



**DEPARTMENT OF DEFENSE  
Defense Contract Management Agency**

**INSTRUCTION**

**Concept of Operations (CONOPS) Validation**

**Financial and Business Operations  
OPR: DCMA-FBO**

**DCMA-INST 712  
April 21, 2014**

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**1. PURPOSE.** This Instruction:

a. Revises DCMA Instruction (DCMA-INST 712), "Concept of Operations (CONOPS) Validation" program (Reference (a)) in accordance with the authority in DoD Directive 5105.64, "Defense Contract Management Agency (DCMA)," (Reference (b)).

b. Establishes policy, assigns roles and responsibilities, outlines procedures for developing and maintaining accuracy and currency of the CONOPS within DCMA.

**2. APPLICABILITY.** This Instruction applies to all organizational elements of DCMA.

**3. MANAGERS' INTERNAL CONTROL PROGRAM.** In accordance with DCMA-INST 710, "Manager' Internal Control Program" (Reference (c)), this Instruction is subject to evaluation and testing. Process flowcharts are located within this Instruction.

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

**5. PLAS CODE.** 191 - Plans & Policy Deployment (Non-Process Specific)

**6. POLICY RESOURCE WEB PAGE.** <https://home.dcmamil/policy712r>

**7. EFFECTIVE DATE.** By order of the Director, DCMA, this Instruction is effective April 21, 2014, and all applicable activities shall be fully compliant within 60 days from this date.

A handwritten signature in black ink, appearing to read "Pamela F. Conklin".

Pamela F. Conklin  
Executive Director  
Financial and Business Operations/Comptroller

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## REFERENCES

- (a) DCMA-INST 712, "Concept of Operations (CONOPS) Validation," December 3, 2012 (hereby cancelled)
- (b) DoDD 5105.64, "Defense Contract Management Agency (DCMA)," January 10, 2013
- (c) DCMA-INST 710, "Managers' Internal Control Program," September 12, 2011
- (d) DCMA-INST 501, "Policy Publication Program," October 1, 2013
- (e) DCMA-INST 708, "Organization Structure," May 15, 2013

## **CHAPTER 1**

### **POLICY**

#### **1.1. POLICY.**

1.1.1. This Instruction implements DoD policy, pursuant to Reference (b), establishing organizational elements and developing policies, plans, and procedures. This Instruction shall be a source of guidance to maintain the currency and accuracy of the CONOPS. DCMA components will also use this Instruction for the CONOPS to guide them in developing their operational guidance and policies.

1.1.2. As the functional proponent of the CONOPS, Financial and Business Operations Directorate (FB) shall set forth configuration standards and promulgate guidance, in coordination with the DCMA Council. As the primary process owner, Manpower and Organization Management Division (FBO) shall oversee the development, implementation, administration, and management of DCMA's CONOPS. FBO will also facilitate the publication of the CONOPS, consistent with the existing DCMA-INST 501 (Reference (d)).

1.1.3. Components shall be responsible for evaluating the efficiency of their operations, analyzing structural and organizational effectiveness, and refining organizational mission statements within their functional areas of the CONOPS.

## CHAPTER 2

### ROLES AND RESPONSIBILITIES

**2.1. DCMA DIRECTOR.** The Director, DCMA approves all changes/updates to the CONOPS main body.

**2.2. EXECUTIVE DIRECTOR, FINANCIAL AND BUSINESS OPERATIONS (FB).** The Executive Director, FB administers the CONOPS Validation Program.

**2.3. DIRECTOR, MANPOWER AND ORGANIZATION MANAGEMENT (FBO).** FBO must:

2.3.1. Serve as the CONOPS Program Manager (CPM) for the CONOPS Validation Program.

2.3.2. Develop, administer, and implement new or revised guidance and procedures for the CONOPS Program. Guidance covers the development, format, coordination, publication, and annual review.

2.3.3. Establish distinctive uniform formats for the CONOPS main body and annexes.

2.3.4. Review all CONOPS publications prior to formal coordination reviews for correct formatting as established in this Instruction.

2.3.5. Oversee the coordination process of all reviews of the CONOPS publication.

2.3.6. Review and finalize the CONOPS publication signature package, ensuring all component coordinations are complete before forwarding the package for approval and signature.

2.3.7. Post the signed CONOPS publication to the DCMA 360 Web site.

2.3.8. Provide a report to the Components, listing each CONOPS annex publication and the due date of the next annual review.

