



DEPARTMENT OF DEFENSE
Defense Contract Management Agency

INSTRUCTION

Workload Acceptance

Portfolio Management and *Business* Integration Directorate
OPR: DCMA-PI

DCMA-INST 402
December 4, 2012

Change 2, Effective December 14, 2016

SUMMARY OF CHANGES. *Change 2 incorporates Administrative changes to this Instruction as a result of DCMA's organizational realignment effective October 2, 2016.*

1. PURPOSE. This Instruction:

a. Reissues DCMA Instruction (DCMA-INST), "Workload Acceptance," (Reference (a)) to update policy, clarify roles and responsibilities, and outline procedures to ensure the Agency accepts all appropriate work (hereafter referred to as core work) from the DoD Acquisition Enterprise and its partners worldwide.

b. Provides guidance for addressing work that Agency employees should not accept.

c. Describes procedures for processing new (or non-mission) work requests and for processing requests from new or non-mission customers.

d. Complies with DoD Directive (DoDD) 5105.64 (Reference (b)).

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

3. MANAGERS' INTERNAL CONTROL PROGRAM. In accordance with DCMA-INST 710, "Managers' Internal Control Program" (Reference (c)), this Instruction is subject to evaluation and testing. The process flowcharts are located ~~at Appendix A on the Resource Page of this Instruction.~~

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

~~**5. PLAS CODES.** 004, Customer Outreach; 006, Reimbursable Contract Administration Services; 012, Acquisition Planning Support Services; 032, Contract Receipt and Review; and 085A, Contract Technical Review—QA.~~

5. LABOR CODES. Labor codes are located on the Resource Page of this Instruction.

~~**6. RESOURCE PAGE.** <https://home.dema.mil/policy/402r>~~

6. RESOURCE PAGE. <https://360.dema.mil/sites/policy/PI/SitePages/402r.aspx>

7. EFFECTIVE DATE. By order of the Director, DCMA, this Instruction is effective immediately.

A handwritten signature in black ink, appearing to read 'J. E. Sweeney', is written over a faint horizontal line.

Joseph E. Sweeney
Executive Director
Portfolio Management & *Business* Integration

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REFERENCES

- (a) DCMA-INST, "Workload Acceptance," December, 2010 (hereby cancelled)
- (b) DoDD 5105.64, "Defense Contract Management Agency (DCMA)," ~~September 27, 2000~~
January 10, 2013
- (c) DCMA-INST 710, "Managers' Internal Control Program," ~~September 12, 2011~~
April 21, 2014
- (d) DCMA-INST 118, ~~"Contracts—Initial Receipt and Review," October 2010~~
"Contract Receipt and Review," June 25, 2013, as amended
- (e) DCMA-INST 325, "Contract Technical Review ~~—QA,~~" ~~May 2012~~ *January 23, 2014*
- (f) DCMA-INST 709, "International and Federal Business Reimbursable and Non-Reimbursable Support," ~~September 2011~~ *March 10, 2014*
- (g) DCMA-INST 409, "Memorandum of Agreement (MOA) for Contract Management," ~~October 2011~~ *March 7, 2013, as amended*
- (h) DCMA-INST 313, ~~"International Agreements/International Memoranda of Understanding/Host Nation Contract Management Services," June 2010~~
"International Requests for Contract Administration Service," July 7, 2015
- (i) DCMA-INST 532, "Support Agreements – Interservice/Intragovernmental and Memoranda of Agreement and Understanding," September 2004
- (j) DCMA-INST 704, "Military Interdepartmental Purchase Request (MIPR)," ~~October 2008~~
June 26, 2013
- (k) Federal Acquisition Regulation (FAR), Subpart 42.3, ~~March 1, 2005~~ *October 25, 2016*
- (l) DoDD 3000.06, "Combat Support Agencies," ~~July 10, 2007~~ *July 8, 2016*
- ~~(m) Section 101(a)(13) of title 10, United States Code, "Armed Forces," January 3, 2012~~
- ~~(n) Joint Publication 4-07, "Joint Tactics, Techniques, and Procedures for Common User Logistics During Joint Operations," June 11, 2001~~
- (o) DoDD 3210.6, "Defense Grant and Agreement Regulatory System (DGARS)," ~~December 17, 2003~~ *February 6, 2014*
- (p) DoD Instruction (DoDI) 5000.02, "Operation of the Defense Acquisition System," ~~December 8, 2008~~ *January 7, 2015*
- (q) DoDI 5000.60, "Defense Industrial Capabilities Assessments," ~~October 15, 2009~~
July 18, 2014
- (r) DoDD 3020.40, "DoD Policy and Responsibilities for Critical Infrastructure," ~~January 14, 2010~~ *October 15, 2012*
- (s) Defense Federal Acquisition Regulation Supplement (DFARS), Subpart 207.1, "Acquisition Plans," ~~PGI 207.105 April 27, 2011~~ *January 29, 2014*
- (t) Section 1535 of title 31, United States Code, "Agency Agreements" (Commonly known as The Economy Act)
- (u) Federal Acquisition Regulation (FAR), Subpart 42.202(g), ~~March 1, 2005~~ *October 25, 2016*
- ~~(v) DCMA Special Programs Standard Operating Procedures (SOP) 12-009, "Acceptance or Rejection of Customer Work," February 28, 2012~~
- (w) DoDI 4000.19, ~~"Interservice and Intragovernmental Support," August 9, 1995~~
"Support Agreements," April 25, 2013
- (x) DFARS, Subpart 242.2, "Contract Administration Services," ~~August 17, 1998~~
April 20, 2012
- (y) DCMA-INST 501, "Policy *Publications* Program," ~~May 25, 2012~~ *October 1, 2013, as amended*

