described above with a new date and signature
- Rewrite
 - The rewrite will be in all black regular text (no red, bold italics/ strikethroughs)
 - Rewrite a policy when the amount of a revision clutters the document making it difficult to read (25 percent or greater)
 - Rewrite a policy when combining policies
 - Add a "Summary of Changes" page listing (bullet format) substantive changes to the policy. This page will be located immediately following the signature page
 - Superseded version will become part of the Policy History, located on the policy's resource page
- Administrative Change. No change

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DEPARTMENT OF DEFENSE
Defense Contract Management Agency

INSTRUCTION

Policy Publications Program

Corporate Support Directorate
OPR: DCMA-DSP

DCMA-INST 501
October 1, 2013

1. PURPOSE. This Instruction:

a. Reissues, updates, and renames DCMA Instruction (DCMA-INST) 501, “Policy Program” (Reference (a)).

b. Establishes a Policy Publications Program for DCMA in accordance with DoD Directive (DoDD) 5105.64, “Defense Contract Management Agency (DCMA)” (Reference (b)) and DoD Instruction (DoDI) 5025.01, “DoD Directives Program” (Reference (c)).

c. Establishes policy, assigns roles and responsibilities, and outlines processes and procedures for developing and maintaining effective and efficient policies within DCMA. This includes a formal model to develop, implement, and maintain DCMA policy publications.

2. APPLICABILITY. This Instruction applies to all DCMA activities that prepare, manage, review, validate, approve, and use DCMA policies.

3. MANAGERS’ INTERNAL CONTROL PROGRAM. In accordance with DCMA-INST 710, “Managers’ Internal Control Program” (Reference (d)), this Instruction is subject to evaluation and testing. Process flowcharts are located on the policy resource Web page (resource page) for this Instruction.

4. RELEASABILITY – UNLIMITED. This Instruction is approved for public release.

5. PLAS CODE(S).

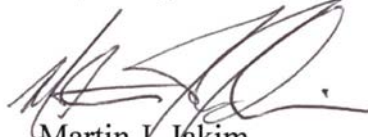
a. Processes: During the presentation or review of specific policy publications, charge to the primary process of the publication; for general/administrative type support of the Policy Publications Program and member participation in the Policy Advisory Board (PAB), charge to 191 – Plans and Policy Deployment (NPS).

b. Programs: ACAT/Other Customers (when applicable).

c. Other National; Training and Travel; Local Programs (when applicable).

6. POLICY RESOURCE WEB PAGE. <https://home.dcma.mil/policy/501r>

7. EFFECTIVE DATE. By order of the Director, DCMA, this Instruction is effective October 1, 2013 and all applicable activities shall be fully compliant within 60 days from this date.



Martin J. Jakim
Executive Director
Corporate Support

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REFERENCES

- (a) DCMA-INST 501, "Policy Program," May 25, 2012 (hereby canceled)
- (b) DoDD 5105.64, "Defense Contract Management Agency (DCMA)," January 10, 2013
- (c) DoDI 5025.01, "DoD Directives Program," September 26, 2012
- (d) DCMA-INST 710, "Managers' Internal Control Program," September 12, 2011
- (e) DCMA "Concept of Operations," April 27, 2012
- (f) DCMA Policy Advisory Board Charter, January 13, 2012
- (g) DCMA-INST 809, "Records Management," May 2011
- (h) "DCMA Correspondence Manual," February 7, 2011
- (i) DoD 5110.04-M, "DoD Manual for Written Material," October 26, 2010
- (j) "United States Government Printing Office Style Manual," current edition
- (k) Joint Publication 1-02, "Department of Defense Dictionary of Military and Associated Terms," as amended
- (l) "The Chicago Manual of Style"
- (m) DCMA-INST 501 User Guide, Policy Publication Style and Formatting Requirements

CHAPTER 1

POLICY

1.1. POLICY OVERVIEW. DCMA policy (policy) is defined as rules and requirements approved by the Director, DCMA (Director) that are used throughout the Agency to efficiently and effectively comply with mission objectives. Policy must provide clear and concise direction to policy users, and policy users must adhere to policy when performing their duties. DCMA is also responsible for complying with external guidance such as higher-level policy (Federal Acquisition Regulation (FAR), Defense Federal Acquisition Regulation Supplement (DFARS), DoD, etc.), regulations, and laws.

1.2. POLICY PUBLICATIONS PROGRAM (PPP). The PPP must facilitate the development, publication, and maintenance of policy publications throughout the Agency. The Policy Program Office (PPO), under the direction of the policy program manager (PPM), implements the PPP.

1.3. POLICY PUBLICATIONS. Policies are codified as policy instructions (Instruction), policy annexes (Annex), and Director's policy statements (DPS) and are referred to as policy publications within this Instruction. Policy publications remain in effect until superseded or canceled. See Appendix A for policy publication structure and formatting requirements.

1.3.1. Instruction. An Instruction establishes Agency-wide policy applicable outside the immediate management authority of a single component. An Instruction, which is the Agency's primary policy publication, is used to establish broad policy, assign roles and responsibilities, and present processes and procedures to support Agency functions. Instructions may implement higher-level policy, regulation, or law, or may establish Agency-specific policy.

1.3.2. Annex. An Annex supplements an Instruction by providing topic-specific information about a function or process introduced in its parent Instruction. An Annex is recommended when a separate reference guide is preferable to including detailed guidance on multiple functions or processes in an Instruction. Annexes may include various types of content such as procedures or reference information not covered in the parent Instruction. An Annex must not establish policy, nor contradict, supersede, or cancel policy established in its parent Instruction.

1.3.3. Director's Policy Statement (DPS). A DPS communicates brief statements of policy applicable to the workforce generally or to the public. These policy publications are usually posted in public areas and pertain to general workplace practices such as equal employment opportunity (EEO) statements and workplace safety policies.

1.3.4. Policy Publication Matrix. Table 1 provides an overview of policy publications.

Table 1. Policy Publication Matrix

Policy Publication Type	Purpose
Instruction (DCMA-INST)	<ul style="list-style-type: none"> • Establish and implement policy • Delegate authority • Assign roles and responsibilities • Identify processes and procedures to support the policy
Annex (DCMA-ANX)	<ul style="list-style-type: none"> • Supplement an Instruction • Provide information about a specific function or process identified in the parent Instruction
Director’s Policy Statement (DCMA-DPS)	<ul style="list-style-type: none"> • Communicate brief statements of Agency policy • Address general workplace practices and safety-related issues

1.4. POLICY RESOURCE WEB PAGE. Each policy publication (exempting a DPS) must have an associated resource page containing material such as additional guidance, training, tools, forms, templates, procedures, points of contact (POC), related correspondence, or other resources useful in carrying out the policy.

1.4.1. A resource page may not establish actual Agency policy. Its purpose is to enable components to quickly post or update dynamic information about the policy publication without needing to modify the policy itself.