2.3.9. Maintain historical files of Agency CONOPS publications to include copies of current and superseded CONOPS publications, the original signed/authenticated CONOPS publication, signed Action Memo, and Coordination Summary Sheet.

**2.4. COMPONENT HEADS.** As the Director's Principal Advisors, Component Heads must:

2.4.1. Be responsible for the level of detail, accuracy, currency, and integrity of the contents of the CONOPS annex within their functional area.

2.4.2. Ensure the CONOPS annex, with their functional area, conforms to the requirements and standards as outlined within this Instruction, to include correct format, grammar, spelling, and paragraph/page numbering before submitting the annex to FBO for formal review.

2.4.3. Perform annual reviews and ad-hoc revisions in accordance with policy program guidance and manpower and organization processes.

2.4.4. Sign the CONOPS annex within their functional area.

2.4.5. Designate a Component CONOPS Representative (CCR).

**2.5. COMPONENT CONOPS REPRESENTATIVE (CCR).** The CCR must:

2.5.1. Represent their Component Head for the CONOPS annex.

2.5.2. Maintain their Component's CONOPS annex.

2.5.3. Update their Component's operational guidance, policies, etc., according to the CONOPS main body and annex.

## CHAPTER 3

### PROCEDURES

**3.1. ANNUAL REVIEWS.** Annual reviews are sound management practices and play an important role in updating the CONOPS. As missions, organizations, and functions change throughout DCMA, the CONOPS will need to reflect that same change.

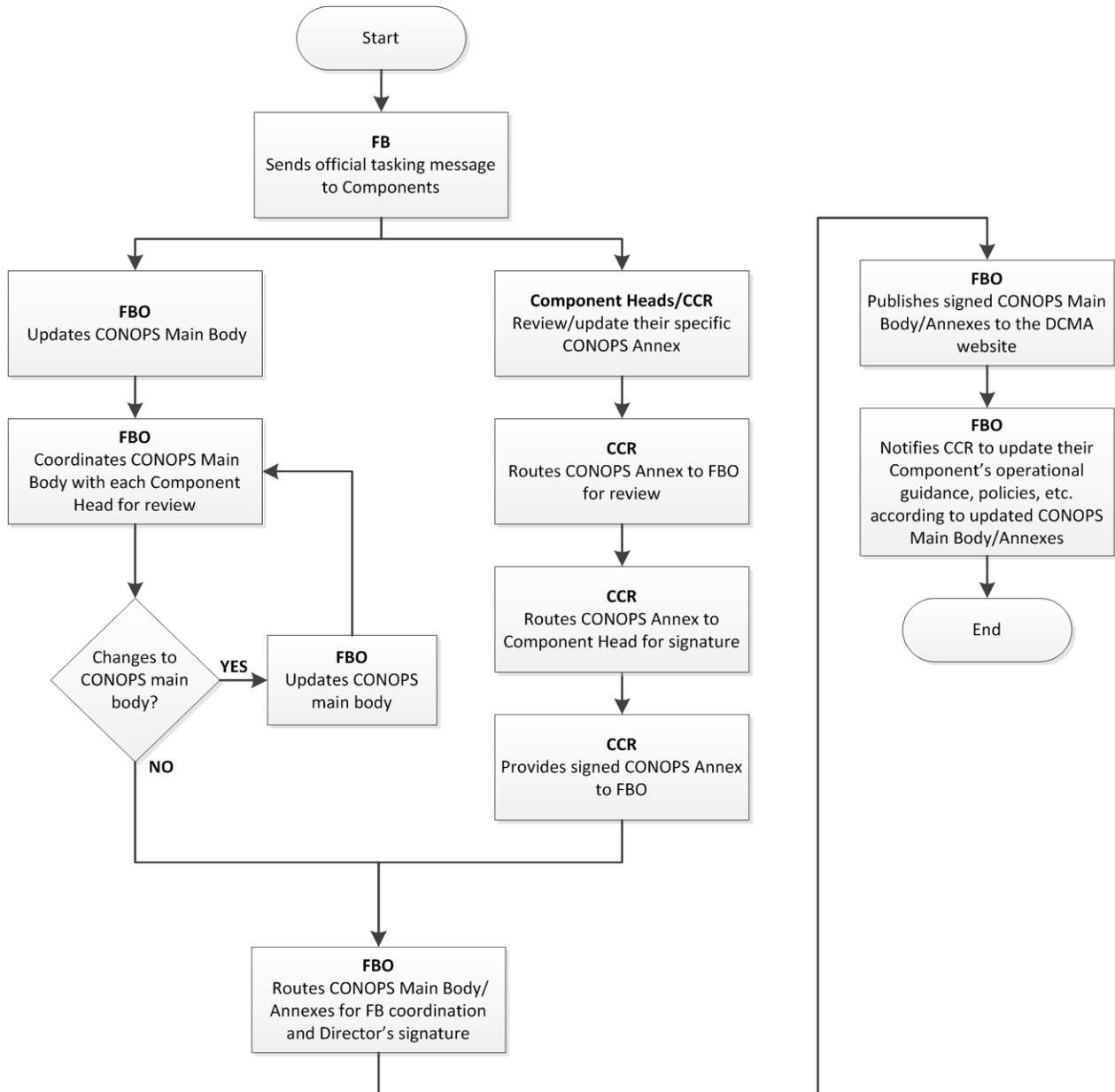
3.1.1. FB will send an annual review tasking message to all Components.