(z) DCMA “Correspondence Manual,” February 7, 2011

~~(aa) DCMA INST 139, “Theater Business Clearance/Contract Administration Delegation,”
April 3, 2013~~

(ab) Under Secretary of Defense for Acquisition, Technology, and Logistics (OUSD(AT&L))
Memorandum, “Revalidation of Decision to Move Select Contingency Contract
Administration Service Tasks from the Defense Contract Management Agency to the
Services,” October 18, 2013

CHAPTER 1

INTRODUCTION TO WORKLOAD ACCEPTANCE

1.1. OVERVIEW.

1.1.1. The DCMA Workload Acceptance (WA) instruction/policy directly supports the mission established for the Agency. The Office of the Secretary of Defense funds DCMA to provide Contract Administration Services (CAS) in support of the U.S. Military Services and other defense organizations. When addressing formal workload or informal work requests, all DCMA employees have a responsibility to evaluate the circumstances or conditions surrounding the request from at least four perspectives:

1.1.1.1. Is the work within the scope of DCMA's current mission (core) or outside of DCMA's current mission (non-core)?

1.1.1.2. Is the request from a mission customer as identified in the DCMA DoD Customer Base (see the ~~Policy~~ Resource ~~Web~~ Page) or a potential new customer?

1.1.1.3. Is this mission work (utilizing core skills) or is it new work (of a type not previously accomplished by DCMA)?

1.1.1.4. If the work is non-core or from a non-mission customer, should DCMA seek reimbursement from the customer for the requested work?

1.1.2. This Instruction provides the policy for making such WA determinations. It also provides Agency personnel and customers with a process to elevate work requests to senior leaders and managers in a prescribed timeframe and to the proper organizational level. Sound WA techniques enable DCMA to provide optimal support to DoD customers within its mission, skills, and resource allocations.

1.2. SYNCHRONIZATION WITH OTHER POLICY AREAS.

1.2.1. WA takes place many times each workday throughout the Agency. WA decisions are rendered in as little as a few moments or ~~never~~ *completed* over a number of days or weeks. In Contract Management Offices (CMO), Centers, and Groups, DCMA employees screen contracts, letters of delegation, task orders and other work requests, making rapid assessments of the nature of the request. WA determinations *normally* occur in advance of the procedures identified in DCMA-INST 118, "Contracts—~~Initial Receipt~~ and Review" (Reference (d)), and DCMA-INST 325, "Contract Technical Review—~~QA~~" (Reference (e)) (for ~~quality assurance~~ *technical* personnel) and provide Agency employees an opportunity to question topics, issues, and/or concerns in a manner that allows DCMA to better manage customer expectations.

1.2.2. DCMA performs CAS support for many non-DoD federal agencies, foreign governments, and international organizations (e.g., North Atlantic Treaty Organization). DCMA-INST 709, "International and Federal Business Reimbursable and Non-Reimbursable Support" (Reference (f)), provides policy on the receipt and processing of such requests to

include guidance and assistance to DCMA employees seeking to accurately account for non-DoD CAS delegations.

1.2.3. DCMA-INST 409, “Memorandum of Agreement (MOA) for Contract Administration” (Reference (g)), addresses formal agreements negotiated between DCMA entities and external customers for the purpose of facilitating DCMA contract administration support, establishing formal management communication channels, and/or clarifying boundaries for new work requests.

1.2.4. DoD policy states that DCMA performs CAS functions on a reimbursable/non-reimbursable basis to foreign governments and international organizations (e.g., North Atlantic Treaty Organization) that requests United States support. The DCMA-INST 313, ~~“International Agreements/International Memoranda of Understanding/Host Nation Contract Management Services”~~ *“International Requests for Contract Administration Services”* (Reference (h)) provides policy, procedural instructions, and links to regulatory documents that support WA regarding foreign governments and international organizations.

1.2.5. DCMA-INST 532, “Support Agreements – Interservice / Intragovernmental and Memoranda of Agreement and Understanding” (Reference (i)) governs how Interservice and Intragovernmental support will be provided to/from DCMA, and from/to another DoD component or Federal Agency. The term Interagency Agreement (IA) is appropriate for CAS workload acceptance and may be used for referring to an agreement between a DoD Component and a non-DoD Federal agency. Inter-Service Support Agreements (ISSAs) is the appropriate terminology and format to follow for those agreements associated with obtaining facility and base operating support. The WA process provides for the appropriate coordination of actions and signature authorities necessary to execute funding documents for DCMA reimbursement actions. Formal IA documentation (e.g., DD Form 1144, Support Agreement) is required for those efforts that involve recurring reimbursable work.