1.4.2. Components are responsible for the development, publication, and maintenance of their resource pages.

1.4.3. At a minimum, each resource page must include a link to the policy publication and a valid POC for the policy publication and resource page. Components may add additional information at their discretion, but they must not deviate from the template design provided by the PPO.

1.4.4. Components must request a new resource page immediately after a policy publication’s title has been finalized.

1.5. AUTHORITIES. The Director is delegated certain authorities in accordance with DoDD 5105.64 (Reference (b)), including the authority to create and manage a policy publication system in accordance with DoDI 5025.01 (Reference (c)).

1.5.1. DCMA’s “Concept of Operations” (CONOPS) (Reference (e)) establishes the Agency’s internal organizational structure, mission, functions, responsibilities, and key program areas to the component level. The CONOPS also identifies key organizational data, including the official organization titles, codes, and other taxonomy.

1.5.2. The PPO must administer the PPP and must establish and maintain a single, uniform program that DCMA components use to develop, implement, and maintain policy publications.

1.5.3. Component heads (the Director’s principal advisors) must ensure their components comply with the requirements of the PPP for developing, publishing, and maintaining policy publications. Component heads are responsible for the quality and content of their policy publications.

1.5.4. A component with primary responsibility (CPR) is the component that owns, develops, implements, and maintains a policy publication. Although policy publications are typically developed in collaboration with other components, the CPR is ultimately responsible for its policy publications.

1.5.5. The PAB must ensure appropriate working-level coordination and cross-functional integration during the development of new and updated Instructions and Annexes.

1.5.6. The Human Capital Directorate must review and coordinate on new and updated policy publications to evaluate labor relations implications. Findings are communicated in writing to CPRs.

1.5.7. The Office of General Counsel (GC) must review and coordinate on new and updated policy publications prior to approval, signature, and/or release.

1.6. DELEGATION OF AUTHORITY. The Director is the approval authority for policy publications and has delegated certain approval authority to the Deputy Director, DCMA (Deputy Director). Table 2 is the Director’s policy approval process matrix. The Director has also delegated signature authority for approved policy publications to the Deputy Director and component heads.

Table 2. Policy Approval Matrix

Component	Director’s Approval (cc to Deputy Director)	Deputy Director coordination <u>prior</u> to Director approval	Deputy Director’s Approval (cc Director on Action Memo)
AO	X		
AQ	X		
DC	X		
DM	X		
EA	X		
PI	X		
QA	X		
DE		X	
EEO		X	
FB		X	
GC		X	
HC		X	
IT		X	
DS			X
INT’L			X
SP			X

1.6.1. The PPM may delegate responsibility for completing policy-publication-related tasks to PPO personnel.

1.6.2. Component heads may delegate responsibility within their component for the development, review, and maintenance of their policy publications. Component heads shall not delegate the authority to sign approved policy publications; however, they may delegate signature authority for other policy-publication-related tasks, if coordinated with the PPM.

CHAPTER 2

ROLES AND RESPONSIBILITIES

2.1. OVERVIEW. This chapter defines the roles and responsibilities of individuals who are primarily responsible for the execution of the policy established in this Instruction. This chapter identifies the key officials who must carry out the policy and also lists the overarching obligations and associated duties that each individual must perform.

2.2. DIRECTOR, DCMA (DIRECTOR). The Director approves new and updated policy publications.

2.3. POLICY ADVISORY BOARD (PAB) CHAIR. The PAB chair oversees development of policy and policy publications from an Agency-wide perspective. See the “DCMA Policy Advisory Board Charter” (Reference (f)) for more information.

2.4. EXECUTIVE DIRECTOR, CORPORATE SUPPORT. The Executive Director, Corporate Support oversees administration of the PPP.

2.5. POLICY PROGRAM MANAGER (PPM). As administrator of the PPP, the PPM:

2.5.1. Develops and implements guidance and supporting resources for the PPP in accordance with DoDD 5105.64 and DoDI 5025.01 (References (b) and (c)). Guidance covers the development, publication, and maintenance of policy publications. Supporting resources include aids such as templates, tracking and reporting tools, training, and user procedures.

2.5.2. Ensures PPP requirements are communicated to the Agency.

2.5.3. Ensures components are notified if their policy publications do not adhere to the requirements identified by the PPP.

2.5.4. Facilitates formal coordination, final coordination, approval, posting, and maintenance for policy publications.

2.5.5. Assigns and maintains a policy numbering system for policy publications.

2.5.6. Ensures policy publications are made available to the Agency and the public, as appropriate.

2.5.7. Ensures the Agency is notified when new and updated policy publications are available.

2.5.8. Serves as the official PPP record keeper, performing the responsibilities in accordance with DCMA-INST 809, “Records Management” (Reference (g)).

2.6. COMPONENT HEADS. As the Director's principal advisors, component heads:

2.6.1. Ensure their component adheres to the standards, requirements, processes, and procedures identified by the PPP.

2.6.2. Ensure their component develops well-written policy publications that provide the intended audience with guidance needed to successfully accomplish the policy.

2.6.3. Ensure their component engages in policy publication development and coordination, as needed. Involvement is limited to the substantive area for which the component has functional responsibility.

2.6.4. Ensure their component's policy publications are reviewed, at least annually, to verify relevance, accuracy, consistency, usability, and compliance with applicable policy, higher-level guidance, regulations, and laws.

2.6.5. Assign a policy program contact (PPC) to serve as the single POC between their component and the PPO for policy-publication-related matters.

2.6.6. Assign policy publication leads (PPL) to serve as primary POCs for each policy publication and associated resource page.

2.7. POLICY PROGRAM CONTACT (PPC). The PPC serve as the single POC between their component and the PPO for policy-publication-related matters such as requests for coordination, approval, or posting of policy publications; training; and compliance with the standards, requirements, processes, and procedures established by the PPP. PPCs subsequently provide direction to various policy publication contributors within their components: PPLs, writers, editors, subject matter experts (SME), and reviewers.

2.8. POLICY PUBLICATION LEAD (PPL). PPLs serve as the primary POC for a policy publication and associated resource page. PPLs execute projects and tasks such as leading new policy publication development efforts, reviewing and updating existing policy publications, maintaining resource pages, and soliciting input for policy publication improvements. PPLs work with their component's PPC for guidance and assistance related to the PPP.

CHAPTER 3

DEVELOPING, PUBLISHING, AND MAINTAINING POLICY PUBLICATIONS

3.1. OVERVIEW. Multiple processes and procedures are available to support the lifecycle of policy publications. The applicability of available processes and procedures is dependent on factors such as the type of policy publication and the action that needs to be accomplished.

3.2. PROCESS – DEVELOPING AND PUBLISHING POLICY PUBLICATIONS. The major processes for developing and publishing policy publications include: informal development, structured development, formal coordination, final coordination, approval/signature, and posting.