3.1.2. FBO will prepare and compile the annual review of the CONOPS main body.

3.1.3. Components will prepare and compile the annual review of their respective CONOPS annex.

3.1.4. Figure 1 illustrates a flowchart for the annual review process.

**Figure 1.**  
Annual Review Process  
CONOPS Main Body & Annex



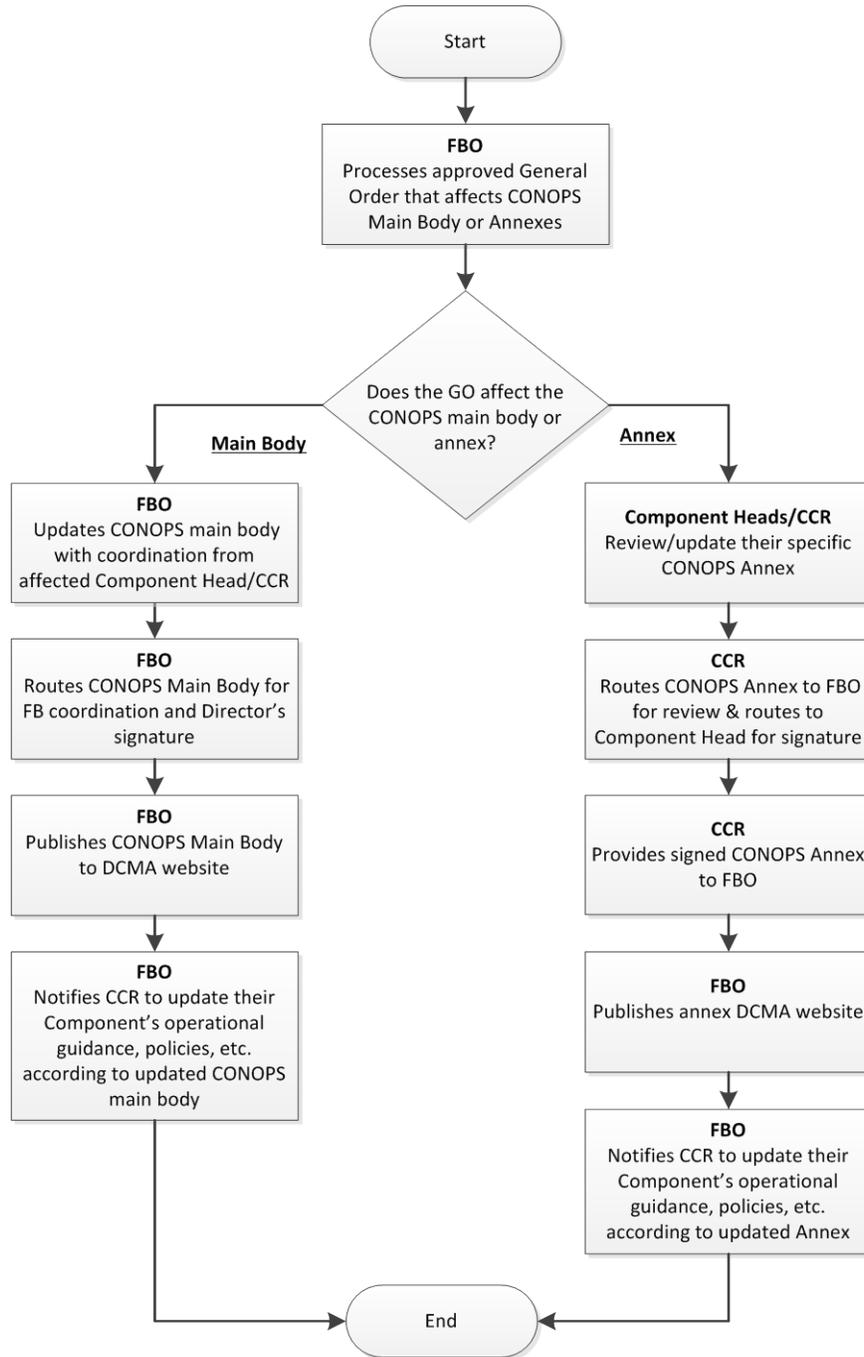
**3.2. GENERAL ORDERS (GO).** GOs facilitate the Agency’s mission by providing improved lines of communications, increased efficiency and effectiveness, and improved support both horizontally and vertically. Organizational changes such as establishments/disestablishments, realignments, and consolidations will be evaluated against DCMA-INST 708, “Organization Structure” (Reference (e)) policy and documented through the issuance of a GO. All GOs will be evaluated for any impact to the CONOPS main body and annexes.