1.2.6. In some WA cases, DoD organizations that do not traditionally employ DCMA for CAS support send DCMA a work request accompanied by a DD Form 448, Military Interdepartmental Purchase Request (MIPR). Military and defense agencies routinely use a MIPR to pay for services and it is a primary method that a non-mission DoD customer employs to fund DCMA for services. See the DCMA-INST 704, “Military Interdepartmental Purchase Request (*MIPR*)” (Reference (j)) for proper processing of a MIPR.

1.3. ALIGNMENT TO THEATER BUSINESS CLEARANCE/CONTRACT ADMINISTRATION DELEGATION PROCESSES.

1.3.1. DCMA employees involved with WA must remain vigilant for work requests or delegations that require a Theater Business Clearance (TBC) endorsement for CAS work to be performed in-theater of a combatant command’s area of responsibility (~~Reference (aa)~~).

1.3.2. Critical review of contracts/delegations requiring TBC endorsements must take place as CCAS support is no longer core work of the Agency (Reference (ab)).

1.4. CORE MISSION WORKLOAD. A thorough understanding of DCMA’s core mission helps employees make sound assessments and recommendations when encountering customer work requests. In numerous instances each workday, DCMA receives work requests from mission customers as identified in the DCMA DoD Customer Base (see [Policy Resource Web Page](#)) asking for standard CAS support (Reference (k)). In such cases when mission customers are asking DCMA to accomplish core work, DCMA should accept these requests. If not, DCMA employees must ask themselves, “Is the work within the scope of DCMA’s current mission (core) or outside of DCMA’s current mission (non-core)?” A breakdown of the DCMA mission follows:

1.4.1. DCMA is a combat support agency providing CAS support to the DoD Acquisition Enterprise and its partners worldwide (References (b) and DoDD 3000.06, “Combat Support Agencies” (Reference (l)), principally in two areas:

1.4.1.1. DoD Weapon System Acquisition (from research and development, through production, sustainment, and disposal) including support equipment, spare parts, and services.

1.4.1.2. Management of grants, cooperative agreements, and other transactions under authority of DoD Directive 3210.6, “Defense Grant and Agreement Regulatory System” (Reference (o)).

1.4.2. For further description of core/non-core work with examples, see subject specific guidance on the [Policy Resource Web Page](#) in the section titled “WA Fact Sheets.”

1.4.3. DCMA also performs work relating to the Agency’s responsibilities to all aspects of Defense Industrial Base (DIB), industrial capabilities analysis (References (p), (q), (r), and (s)).

1.4.4. Similarly, DCMA performs work in support of the DIB sector of the Defense Critical Infrastructure Program, as a designated Defense Infrastructure Sector Lead Agent (References (p), (q), (r), and (s)).

1.4.5. In addition to military service and DoD customers (see DCMA DoD Customer Base list on the [Policy Resource Web Page](#)), DCMA customers may also include foreign governments, international organizations, and a number of U.S. Federal Agencies, some of whom are required to reimburse DCMA for providing support (Reference (h) and (t)). See Reference (f) and (h) for the requirements and procedures necessary to accept and respond to work requests from these customers.

CHAPTER 2

POLICY

2.1. POLICY FUNDAMENTALS. It is DCMA policy that:

2.1.1. CMO Commanders/Directors and Center/Group Directors shall accept work requests within the Agency's core mission.

2.1.2. The Director, DCMA, or duly appointed designee, retains the final authority to decline core work from a mission customer due to inadequate resources (Reference (u)).

2.1.2.1. If additional resources are required at the working-level place of performance, the WA decision shall default to the next highest supervisory level with the authority to realign resources (e.g. by employing Workload and Resourcing (WAR) procedures). Each supervisory level shall assess the cumulative impact of new or non-mission customer work without causing adverse impact to current mission

2.1.3. Customer requests for DCMA support initially characterized as outside the Agency's mission (e.g., non-core work) require a detailed review and analysis of the actual content of work to determine if the Agency should execute the work on behalf of the government.

NOTE: Specific examples of the type of work requests normally declined (non-core work) are found on the [Policy Resource Web Page](#), under "Other Guidance".

2.1.4. The Director, DCMA, or duly appointed designee, retains the final authority to accept non-core work.

2.1.4.1. The authority to accept non-core work involving Special Access Programs (SAP) and/or Sensitive Compartmented Information (SCI) rests with the Executive Director, Special Programs as delegated by the Director, DCMA. ~~The DCMA~~ Special Programs ~~Directorate shall~~ follow the WA procedures ~~as published in Reference (v)~~ *established in their standard operating procedure*. As such, those areas (e.g., policy and procedures) subsequently discussed do not apply to ~~the DCMA~~ Special Programs ~~Directorate~~.

2.1.4.2. If non-core work is accepted by the Executive Director, Special Programs and there is a resulting resource impact, the Executive Director, Special Programs shall immediately notify the DCMA Director, *Deputy Director, and Chief Operations Officer (COO) for situational awareness*.

2.1.5. A singular WA decision to accept non-core work shall not signal a change to the core mission of the Agency. Each WA decision stands on its own merit(s), sometimes situational, and shall not set precedence for future WA decisions on the same/similar subject matter or for the same/similar customer(s).