3.2.1. Informal Development Process. Informal development includes the processes that occur outside the scope of structured policy publication development. Informal development consists of activities such as reviewing policy, identifying potential gaps in policy, the formation of inter-component and intra-component working groups to discuss and identify policy-related issues, initiating policy publication content and status updates, and draft development of new policy publications. Informal development occurs throughout the lifecycle of all policy publications.

3.2.2. Structured Development Process. Structured development is the primary process for developing policy and writing policy publications. During this process, policy is formed and then captured as a policy publication by the CPR with the assistance of contributors such as the PAB, SMEs, writers, editors, and reviewers. All personnel involved with policy development must consider the potential impact of policy implementation such as recurring and nonrecurring cost, required field activities, training, tool development, and infrastructure. Structured development is divided into multiple phases: PAB notification, component commitment determination, policy development planning, and policy content development and review. (**NOTE:** Instructions and Annexes start at the PAB notification phase (paragraph 3.2.2.1.). A DPS begins at the policy development planning phase (paragraph 3.2.2.3.) and does not typically include interaction or communication with the PAB.)

3.2.2.1 PAB Notification Phase. This phase begins when the PPC submits a PAB notification package to their component's PAB member in preparation of the next PAB meeting. During the meeting, the CPR presents the policy concept and PAB members question the CPR about the policy. Components use information obtained from the discussion for the component commitment determination phase. (**NOTE:** Procedures for this process are located on the resource page for this Instruction.)

3.2.2.1.1. The PPC submits a PAB notification package to their component's PAB member.

3.2.2.1.2. The PAB member includes the policy in their component's PAB slide deck and forwards to the PPO for presentation at the next PAB meeting.

3.2.2.1.3. The CPR presents the policy concept during the PAB meeting.

3.2.2.1.4. PAB members question the CPR about the policy.

3.2.2.2. Component Commitment Determination Phase. During this phase of the structured development process, PAB members discuss the proposed policy within their component to determine its applicability to their business. If the policy is relevant, the component identifies SMEs who will participate in structured development. In addition to assisting the CPR with policy publication development, SMEs also communicate with their management to keep them aware of the content and status of the policy publication. All components, both contributing and non-contributing, notify the CPR of their commitment to the policy's development within 2 weeks from the date when the policy concept was presented (previous PAB meeting). This deadline is imposed in order to provide ample time for the CPR to contact the assigned participants and create a policy development plan prior to the next PAB meeting. Components implement processes and procedures that best support development of policy publications; processes and procedures for this phase are not developed, implemented, or maintained by the PPO.

3.2.2.3. Policy Development Planning Phase. Working with contributors from their component and assigned SMEs from contributing components (if applicable), the PPL creates a development plan that includes information such as a list of team members (SMEs, writers, editors, reviewers, etc.), potential obstacles, development milestones, and a tentative schedule for entering formal coordination. The plan is presented during the next PAB meeting, allowing participants to address any development-related concerns. Components implement processes and procedures that best support development of policy publications; processes and procedures for this phase are not developed, implemented, or maintained by the PPO.

3.2.2.4. Policy Content Development and Review Phase. During this phase, the team fully develops the policy and policy publication. The status is reported to the PAB monthly and development continues until the CPR considers the policy publication final (not draft) and suitable for use within the Agency. Components implement processes and procedures that best support development of policy publications; processes and procedures for this phase are not developed, implemented, or maintained by the PPO.

3.2.3. Formal Coordination Process. Formal coordination is a process used by component heads to validate their concurrence with a new or updated policy publication, as well as their agreement that the required resources for implementation are in place. A policy publication is only submitted for formal coordination when the CPR considers the policy publication final (not draft) and suitable for use within the Agency. A policy publication is submitted for formal coordination one time; if one or more serious deficiencies or resource limitations (see Table B.1., nonconcur response) are identified during formal coordination, the CPR attempts to reconcile them and then submits the policy publication for final coordination. The formal coordination process suspense is 10 business days. (**NOTE:** Procedures for this process are located on the resource page for this Instruction.)

3.2.3.1. The PPC submits a formal coordination package to the PPO.

3.2.3.2. The PPO reviews the package. If it contains any errors, the PPO notifies the PPC. The component corrects the package and then resubmits it to the PPO.

3.2.3.3. If the package is correct, the PPO submits copies of the policy publication, along with a suspense date, for review by component heads.

3.2.3.4. The PPO notifies the PPC and PPL that the policy publication has been sent for formal coordination.

3.2.3.5. Component heads review the policy publication and respond (concur, nonconcur, or no stake) directly to the PPL by the suspense date. See Appendix B for detailed information about coordination responses.

3.2.3.6. The CPR tracks the responses and reviews any issues identified. The decision to accept or reject a component head's comments provided with either a concur or no stake response is at the discretion of the CPR.

3.2.3.7. The CPR attempts to reconcile all **nonconcur responses**. Reconciling **nonconcur responses** may require additional structured development.

3.2.4. Final Coordination Process. Final coordination is a process used by component heads to validate that the reasons for a nonconcur response during formal coordination have been resolved. A policy publication is only submitted for final coordination when the CPR considers the policy publication final (not draft) and suitable for use within the Agency. If one or more serious deficiencies or resource limitations (see Table B.1., nonconcur response) are identified during final coordination, the CPR suspends work on the policy publication and notifies the PPO. The PPO then notifies the PAB chair of the suspension. The PAB chair works with the CPR and contributing components to reconcile the concerns. The final coordination process suspense is 10 business days. (**NOTE:** Procedures for this process are located on the resource page for this Instruction.)

3.2.4.1. The PPC submits a final coordination package to the PPO.

3.2.4.2. The PPO reviews the package. If it contains any errors, the PPO notifies the PPC. The component corrects the package and then the PPC resubmits it to the PPO.

3.2.4.3. If the package is correct, the PPO submits copies of the policy publication, along with a suspense date, for review by component heads.

3.2.4.4. The PPO notifies the PPC and PPL that the policy publication has been sent for final coordination.

3.2.4.5. Component heads review the policy publication and respond (concur, nonconcur, or no stake) directly to the PPL by the suspense date. See Appendix B for detailed information about coordination responses.

3.2.4.6. If any reviewing component heads provide a **nonconcur response**, the CPR suspends work on the policy publication and notifies the PPO. The PPO will then notify the PAB chair.

3.2.4.7. The PAB chair works with the CPR and contributing components to reconcile the concerns.

3.2.5. Approval/Signature Process. Upon completion of all required coordination, the CPR submits the policy publication for approval by the Director and subsequent signature by the CPR's component head. To expedite publication of the policy, the Director or Deputy Director may sign the policy if the component head is unavailable. (**NOTE:** Procedures for this process are located on the resource page for this Instruction.)

3.2.5.1. The PPC submits an approval/signature package to the PPO.

3.2.5.2. The PPO reviews the package. If it contains any errors, the PPO notifies the PPC. The component corrects the package and then the PPC resubmits it to the PPO.