3.2.1. FBO, in coordination with the affected Component, will review and update the CONOPS main body according to the GO.

3.2.2. Components will update CONOPS annexes according to the GO.

3.2.3. Figure 2 illustrates a flowchart for the GO process.

**Figure 2.**  
General Orders Process



## CHAPTER 4

### FORMAT REQUIREMENTS

**4.1. CONOPS FORMAT.** Components will provide a breakdown of their organization to the lowest level (team), if applicable. Each level of the organization must be identified in Annexes and must contain three areas (Mission, Organizational Structure, and Functions).

**4.2. MISSION.** The Mission section contains a mission statement. The mission statement provides the framework within which the Component's strategies are formulated. It guides the actions of the organization, spells out its overall goal, provides a path, and guides decision-making.

**4.3. ORGANIZATIONAL STRUCTURE.** The Organizational Structure section contains an organizational chart showing the Component's organizational hierarchy. Figure 3 illustrates a sample Organizational Structure.

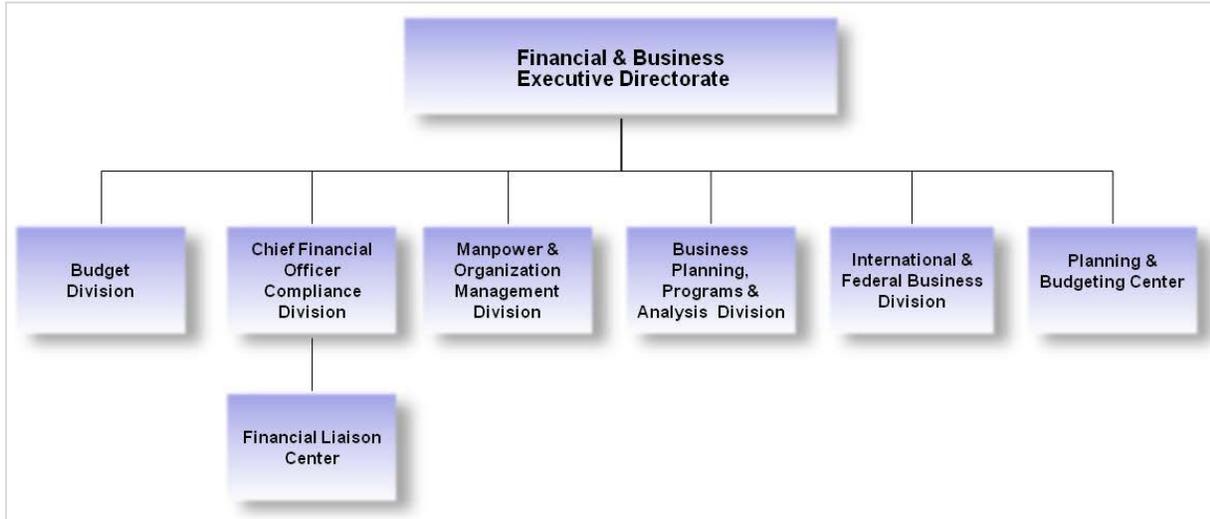
**4.4. FUNCTIONS.** The Functions section of the annex will contain three areas (List of Functions, Work Breakdown Structure, and Communication Strategy).