2.1.6. WA decisions impacting the resources of two or more Component Heads shall be staffed to the ~~DCMA Director~~ *COO* for approval.

2.1.6.1. The originating Component Head Action Officer shall create/staff a WA Decision Package through their chain of command.

2.1.6.2. Follow the procedures in the DCMA Correspondence Manual when additional coordination with other Component Heads is required (Reference (z)).

2.1.7. Component Heads may retain or delegate the authority to decline non-core work subject to the restrictions stated in paragraph 2.1.8. (below).

2.1.8. The authority to decline non-core work from both a mission customer as identified in the DCMA DoD Customer Base (see *Policy Resource Web Page*) and non-mission customers (such as the U.S. Department of Energy, National Security Agency, Environmental Protection Agency, and General Services Administration) may be delegated to:

- Prime CMO Commanders (military O-6s)/Directors (civilian GS-15s)
- Center/Group Directors
- ~~Operations Regional Commanders~~

2.1.8.1. This authority to decline non-core work from both a mission customer and non-mission customers shall not be further delegated (e.g. to streamlined CMOs)

2.1.9. Decision authorities (e.g., Component Heads, Prime CMO Commanders/Directors, and Center/Group Directors) shall normally decline customer requests outside of DCMA's core mission.

2.1.10. Component Heads shall retain the authority to accept core work from non-mission customers (normally on a reimbursement basis unless statutorily prohibited). If the decision is made to accept this type of work from non-mission customers, notify the DCMA Deputy Director for situational awareness.

2.1.10.1. For administrative efficiency, Component Heads shall not seek reimbursement for approved work encompassing 10 hours or less (in total).

2.1.10.2. The authority to accept core work from new or non-mission customers does not include the authority to enter into support agreements. The authority to enter into intra-governmental support agreements may be delegated (e.g. to the Deputy Director, COO; *or Component Head*). ~~Commander, DCMA International, etc.), although designees may not be lower than Senior Executive Service (SES)/Flag level (Reference (w)).~~

2.1.10.3. The sponsoring *operational* DCMA activity shall staff for signature to ~~the SES- or Flag level within its directorate or their respective Component Head following their~~ chain of command, all intra-governmental support agreements (includes IAs, MOAs, etc.). Such agreements shall be approved for acceptance and shall memorialize the relationship between the parties. (See References (f) and (g) for additional guidance.) The DCMA signatory (below the DCMA Director) shall immediately notify the DCMA Director, *Deputy Director, and COO* of their intent to endorse a WA driven, intra-governmental support agreement.

2.1.10.4. The Director, DCMA shall sign significant, high visibility intra-governmental support agreements with enterprise-wide impact (such as...requires commitment of resources from two or more Component Heads).

2.1.11. Action Officers shall submit their WA decision packages through their chain of command to their respective Component Head and provide a courtesy copy (Cc) to the PM&BI WA Performance Advocate. Refer to the WA Template Data Sheet found on the **Policy Resource Web** Page for the minimum information required for submission.

~~2.1.11.1. Operations CMO Commanders/Directors shall submit their WA support/justification packages through their chain of command.~~

~~2.1.11.2. International CMO Commanders/Directors shall coordinate WA support/justification packages with DCMA International's Strategic Engagement Division Director.~~

2.1.12. All WA decisions shall be made within 10 working days, provided adequate information exists to properly size and scope the work request(s).

2.1.12.1. CMO Commanders/Directors or Center/Group Directors and/or Customer Liaison Representatives (CLRs) shall ensure that customers requesting work from DCMA are promptly notified of the WA decision. DCMA employees must consider the rank/position of customer and then, respond in-kind.

2.1.13. PM&BI WA Performance Advocate shall create and maintain a historical file of agency WA decisions. Maintain the historical file of agency WA decisions in accordance with applicable correspondence file plan.

2.1.14. Cognizance for providing CAS support shall be determined by the Federal Directory of Contract Administration Services (CAS) Components. This directory lists the components assigned to provide CAS within designated geographic areas and at specified contractor plants (Reference (k)). (See the **Policy Resource Web** Page for a hyperlink to this data.)

2.2. RETAINED CONTRACT ADMINISTRATION SERVICES (CAS).

2.2.1. Pursuant to Reference (x), DoD activities shall normally retain and not delegate to DCMA contract administration for specific contracts such as:

- Base, camp, post, and station support services contracts (e.g., janitorial, trash removal, computer maintenance, building maintenance, personal services, recreation)
- Communication services
- Operation and maintenance of, or installation of equipment at military test ranges, military facilities and/or military installations
- Management and professional support services
- Mapping, charting, and geodesy services
- Defense Logistics Agency Energy support and services
- Construction and maintenance of military and civil public works

- Other contract types/functions as specified in Reference (x)

2.2.2. Pursuant to Reference (b), DCMA shall not normally provide CAS support on ammunition contracts, Navy Supervisor of Shipbuilding contracts, and Office of Naval Research contracts, unless requested by the cognizant Military Department. If requested by the cognizant Military Department, the DCMA focal point (e.g. CMO Commanders/Directors, Center/Group Directors, etc.) shall use the WA Template Data Sheet (see [Policy Resource Web Page](#)) as the guideline for minimum information necessary to staff a WA decision within their Directorate.