3.2.5.3. If the package is correct, the PPO forwards the package for the Director's approval.

3.2.5.4. The policy publication is reviewed by the Director and then returned (approved or disapproved) to the PPO.

3.2.5.5. If the Director disapproves the policy publication, the PPO returns the policy publication to the PPC. The component reviews the reasons for disapproval, makes appropriate updates, and then resubmits the policy publication for approval by following subparagraph 3.2.5.1.

3.2.5.6. The PPO enters the signature date on the policy and obtains the component head's signature on the policy publication and policy notice.

3.2.5.7. The PPO prepares the approved policy publication for posting on the appropriate policy Web sites.

3.2.6. Posting Process. Following the releasability statement on the policy publication's cover page, the PPO ensures the policy publication is posted on the appropriate DCMA Web sites (internal/external) and that the Agency is notified about the policy publication, if applicable.

3.3. PROCESS – REVIEWING A POLICY PUBLICATION. CPRs review their policy publications to verify relevance, accuracy, consistency, usability, and compliance with applicable policy, higher-level guidance, regulations, and laws. The PPL solicits DCMA personnel to assist in the review process. The outcome of the review determines what action needs to be taken. A policy publication review may be performed at any time; however, every policy publication must be reviewed within 1-year from the last time it was validated current by the CPR. Components implement procedures that best support the following process; procedures for reviewing policy publications are not developed, implemented, or maintained by the PPO.

3.3.1. The PPL assembles a team to review the policy publication.

3.3.2. The PPL and the other review team members read the entire policy publication using the following criteria:

- Is the policy publication effective as written or do improvements need to be made?
- Have deviations/waivers to the policy publication been issued?
- Does the process conform to latest FAR/DFARS/DoD and other Government regulation changes?
- Does the policy conform to other existing Agency policies?
- Are tools and training in place and operating sufficiently?
- Has the policy publication process flow changed?
- Is all the information located on the resource page current (tools, training requirements, certification references, POCs, PLAS, forms, etc.)?
- Are there any organizational, resource, or performance management issues that may be affecting the execution of this policy publication?

3.3.3. Team members provide their comments to the PPL.

3.3.4. The PPL identifies the appropriate action to take by evaluating review feedback and comparing it to the **Issues Identified** column in Table 3.

Table 3. Policy Publication Review Outcome

Issues Identified	Next Action	Impact
No issues are identified.	Validate Current	Status
The policy publication should be transferred to another component.	Transfer	Status
The policy publication is no longer needed, and/or is not appropriate for incorporation into a new or existing policy publication.	Cancellation	Status
The policy publication needs revision to nonsubstantive portions such as dates of references, organizational names/symbols, contact information, or grammatical/formatting errors.	Administrative Change	Content
The policy publication needs revision to clarify or alter policy, applicability, responsibilities, purpose, procedures, information requirements, and implementation of the affected policy publication.	Substantive Change	Content
The policy publication needs to be combined with one or more policy publications.	Rewrite	Content
The policy publication needs revision, but the amount of revision will clutter the document, making it difficult to read.	Rewrite	Content
<p>The policy publication needs revision to address time-sensitive, urgent issues that affect current policy or that will become DCMA policy, and the update complies with at least one of the following criteria:</p> <ul style="list-style-type: none"> • Directed by Executive order • Directed by the Director; Deputy Director, or higher-level authority • A matter of urgent national security • Required by recent (less than 90 days) change in law, statute, or Government-wide regulation • Necessary to prevent injury or death of personnel 	Immediate Policy Change (IPC)	Content

3.3.5. Because content and status changes to an Instruction can impact associated Annexes, an Instruction’s PPL notifies the PPL for an associated Annex if a substantive change, rewrite, transfer, cancellation, or IPC is identified as the next action to be performed after reviewing an Instruction.

3.4. PROCESS – UPDATING POLICY PUBLICATION CONTENT. CPRs may update the content of their policy publications at any time to maintain their relevance, accuracy, consistency, usability, and compliance with applicable policy, higher-level guidance, regulations, and laws.

3.4.1. Administrative Change Process. An administrative change does not affect the subject matter content, authority, purpose, application, and/or implementation of the policy publication.

It only alters nonsubstantive portions of the policy publication such as dates of references, organizational names/symbols, contact information, or grammatical/formatting errors. An administrative change does not require review by other components, coordination, approval by the Director, or a new signature; however, GC review is required before posting and is initiated by the PPO. (**NOTE:** Procedures for this process are located on the resource page for this Instruction.)

3.4.1.1. The PPC submits a policy publication administrative change package to the PPO.

3.4.1.2. The PPO reviews the package. If it contains any errors, the PPO notifies the PPC. The component corrects the package and then the PPC resubmits it to the PPO.

3.4.1.3. If the package is correct, the PPO implements the administrative changes to the policy publication.

3.4.1.4. The PPO submits the policy publication to GC for review.

3.4.1.5. If GC disapproves the administrative change, the CPR works with GC to resolve the issues.

3.4.1.6. If GC approves the administrative change, the PPO prepares the policy publication for posting.

3.4.1.7. The PPO initiates the posting process. The process steps for posting are located in paragraph 3.2.6.

3.4.2 Substantive Change Process. A substantive change clarifies or alters policy, applicability, responsibilities, purpose, procedures, information requirements, or implementation of the affected policy publication. A substantive change requires formal coordination, approval by the Director, and a new signature. The PPM may require that the CPR include structured development or initiate a rewrite instead of a substantive change if he or she believes those processes are appropriate. A substantive change implies the entire policy publication is current as of the date of the change and must be validated current before posting. (**NOTE:** Procedures for this process are located on the resource page for this Instruction.)

3.4.2.1. The PPC obtains a copy of the current policy publication from the PPO. (**NOTE:** Updates must be made to the current policy publication only, which is maintained by the PPO.)

3.4.2.2. The CPR updates the policy publication, documenting the updates with a summary of changes. A summary of changes is a brief statement which cites the purpose of the change and is required with all substantive changes. Updates may require structured development.

3.4.2.3. The PPC submits a policy publication substantive change package to the PPO.

3.4.2.4. The PPM reviews the package to determine if it meets the requirements for a substantive change or a rewrite.

3.4.2.5. The PPO communicates the review outcome to the PPC.

3.4.2.6. The PPC initiates the process identified by the PPO.

3.4.3. Immediate Policy Change Process (IPC). An IPC is the action taken to expedite the release of a new or updated policy publication that addresses time-sensitive, urgent issues that affect current policy or will become DCMA policy. An IPC includes a one-time formal coordination and component heads are given 3 business days to review and submit their comments to the CPR. A policy publication released through an IPC remains in effect for no more than 180 days after it is approved, and must be incorporated into existing policy (substantive change or rewrite) or converted to a new policy (rewrite) within that time frame. Upon publication, the workforce is notified via a policy notice. (**NOTE:** Procedures for this process are located on the resource page for this Instruction.)