4.4.1. Functions. This section contains a list of specific tasks required to be performed by the activity.

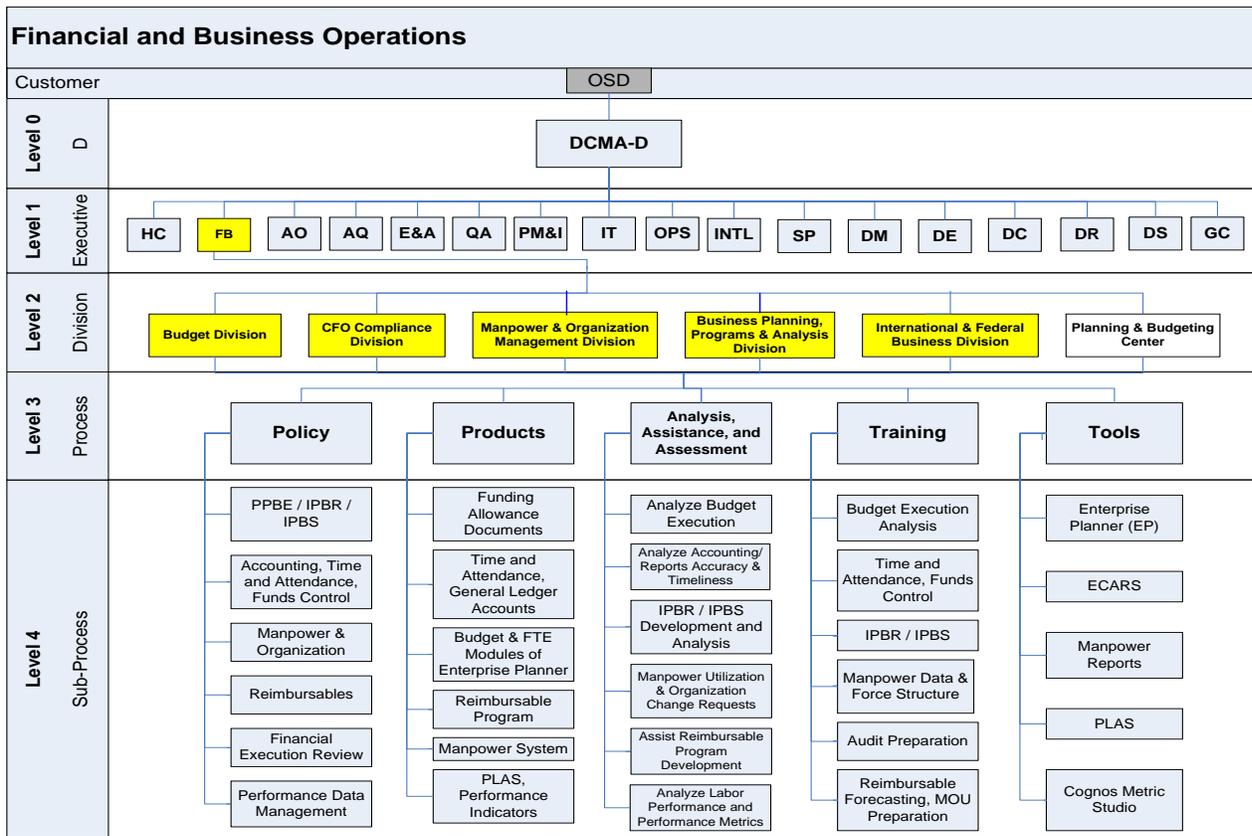
4.4.2. Work Breakdown Structure. This section provides a common framework, dividing work into definable increments and defining tasks that can be completed independently of other tasks. Figure 4 illustrates a sample Work Breakdown Structure.

4.4.3. Communication Strategy. Communication strategy is a method of capturing a Component's activity, while conveying a consistent message within an organization and between organizations. Figure 5 illustrates a sample Communication Strategy.

**Figure 3. Sample Organizational Structure**



**Figure 4. Sample Work Breakdown Structure**



**Figure 5. Sample Communication Strategy**



## **GLOSSARY**

### **ACRONYMS**

CCR	Component CONOPS Representative
CONOPS	Concept of Operations
CPM	CONOPS Program Manager
DCMA-INST	DCMA Instruction
DoDD	DoD Directive
FB	Financial and Business Operations
FBO	Manpower and Organization Management Division
GO	General Order
PLAS	Performance Labor Accounting System