2.2.3. Departures from the guidance provided in Reference (x) and (b) shall require a WA support/justification package and Component Head approval decision. Such work requests fall outside of DCMA's current mission (non-core) and must be processed following the procedures for acceptance of non-core work identified in this Instruction, chapter 4.

2.2.4. DCMA provides preaward survey assistance for post, camp, and station work performed on a military installation. The contracting office and the DCMA preaward survey monitor should jointly determine the scope of the survey and individual responsibilities (Reference (x)).

2.3. FULL VERSUS PARTIAL DELEGATIONS.

2.3.1. Partial delegations involve selected, but not all, contract administration functions. For example, a partial delegation may be a delegation for only quality assurance or property administration. DCMA prefers full delegations versus partial delegations. Partial delegations can impair the Administrative Contracting Officer's ability to positively influence contractor actions.

2.3.2. It is DCMA policy that:

2.3.2.1. DCMA activities may accept partial delegations at the request of the contracting office, provided the functions are within the scope of DCMA's current mission (core).

2.3.2.2. DCMA activities shall not accept delegations for work under specific Contract Line Items (CLINs) (e.g., CLIN-by-CLIN basis). Such requests distort missions and roles, compromises Government objectives aimed at providing a single face to industry, and unnecessarily complicate overall contract administration. This is especially true for contracts requiring the administration of financing or performance-based payments.

2.4. DEVIATIONS. Special circumstances may warrant deviation from this policy. Refer to the guidance provided in Chapter 74 of DCMA-INST 501, "Policy *Publications* Program," (Reference (y)).

CHAPTER 3

ROLES AND RESPONSIBILITIES

3.1. DIRECTOR, DCMA. The DCMA Director:

3.1.1. Retains the final authority to accept non-core work and/or work from new customers, unless delegated in this Instruction or in a separate written document.

3.1.2. Retains the final authority to decline core work from a mission customer due to inadequate resources (Reference (u)).

3.2. DEPUTY DIRECTOR, DCMA. The Deputy Director, DCMA:

3.2.1. Advises DCMA Director on management and resource issues resulting from WA decisions.

3.2.2. Evaluates potential impact of new, non-mission customer requirements and non-core work requests.

3.3. CHIEF OPERATIONS OFFICER (COO). The COO:

3.3.1. Sponsors WA decision packages to the Director, DCMA for consideration that rises through the directorate and does not address SAP/SCI. ~~The COO shall seek International Directorate coordination when appropriate.~~

~~—3.3.2. Has authority for all operational work requests except for those work requests impacting the Special Programs Directorate or International Directorate or when additional resources are required.~~

~~3.3.3. 3.3.2. as authority to reject WA decision packages not appropriate or not supported for elevation to the Director, DCMA.~~

~~—3.3.4. Assigns staff to assist CMOs with elevating WA decision packages (e.g. Operations Regional Commanders, Operations Customer Management Specialist, etc.).~~

3.4. ~~COMMANDER, DCMA INTERNATIONAL. OPERATIONAL UNIT COMMANDERS/DIRECTORS.~~ The ~~Commander, DCMA International: Operational Unit Commanders/Directors:~~

3.4.1. Sponsors WA decision packages to the Director, DCMA for consideration that rises through the ~~directorate organization~~ and do not address SAP/SCI. The ~~Commander, DCMA International Operational Unit Commander/Directors~~ shall seek COO coordination *and/or approval* when appropriate.

3.4.2. Has authority for all operational work requests *within their organization* except for those work requests impacting the Special Programs ~~Directorate or Operations Directorate~~ or when additional resources are required.

3.4.3. Has authority to reject WA decision packages not appropriate or not supported for elevation to the *COO and* Director, DCMA.

3.4.4. Assigns staff to assist ~~CMOs~~ with elevating WA decision packages *through the chain of command (e.g. Strategic Engagement Division)*.

3.5. EXECUTIVE DIRECTOR, SPECIAL PROGRAMS. The Executive Director, Special Programs:

3.5.1. Accepts requests for CAS support that include new work and/or work from new customers for SAP/SCI contracts as delegated by the Director, DCMA except when additional resources are required.

3.5.2. Rejects requests for CAS support for SAP/SCI contracts.

3.5.3. Assigns staff to provide WA support to customers who have SAP and programs requiring access to SCI (e.g. Special Programs Customer Liaison Representatives (CLRs)).

3.6. EXECUTIVE DIRECTOR, PORTFOLIO MANAGEMENT AND *BUSINESS* INTEGRATION (PM&*BI*). The Executive Director, PM&*BI* shall:

3.6.1. ~~Be responsible for development of~~ *Develop and field* WA policy, tools, and training.

3.6.2. Provide Acquisition Intelligence on potential new work, new programs, and new non-mission customers.

3.6.2.1. Notify DCMA Aircraft Operations Directorate when new work considered for acceptance includes the Ground and Flight Risk Clause (DFARS 252.228-7001) and/or requirements for DCMA aircrew acceptance of aircraft through Acceptance Check Flights.