3.4.3.1. A policy publication must meet one or more of the following criteria, which are based on DoDI 5025.01 (Reference (c)), to be released using an IPC:

- Directed by Executive order
- Directed by the Director, Deputy Director, or higher-level authority
- A matter of urgent national security
- Required by recent (less than 90 days) change in law, statute, or Government-wide regulation
- Necessary to prevent injury or death of personnel

3.4.3.2. The CPR prepares the policy publication for formal coordination.

3.4.3.3. The PPC initiates formal coordination. The process steps for formal coordination are located in paragraph 3.2.3.

3.4.3.4. The PPC initiates the approval/signature process. The process steps for approval/signature are located in paragraph 3.2.5.

3.4.3.5. The PPO initiates the posting process. The process steps for posting are located in paragraph 3.2.6.

3.4.3.6. The PPC initiates the structured development process (for a substantive change or a rewrite). The process steps for structured development are located in paragraph 3.2.2. (**NOTE:** Structured development must be initiated by the PPC immediately after the IPC is posted in order to ensure the content for the IPC is thoroughly reviewed by all components.)

3.4.4. Rewrite Process. A rewrite is required when two or more policy publications are combined or when revisions to a policy publication will clutter the document, making it difficult

to read. A rewrite requires structured development, formal coordination, approval by the Director, a new signature, and a new publication date.

3.4.4.1. The PPC initiates structured development. The process steps for structured development are located in paragraph 3.2.2.

3.4.4.2. The PPC initiates formal coordination. The process steps for formal coordination are located in paragraph 3.2.3. Final coordination is subsequently initiated if serious deficiencies are identified during formal coordination. The process steps for final coordination are located in paragraph 3.2.4.

3.4.4.3. The PPC initiates the approval/signature process. The process steps for approval/signature are located in paragraph 3.2.5.

3.4.4.4. The PPO initiates the posting process. The process steps for posting are located in paragraph 3.2.6.

3.5. PROCESS – UPDATING POLICY PUBLICATION STATUS. CPRs may update the status of their policy publications at any time. Status updates include validate current, transfer, and cancellation. Although status updates are typically made after completing a policy publication review, status updates are also made in response to antecedents such as changing business requirements and process improvements.

3.5.1. Validate Current Process. CPRs must complete the validate current process for each of their policy publications within 1-year from the last time it was validated current. (**NOTE:** Procedures for this process are located on the resource page for this Instruction.)

3.5.1.1. The PPC submits a policy publication validate current package to the PPO.

3.5.1.2. The PPO reviews the package. If it contains any errors, the PPO notifies the PPC. The component corrects the package and then the PPC resubmits it to the PPO.

3.5.1.3. If the package is correct, the PPO records the status update. This status information is used to determine the policy publication's next annual review due date.

3.5.2. Transfer Process. The transfer process is used to transfer primary responsibility for a policy publication from one component to another component. A memorandum signed by both the gaining and losing component heads requesting the policy publication transfer is submitted to the PPO as part of the policy publication update package. (**NOTE:** Procedures for this process are located on the resource page for this Instruction.)

3.5.2.1. The PPC submits a policy publication transfer package to the PPO.

3.5.2.2. The PPO reviews the package. If it contains any errors, the PPO notifies the PPC. The component corrects the package and then the PPC resubmits it to the PPO.

3.5.2.3. If the package is correct, the PPO records the status update.

3.5.3. Cancellation Process. The cancellation process is used when a CPR determines that a policy publication is no longer needed, and/or is not appropriate for incorporation into a new or existing policy publication. The CPR notifies all components prior to initiating the cancellation, allowing them time to review the impact and intervene if necessary. If no components object, the CPR initiates the cancellation. Processes and procedures for notifying components and receiving responses are handled by the components; they are not developed, implemented, or maintained by the PPO. (**NOTE:** Procedures for this process are located on the resource page for this Instruction.)

3.5.3.1. The PPC submits a policy publication cancellation package to the PPO.

3.5.3.2. The PPO reviews the package. If it contains any errors, the PPO notifies the PPC. The component corrects the package and then the PPC resubmits it to the PPO.

3.5.3.3. If the package is correct, the PPO records the status update.

3.5.3.4. The PPO submits a request to have the policy publication removed from DCMA policy Web sites (internal/external) and also submits a policy publication notice to inform the Agency of the cancellation.

3.6. PROCEDURES. Policy-publication-related procedures are available on the resource page for this Instruction. To access procedures that support the processes identified in this chapter, perform the following steps:

3.6.1. Step 1. Use Internet Explorer to open the resource page for this Instruction.

3.6.2. Step 2. Review the Policy Publication User Procedure Matrix to identify the correct procedures to follow.

3.6.3. Step 3. Complete the procedures identified in the matrix.

CHAPTER 4

REQUESTING A DEVIATION OR WAIVER FROM DCMA POLICY

4.1. OVERVIEW. A Request for Deviation or Request for Waiver¹ is a specific written authorization to depart from a particular requirement(s) of a current approved policy publication. A deviation/waiver may be authorized to carry out certain provisions and procedures due to unique operating conditions. A deviation/waiver allows operating elements to more closely align themselves with their customer's needs.

4.1.1. Deviation. As defined within DCMA, a deviation is a temporary departure from a policy and is limited to a specific time period.

4.1.2. Waiver. A waiver is a permanent departure from the policy publication.

4.1.3. A contract management office (CMO), group, center, operational directorate, or headquarters component develops a deviation/waiver request on an as-needed basis. Requestors are encouraged to consult with the CPR for the policy and GC during the deviation/waiver development.

4.1.4. Deviations/waivers for joint/enterprise level policies that have two or more functional components (e.g., Contracts, Quality Assurance, Engineering and Analysis) shall obtain signatures reflecting approval from each functional component head impacted by the deviation/waiver. When a component head signs a deviation/waiver request covering a joint/enterprise level policy, that deviation/waiver only applies to that function represented by that component head. If there are conflicts among the functional component heads concerning a deviation/waiver request, the request must be elevated to the PAB, or directly to the Deputy Director if the waiver is time sensitive.

4.2. PROCESS – REQUESTING A DEVIATION/WAIVER.

4.2.1. The office requesting the deviation/waiver to policy must forward the request through their chain of command to their component head (CMOs through their region, to the chief operations officer), with endorsement at each level. The requesting component head must then forward the request to the CPR.

4.2.1.1. The CPR must either approve or reject the request and notify the requestor of the decision within 45 days from receipt.

4.2.1.1.1. Approve. The CPR's component head approves the request to deviate/waive from current policy.

¹ Contact the DCMA Defense Acquisition Regulations Council representative (AQCD) for policy guidance on deviations/waivers or to request FAR/DFARS changes.

4.2.1.1.2. Reject. If the CPR's component head rejects the deviation/waiver request, they must provide written justification for the rejection. The requesting component head may, with a recommendation (review) of GC, appeal to the Director.