3.6.3. Assist external customers in defining DCMA work requirements (e.g. size, and scope).

3.6.4. Assist external customers in determining the kind, type, and content of work accepted or not accepted by DCMA CMOs *and Operational Centers/Groups* (e.g., core versus non-core work).

3.6.5. Advise the DCMA Director, Deputy Director, *COO, Operational Unit Commanders/Directors*, and other Component Heads on WA issues.

3.6.6. Present WA Decision Packages to the Director, DCMA (as needed).

3.6.7. Maintain a historical repository of WA decisions made at the Component Head level and above. Provide an annual analysis of the kinds and types of WA decisions rendered and share that analysis with the DCMA Council.

3.6.8. Assign staff to facilitate the integrated exchange of WA information within the enterprise., ~~providing coordination, support, and recommendations to internal customers (e.g. Service Portfolio Division Directors, CLRs, and WA Policy Performance Advocate).~~

3.7. EXECUTIVE DIRECTOR, FINANCIAL AND BUSINESS OPERATIONS/COMPTRROLLER. The Executive Director, Financial and Business Operations/Comptroller shall:

3.7.1. Serve as the primary authority for accepting and transferring funds on behalf of the Agency.

3.7.2. Manage all reimbursable business operations and is a required signatory on all IAs/DD Form 1144s (Support Agreements) for receipt of all reimbursable work.

3.7.3. Advise the DCMA Director, Deputy Director, *COO, Operational Unit Commanders/Directors*, and other Component Heads on WA issues.

3.8. OTHER COMPONENT HEADS. Other Component Heads shall:

3.8.1. Provide subject matter experts and staff assistance to support the ~~Operations Regions, International, and Special Programs staffs~~ *COO and Operational Units* for compiling data to aid in the WA decision process.

3.8.2. Advise the DCMA Director, Deputy Director, *COO, Operational Unit Commanders/Directors*, and Component Heads on WA issues.

3.9. OFFICE OF GENERAL COUNSEL. The DCMA Office of Counsel (GC), as needed and as required shall:

3.9.1. Provide legal advice and recommendations pertaining to the governing authority and regulations permitting DCMA to accept or reject core and non-core work; and

3.9.2. Assist in drafting and/or reviewing IAs, MOAs, MOUs and other letters of agreement which memorialize acceptance of work for reimbursement or non-reimbursement.

3.10. DoD CENTRAL CONTROL POINT/INTERNATIONAL AND FEDERAL BUSINESS DIRECTOR (DCMA-FBR). The DoD Central Control Point in Financial and Business Operations Directorate (DCMA-FB) performs duties as the single interface for all international customers in regards to direct commercial sales, including those sales to new customers (Reference (f) and (h)).

3.11. CMO COMMANDERS/DIRECTORS AND CENTER/GROUP DIRECTORS. CMO Commanders/Directors and Center/Group Directors shall:

- 3.11.1. Make initial determination of “core” or “non-core” work.
- 3.11.2. Advise customers on WA policies.
- 3.11.3. Staff WA Decision Packages to appropriate decision authority through chain of command.

CHAPTER 4

PROCEDURES

4.1. OVERVIEW. This Chapter provides step-by-step procedures on how to address and handle informal inquiries and/or formal DCMA work requests for CAS support. In most cases, formal work requests flow into the Agency electronically, in the form of contracts, letters of delegation, task orders, grants, cooperative agreements, other transaction-type documents, and formal email. Other WA inquiries flow into the Agency informally, by email message, a telephone call, meetings with customers, and other professional contacts. Agency employees processing and/or analyzing these informal WA inquiries should follow the same decision path as used for formal work requests and seek additional staff assistance, coordination, or guidance where necessary.

(NOTE 1: These procedures do not apply to Special Programs ~~per Reference (v)~~).

(NOTE 2: IAW Para 2.1.8., all non-core and non-mission customer WA Decisions shall be made within 10 working days)

4.2. INCOMING WORK REQUEST REVIEW – FAST TRACK TO ACCEPTANCE. A DCMA employee receives a formal or informal DCMA work request and conducts initial analysis for acceptance. Address Questions 1 through 6 below as a comprehensive initial analysis. Consider all of the questions/decisions before addressing a single concern. Supervisors and managers may seek to address multiple concerns with a single notification up the chain of command and to appropriate functional specialists.

4.2.1. Question 1. Is the request from an existing, mission customer as identified in the DCMA DoD Customer Base (see ~~Policy~~ Resource ~~Web~~ Page) or a customer established by an Agency MOA? (~~Refer to the DCMA Portal, Reference Library, Subfolder 2 “MOA Library.”~~) (*See Reference (g) Resource Page for link to MOA eCommunity in DCMA360.*)

4.2.1.1. If no, send an email to the PI In-Box, Attention WA Performance Advocate ~~with a Cc to applicable Prime CMO Commander/Director, Center/Group Director, Operations Region or International staff focal point in the Strategic Engagement Division,~~ identifying the potential non-mission customer and specific details of the work requested (for minimum data required, see WA Template Data Sheet on ~~Policy~~ Resource ~~Web~~ Page). Follow the chain of command and the procedures identified in Appendix A, WA Process Flow #3.

4.2.1.2. If yes, proceed to Question 2.

4.2.2. Question 2. Does DCMA normally accomplish this work without reimbursement (e.g., from a mission customer)?

4.2.2.1. If no, send an email notification of work request to the International and Federal Business Division’s DCMA-FBR IA In-Box, with a Cc to the GC Inbox, and then proceed to Question 3.

4.2.2.2. If yes, proceed to Question 3.

4.2.3. Question 3. Does the work request reference a new or existing contract, grant, cooperative agreements, and other transaction-type document?

4.2.3.1. If no, *identify request as a WA inquiry and* send an email to PI In-Box, Attention WA Performance Advocate ~~with a Cc to applicable Operations Region or International staff focal point in the Strategic Engagement Division, identifying specifying~~ the customer's *identity* and specific details of the work under consideration for DCMA (for minimum data required, see WA Template Data Sheet on ~~Policy~~ Resource ~~Web~~ Page). The inquiry may develop into an Acquisition Planning & Support Service requirement, CLR engagement, or other customer interaction and may no longer be considered a WA issue.

4.2.3.2. If yes, proceed to Question 4.

4.2.4. Question 4. Does the work entail "core work" per the DCMA WA policy? (Review Chapter 1 and/or see ~~Policy~~ Resource ~~Web~~ Page for a detailed description of work within the scope of DCMA's current mission (core) or outside of DCMA's current mission (non-core) by subject specific Fact Sheet.)

4.2.4.1. If no, elevate to the Prime CMO Commander/Director or Center/Group Director through the chain of command. Recommend DCMA decline the work.

4.2.4.2. If yes, proceed to Question 5.

4.2.5. Question 5. Is the work requested accomplished within your place of performance?

4.2.5.1. If no, initiate a formal coordination with additional stakeholders (via email, fax, telephone, etc.). At a minimum, the WA Template Data Sheet shall be provided as prescribed on the ~~Policy~~ Resource ~~Web~~ Page. Request a response within 5 workdays. Follow-up as needed. Provide an information copy to the applicable Prime CMO Commander/Director, ~~or~~ Center/Group Director, ~~Operations Region, the DCMA International staff focal point in the Strategic Engagement Division or Operational Unit Commander/Director~~ and additional DCMA HQ functional staffs (as needed) for situational awareness. Follow the chain of command. Once formal coordination is acknowledged and an agreed upon path ~~is~~ established, proceed to Question 6.

4.2.5.2. If yes, proceed to Question 6.

4.2.6. Question 6. Does the DCMA organization that will have to perform the work possess the resources and/or skill sets at the work location(s) (e.g., place(s) of performance) to accomplish the work?

4.2.6.1. If no, the work request shall result in a Workload and Resourcing (WAR) event.

4.2.6.2. If yes, support the work request as Agency core work and accomplish with existing resources.

4.3. NON-MISSION CUSTOMER WORK REQUESTS.

(NOTE: IAW Para 2.1.8., all non-core and non-mission customer WA Decisions shall be made within 10 working days)

4.3.1. DCMA employee receives a formal or informal **DCMA** work request from potential non-mission customer and conducts initial review and analysis of the customer and content of work requested. ~~They shall~~ Elevate the non-mission customer work request to the CMO Commander/Director or Center/Group Director *or Component Head* through their chain of command.

4.3.2. ~~The A~~ CMO Commander/Director, Center/Group Director *or Component Head Action Officer* shall send an email to the PI In-Box, Attention WA Performance Advocate with a Cc to DCMA-FBR IA In-Box ~~and the applicable Prime CMO Commander/Director, Operations Region, or International staff focal point in the Strategic Engagement Division,~~ identifying potential new non-mission customer and specific details of the work requested (for minimum data required, see WA Template Data Sheet on ~~Policy~~ Resource ~~Web~~ Page). Identify the correspondence as a “Non-Mission Customer WA Decision Package.”

4.3.3. PI In-Box owner forwards the request to an available WA Performance Advocate or Analyst for action within one (1) workday with an internal suspense of one (1) additional workday.

4.3.4. WA Performance Advocate or Analyst reviews request against current DCMA DoD Customer Base List and screens the MOA ~~Library in the Portal, Reference Library eCommunity in DCMA360~~ for active agreements that describe DCMA support. Also, review for any MOAs in-work.

4.3.4.1. If WA Performance Advocate or Analyst determines that customer is currently supported, they shall:

4.3.4.1.1. Send reply message back to originator, inform them of customer relationship with DCMA and billing status (reimbursable or non-reimbursable).

~~4.3.4.1.2. Provide a Cc to applicable Operations Region, DCMA International staff focal point in the Strategic Engagement Division, or other Component Head focal point and DCMA-FBR IA Inbox (if reimbursable).~~

~~4.3.4.1.3.~~ 4.3.4.1.2. Clear suspense with the PI In-Box owner.

4.3.4.2. If WA Performance Advocate or Analyst determines that the request originated from a potential, new non-mission customer, they shall:

4.3.4.2.1. Enter data into the WA history log.

4.3.4.2.2. Coordinate with FBR and GC to determine if agency can seek reimbursement.

4.3.4.2.3. Send reply back to the CMO Commander/Director or Center/Group Director or ~~International staff focal point in the Strategic Engagement Division~~ *Component Head Action Officer* with data found. Provide Cc to ~~Operational Directorate chain of command, cognizant PM&I Service Portfolio Division Director, and HQ DCMA~~ functional stakeholders (as needed) for further customer investigation and assessment.