4.2.2. Deviation/waiver requests and endorsements up to the CPR's component head will be transmitted via standard memorandums and will include the following elements:

4.2.2.1. Policy. What policy is impacted by the deviation/waiver? (**NOTE:** List policy title, policy number, and specific paragraph numbers.)

4.2.2.2. Deviation/waiver. Describe the change from the original intent.

4.2.2.3. Justification. Provide rationale to deviate/waiver from the policy. List benefits to be gained by granting the deviation/waiver, as well as plans for mitigating any risks.

4.2.2.4. Effective Period. For a deviation (temporary), show the beginning and ending dates. For a waiver (permanent), show the beginning effective date.

4.2.2.5. Attach a copy of the current policy publication to the memorandum, along with any pertinent background documentation.

4.3. PROCESS – APPROVED DEVIATION/WAIVER.

4.3.1. The CPR provides the original, approved, or rejected deviation/waiver request to the PPO to file in the policy publication official record set file. The PPO posts the approved deviation/waiver in the Deviation/Waiver Log located on the resource page for this Instruction. The CPR is responsible for communicating the disposition of deviation/waiver requests to the requesting component.

4.3.2. The CPR provides the requesting official with a copy of the approved deviation/waiver.

4.3.3. Deviation/Waiver Expiration Date. The approved deviation/waiver remains in effect until any of the following occur:

- The effective period specified in the documentation granting the deviation expires
- The approving authority cancels it in writing
- The policy is rewritten

4.4. DEVIATION/WAIVER REGISTER. A deviation/waiver register is located on the resource page for this Instruction.

APPENDIX A

STRUCTURE AND FORMATTING REQUIREMENTS

A.1. OVERVIEW. This appendix explains the structure and formatting requirements for a policy publication. Use this Instruction as a model for compliance with structure and formatting requirements.

A.2. REQUIRED STRUCTURE FOR INSTRUCTIONS AND ANNEXES.

A.2.1. Cover Page. Instructions and Annexes must have a cover page that adheres to the following layout:

A.2.1.1. Heading. The heading of the policy publication consists of the type of policy, title, component name, component office symbol, policy publication number, and date of approval.

A.2.1.2. Policy Publication Number (PPN). All publications are assigned a PPN that is located on the cover page and in the header, above the date, on subsequent pages.

A.2.1.2.1. A PPN for an Instruction is written as DCMA-INST xxx (e.g., DCMA-INST 999).

A.2.1.2.2. A PPN for an Annex is written as DCMA-ANX xxx-xx. An Annex bears the same number as the Instruction it supplements, followed by a dash and consecutive number (e.g., DCMA-ANX 999-01).

A.2.1.2.3. A PPN for an Instruction or Annex published as an IPC identifies the existing policy being changed, followed by **IPC-1** (e.g., DCMA-INST 999 (IPC-1)). PPNs must be consecutively numbered, if needed (e.g., IPC-2).

A.2.1.3. Purpose. This section, required for each Instruction and Annex, is a short statement explaining the purpose of the policy publication. It identifies whether the policy publication is new, rewritten, establishes additional guidance, replaces, or cancels existing policies, and identifies higher headquarters publications implemented. A reference to an existing policy it is replacing or cancelling and DoDD 5105.64 (Reference (b)) must be included.

A.2.1.4. Applicability. This section, required for each Instruction and Annex, identifies the specific audience to which the publication applies.

A.2.1.5. Managers' Internal Control Program. This section, required for each Instruction and Annex, identifies the publication is subject to evaluation and testing in accordance with DCMA-INST 710, "Managers' Internal Control Program." It also identifies the location of process flowcharts. Process flowcharts that supplement narrative process descriptions (see paragraph A.2.6. for more information) must be included within the policy publication or on the associated resource page, unless the PAB grants a waiver to the flowchart requirement (usually requested during structured development).

A.2.1.6. Releasability Statement. This section identifies if the policy publication is intended for release within DCMA only, or also to the public. Policy publication releasability, which is determined by the CPR, will be either restricted (private) or unlimited (public). The PPO ensures posting of the signed policy publication to the DCMA Web site (intranet/Internet) according to the Releasability Statement.

A.2.1.6.1. Releasability - Restricted. The policy publication is NOT for public release and is located on the DCMA Intranet (internal) Web site.

A.2.1.6.2. Releasability - Unlimited. The policy publication is for public release and is located on the DCMA Internet (external) Web site. Unlimited policy publications may be linked to the DCMA Freedom of Information Act (FOIA) Electronic Reading Room.

A.2.1.7. Performance Labor Accounting System (PLAS) Code. This section, required for each Instruction and Annex, identifies the appropriate PLAS code or codes applicable to the functions addressed by the publication.

A.2.1.8. Policy Resource Web Page. This section, required for each Instruction and Annex, is a hyperlink to a policy publication's resource page.

A.2.1.9. Effective Date. This is a required section and statement for all policy publications: "By order of the Director, DCMA, this [enter policy type] is effective [PPO enters date] and all applicable activities shall be fully compliant within 60 days from this date."

A.2.1.10. Signature. The CPR's component head signs the policy publication after it is approved by the Director.

A.2.2. Table of Contents. Instructions and Annexes must have a table of contents immediately following the cover page.

A.2.3. References. References must be current and listed in the order as they are cited within the policy publication. When citing a policy publication that has been changed or validated current, use the most recent publication or change date.

A.2.4. Chapter 1. Policy. An Instruction has a policy chapter to state the principles and/or goals of the policy document. The chapter includes statements of intent, establishment of programs, administrative rules, requirements, and guidance regarding the functions addressed. The policy statements should be concise and written in sufficient detail to assure the policy is clearly articulated. Since an Annex must not establish policy, nor contradict, supersede, or cancel policy established in its parent Instruction, chapter 1 of an Annex may be an overview of the content of the Annex.

A.2.5. Chapter 2. Roles and Responsibilities. An Instruction has a roles and responsibilities chapter to define the roles and responsibilities of individuals who are primarily responsible for the execution of the programs described in the policy section. This chapter identifies the key

officials who must carry out the policy and lists the overarching duties and obligations of each. Responsibilities must be assigned to an official, not to an office.

A.2.6. Chapter 3. Chapter 3 and subsequent chapters of an Instruction contain processes and procedures (step-by-step instructions) on how to implement the policy. The names of the chapter should identify the topics addressed by the processes and procedures. See Chapter 3 of this Instruction for an example. Every Instruction must include one or more narrative process descriptions. Procedures may be located within the Instruction or on its associated resource page. If there are multiple processes, flowcharts, and procedures, they may be separated into discrete chapters or located in an Annex.

A.2.7. Glossary Definitions. A glossary of definitions is optional.

A.2.8. Glossary Acronyms and Initialisms. A glossary of acronyms and initialisms (abbreviations) is mandatory in all Instructions and Annexes. If an abbreviation is used more than once within the text, write the term out the first time it appears, followed by the abbreviation in parenthesis. Use the abbreviation consistently thereafter. Do not repeat the term (except in a major paragraph heading). Abbreviations that do not need to be established are DCMA, DoD, OSD, and U.S.

A.3. REQUIRED STRUCTURE FOR A DIRECTOR'S POLICY STATEMENT (DPS). A DPS is structured as a standard memorandum with the addition of a PPN.

A.3.1. A PPN is located in the upper left of the first page and in the upper right of subsequent pages.

A.3.2. A PPN for a DPS is written as DCMA-DPS xxx.

A.4. POLICY PUBLICATION GRAMMAR, STYLE, AND FORMATTING

A.4.1. Grammar and Style Guidance. The following guidance may be used for grammar and style.

- DCMA Correspondence Manual (Reference (h))
- DoD 5110.04-M, "DoD Manual for Written Material" (Reference (i))
- United States Government Printing Office Style Manual (Reference (j))
- Joint Publication 1-02, Department of Defense Dictionary of Military and Associated Terms (Reference (k))
- The Chicago Manual of Style (Reference (l))

A.4.2. Style and Formatting Requirements. Table A.1. lists core policy publication style requirements. Additional requirements related to both style and formatting are located in DCMA-INST 501 User Guide, "Policy Publication Style and Formatting Requirements" (Reference (m)). Reference (m) is continuously revised to address new or revised business needs and higher-level guidance; the current version must be used for all policy publication development and updates.

Table A.1. Policy Publication Style Requirements²

Directive Language	<ul style="list-style-type: none">• Use must or shall for a mandatory action or obligation• Use will for future required action• Use may or can to denote an optional/conditional action• Use must not, shall not, or will not for prohibition• Use should for recommendation
Uniform Resource Locators (URL) and Hyperlinks	<ul style="list-style-type: none">• The only URL allowed in a policy publication is the address to its resource page• The only hyperlinks allowed in a policy publication are to its resource page via the URL listed on the cover page or to locations within the document (to aid user navigation)• URLs and hyperlinks may be located on the resource page• All content located on the resource page, including URLs and hyperlinks, must be maintained by the CPR

² Additional requirements are located in DCMA-INST 501 User Guide, “Policy Publication Style and Formatting Requirements” (Reference (m)), located on the resource page for this Instruction.

APPENDIX B

FORMAL AND FINAL COORDINATION RESPONSES

B.1. OVERVIEW. A policy publication is only submitted for formal or final coordination when the CPR considers the policy publication final (not draft) and suitable for use within the Agency. Both coordination processes rely on accurate, timely, and meaningful responses from contributing component heads. The following table explains the responses allowed during formal or final coordination.

Table B.1. Coordination Responses

Response	Notes
Concur	A concur response indicates the component head agrees with the content of the policy publication from a functional perspective. Comments that are meant to improve the clarity and quality of the policy publication may be included with the response.
Nonconcur	A nonconcur response indicates the component head believes one or more of the following conditions are true: <ul style="list-style-type: none"> • The policy publication is not suitable for use within the Agency due to serious deficiencies that can only be reconciled through either a rewrite or substantive change • Resources³ required to support the implementation of the policy are not in place Comments that explain the reason for the nonconcur must be included with the response.
No Stake	A no stake response indicates the component head has reviewed the policy publication and asserts that it does not impact his or her office. Comments that are meant to improve the clarity and quality of the policy publication may be included with the response. A no stake response from a component during formal coordination carries over through final coordination unless the component specifically changes their response.

B.2. NO RESPONSE. Component heads must provide a coordination response (silence does not indicate concurrence or no stake). If a component fails to respond during the formal and final coordination process, the authoring component will follow-up with an additional coordination request and document the attempt. If attempts to obtain coordination from a Component fail, the authoring Component will indicate “No Response” on the Coordination Sheet and will provide documentation of attempts made to coordinate. Failure to obtain coordination should not prevent submission of a signature package.

³ Examples of resources include funding for recurring and nonrecurring cost, training, tools, and infrastructure.

APPENDIX C

POLICY-RELATED PUBLICATIONS

C.1. OVERVIEW. The publications listed in this appendix are not policy publications. They are included in this Instruction to provide clarification of their intended use, development, publishing requirements, and relationship to DCMA policy publications.

C.1.1. Pamphlet. Pamphlets are not controlled, published, or maintained by the DCMA PPP. The purpose of a pamphlet is to provide additional clarifying information, best practices, or other guidance pertaining to existing policies or functions. Pamphlets may include important advice and ideas on how to improve performance while consistently executing the policy. Pamphlets may be developed at any level, but must be published by the cognizant headquarters component. Coordination of pamphlets is administered by the developing component and is recommended among functional and operational staff with a clear stake in the subject. Pamphlets may not contradict or supersede DCMA policy publications. Completed pamphlets may be posted on the related policy's resource page, or other DCMA Web site at the discretion of the CPR.

C.1.2. Standard Operating Procedure (SOP). SOPs are not controlled, published, or maintained by the PPP. Component heads may authorize the use of SOPs within their own component, and establish rules for developing, approving, maintaining their SOPs. SOPs may be developed to provide guidance on subjects, processes, or programs wholly within the management responsibility of the issuing component, applicable to the workforce reporting to the component head. SOPs may not contradict or supersede DCMA policy publications. Components may tailor the format of an SOP to serve its intended use, or may follow the policy publication formats. Components are responsible for the development, publication, and distribution of their SOPs.

GLOSSARY

DEFINITIONS

Administrative Change. An administrative change is a type of policy publication update that does not affect the subject matter content, authority, purpose, application, and/or implementation of the policy publication. It only alters nonsubstantive portions of the policy publication such as dates of references, organizational names/symbols, contact information, or grammatical/formatting errors. An administrative change does not require review by other components, coordination, approval by the Director, or a new signature; however, GC review is required. Although an administrative change may be initiated by a CPR any time, only the PPO may make changes to the policy publication.

Administrative Comments. Administrative comments address typographical, grammatical, or formatting errors that do not change the content of the policy publication.

Annex. An Annex supplements an Instruction by providing topic-specific information about a function or process introduced in its parent Instruction. An Annex is recommended when a separate reference guide is preferable to including detailed guidance on multiple functions or processes in an Instruction. Annexes may include various types of content such as detailed procedures, quick reference guidance, or other information. An Annex cannot contradict, supersede, or cancel policy established in its parent Instruction.

Cancellation. A cancellation is initiated when a CPR determines that an Instruction or Annex is no longer needed, and/or is not appropriate for incorporation into a new or existing policy publication. The CPR must coordinate with all components prior to cancelling a policy publication. The CPR's component head submits a policy publication update package to the PPO requesting the policy publication be removed from the DCMA Policy Web site and retired. A policy publication referenced within an Instruction as being incorporated or canceled by another policy does not require a policy publication update package as policy approval is authority to cancel the policy publication.

Component. An organization within DCMA whose leader reports directly to the Director.

Component Head. The leader of a DCMA organization that reports directly to the Director.

Component with Primary Responsibility (CPR). A component with primary responsibility (CPR) is the component that owns a policy publication. Although policy publications are typically developed in collaboration with other components, CPRs are ultimately responsible for their policy publications.

Concur. Concur is a response by a component head during either formal or final coordination. It indicates the component head agrees with the contents of the policy publication from a functional perspective. Comments may be included that are meant to improve the clarity and correctness of the policy publication.

Deviation. A deviation is an approved temporary departure from policy that is limited to a specific time period.

Director's Policy Statement (DPS). A DPS communicates brief statements of policy applicable to the workforce generally or to the public. These policy publications are usually posted in public areas and pertain to general workplace practices such as EEO statements, and workplace safety policies.

Immediate Policy Change (IPC). An IPC is the action taken to expedite the release of a new or updated policy publication that addresses time-sensitive, urgent issues that affect current policy or will become DCMA policy. An IPC includes a one-time formal coordination and component heads are given three business days to review and submit their comments to the CPR. A policy publication released through an IPC remains in effect for no more than 180 days after it is approved, and must be incorporated into existing policy or converted to a new policy within that time frame. Upon publication, the workforce is notified via a policy notice. A policy publication must meet one or more of the following criteria, which are based on Reference (c), to be released using an IPC:

- Directed by Executive order
- Directed by the Director; Deputy Director, or higher-level authority
- A matter of urgent national security
- Required by recent (less than 90 days) change in law, statute, or Government-wide regulation
- Necessary to prevent injury or death of personnel

Instruction. An Instruction establishes Agency-wide policy applicable outside the immediate management authority of a single component. An Instruction, which is the Agency's primary policy publication, is used to establish broad policy, assign roles and responsibilities, and present processes and procedures to support Agency functions. The primary purpose of an Instruction is to establish how the Agency will execute responsibilities assigned to it by higher-level policy, regulation, or law.

Internal Control. The organization, policies, and procedures that help program and financial managers to achieve results and safeguard the integrity of their programs by reducing the risk of adverse activities.

New Policy Publication Development. New policy publication development is initiated by a component after determining the need to establish a new policy. The requirement for a new policy results from a change in mission and/or role, an identified policy gap, or by direction from either internal or external authority. The policy is developed, codified as a policy publication, approved, and made available to the Agency. Upon release of the policy publication, the workforce is notified via a policy notice.

No Stake. No stake is a response by a component head during either formal or final coordination. A no stake response indicates the component head has reviewed the policy publication and asserts that it does not impact their office.

Nonconcur. Nonconcur is a response by a component head during either formal or final coordination. It indicates the component head believes the policy publication contains serious deficiencies that can only be reconciled through either a rewrite or substantive change, or that resources required to support the implementation of the policy are not in place.

Pamphlet. A pamphlet provides additional clarifying information, best practices, or other guidance pertaining to existing policies or functions. A pamphlet may include important advice and ideas on how to improve performance while consistently executing the policy.

Policy. Rules and requirements approved by the Director that are used throughout the Agency to efficiently and effectively comply with mission objectives. Policy must provide clear and concise direction to policy users, and policy users must adhere to policy when performing their duties.

Policy Advisory Board (PAB). The PAB ensures appropriate working-level coordination and cross-functional integration during the development of all new and rewritten Instructions and Annexes. The Deputy Director serves as the PAB chair and members consist of representatives from each component, assigned by component heads.

Policy Notice. A policy notice is an action initiated when a new or updated policy publication is submitted for publication. The Agency receives electronic notification of the policy.

Policy Publications. DCMA policy publications consist of Instructions, Annexes, and Director's Policy Statements.

Policy Publications Program. A single, uniform program that DCMA components use to develop, implement, and maintain policy publications.

Policy Resource Web Page. A component maintained Web site containing policy information relating to a particular policy publication. It contains all pertinent hyperlinks to the policy to include additional guidance, tools, related correspondence/memorandums, training, point of contact, forms, templates, higher-level statutory/regulatory documents, competencies/certifications, performance metrics/ standards, etc.

Releasability – Restricted. The policy publication is NOT approved for public release and will be placed on the DCMA Intranet Web site.

Releasability – Unlimited. The policy publication is approved for public release and will be placed on the DCMA Internet Web site. Unlimited policies will also be linked to the DCMA Freedom of Information Act (FOIA) Electronic Reading Room.

Rewrite. A rewrite is a type of policy publication update required when combining two or more policy publications or when revisions to a policy publication will clutter the document, making it difficult to read. The policy publication maintains the same policy number. A rewrite requires

structured development, approval by the Director, and a new signature. Upon release of the policy publication, the workforce is notified via a policy notice.

Substantive Change. A substantive change is a type of policy publication update that clarifies or alters policy, applicability, responsibilities, purpose, procedures, information requirements, or implementation of the affected policy publication. A change implies the entire policy publication is current as of the date of the change. A substantive change requires formal coordination, approval by the Director, and a new signature. It may be initiated by the CPR any time. Upon release of the policy publication, the workforce is notified via a policy notice.

Supersede. Replacement of one document with another document.

Suspend Development. Suspend development is an action initiated when material issues are identified during the Final Coordination process. No further development of the policy publication occurs until approval by the PAB chair.

Transfer. A transfer is an action that transfers primary responsibility for a policy publication from one component to another component. A memorandum signed by both the gaining and losing component heads must be submitted to the PPO requesting the policy publication transfer.

Validate Current. Validate current is an action by a CPR that validates a policy publication is current. The action is typically initiated as the result of a policy publication review; however, a validate current action is also required before a substantively changed policy publication may be published.

Waiver. A waiver is an approved permanent departure from policy.

GLOSSARY

ACRONYMS AND INITIALISMS

CMO	contract management office
CONOPS	Concept of Operations
CPR	component with primary responsibility
DCMA-ANX	DCMA Annex
DCMA-DPS	DCMA Director's Policy Statement
DCMA-INST	DCMA Instruction
DFARS	Defense Federal Acquisition Regulation Supplement
DPS	Director's Policy Statement
DoDD	Department of Defense Directive
DoDI	Department of Defense Instruction
EEO	equal employment opportunity
FAR	Federal Acquisition Regulation
FOIA	Freedom of Information Act
GC	Office of General Counsel
IPC	immediate policy change
OPR	office of primary responsibility
PAB	Policy Advisory Board
PLAS	Performance Labor Accounting System
POC	point of contact
PPC	policy program contact
PPL	policy publication lead
PPM	policy program manager
PPN	policy publication number
PPO	Policy Program Office
PPP	Policy Publications Program
SME	subject matter expert
SOP	standard operating procedure
URL	uniform resource locator