4.3.4.2.4. Based on whether the resources of two or more Components Heads will be required to support the non-mission customer work request, advise the Requesting Component Head Action Officer (e.g. focal point) if a DCMA Director *or COO* decision is required.

4.3.4.3. If the DCMA Director's approval is not required, the Component Head Action Officer submits a Non-Mission Customer WA Decision Package through their chain of command to the appropriate decision authority within their ~~directorate~~ *Component*.

4.3.4.3.1. The Component Head decision authority may accept work from the non-mission customer or inform their chain of command of intention to decline the work.

4.3.4.3.1.1. If the intention is to decline the non-mission customer work request, ~~suspend notifying~~ *notify* the customer ~~for~~ *within* 3 working days. ~~to allow time for managers and supervisors up the chain of command to review the decision authority's determination (if below the Flag/SES level).~~

4.3.4.3.1.2. If Component Head decision authority accepts the work, the Action Officer must coordinate with PM&BI WA Performance Advocate and DCMA-FBR to complete appropriate documentation (e.g., funding documents) and for decision archiving. *Notify the customer within 3 working days.*

~~4.3.4.3.2. For either scenario (acceptance or declination), the Action Officer (through a Prime CMO Commander/Director, Center/Group Director or CLR) shall notify the customer to inform them of the Component Head decision authority's WA determination.~~

NOTE 1: See *Policy* Resource *Web* Page for template documents for use as acceptance and declination letters.

NOTE 2: DCMA Action Officers shall consider the rank/position of customer and take action to respond in-kind

4.3.4.4. If a DCMA Director *or COO* approval is required (because the resources of two or more Component Heads will be needed to support the customer's work request), the ~~Component Head~~ Action Officer, ~~(e.g., CMO Commander/Director or Center/Group Director or International staff focal point in the Strategic Engagement Division)~~ *prepares* the Non-Mission Customer WA Decision Package *to staff* through their chain of command to the Component Head. Include a Non-Mission Customer WA Portfolio with customer and work request data (beyond the minimum WA Template Data Sheet) such as:

- Scope of work requested
- Describe if request encompasses new work or a transfer of work

- Type(s) of work and customer expectations for CAS support
- Estimated period of performance
- Dollar value
- Frequency
- Reimbursable/Non-Reimbursable
- Budget/resource transfer
- Location (e.g., management offices as well as place(s) of work performance)
- Other data that provides DCMA leaders and managers with customer insight

~~NOTE: Contact the cognizant PM&I Service Portfolio Division Director (e.g. Army, Navy, Joint and Non-DoD, etc.) to assist with gathering external customer information.~~

4.3.4.5. The **Component Head** Action Officer *staffs submits* the Non-Mission Customer WA Package along with WA Non-Mission Customer Portfolio to the Component Head for consideration.

4.3.4.5.1. If Non-Mission Customer WA Package is supported at the Component Head-level, the Component Head and/or Action Officer shall coordinate with other impacted Component Heads prior to forwarding the decision package to the ~~Director, DCMA COO~~ for approval. Include additional support data as needed (e.g., business case, plan of actions/milestones).

NOTE: See DCMA Correspondence Manual for procedures on Component Head Coordination Staffing (Reference (z))

4.3.4.5.2. If potential new non-mission customer/work is not supported by the Component Head, the Action Officer must inform the WA Performance Advocate (via discussion, email, fax, or phone call) of that decision. WA Performance Advocate shall:

- Update the WA history log
- Send message to all HQ DCMA stakeholders informing them of the outcome
- Archive the information in the **PM&I WA portal file eCommunity in DCMA360**

4.3.4.5.3. The Component Head Action Officer (through a Prime CMO Commander/Director, Center/Group Director or CLR) shall inform the potential, non-mission customer of the Operational Executive Director's decision not to forward their Non-Mission Customer WA Package to the ~~DCMA-Director COO~~ for consideration. (See **Policy Resource Web** Page for template documents for acceptance and declination letters.)

4.3.4.6. When the ~~DCMA-Director COO~~ makes a Non-Mission Customer WA Decision, the lead Component Head shall inform the Action Officer and WA Performance Advocate of the outcome.

4.3.4.7. The WA Performance Advocate shall:

- Update the WA history log
- Send message to all HQ DCMA stakeholders informing them of the outcome
- Archive the information in the ~~PM&I WA portal file~~ *eCommunity in DCMA360*

4.3.4.8. If the ~~DCMA Director~~ *COO* rejects the new, non-mission customer/work, the lead Component Head Action Officer (through a Prime CMO Commander/Director, Center/Group Director or CLR) shall inform the potential, non-mission customer of the Director's decision. (See *Policy* Resource *Web* Page for template documents for acceptance and declination letters.)

4.3.4.9. If the ~~DCMA Director~~ *COO* accepts the new, non-mission customer/work, the lead Component Head Action Officer must coordinate with PM&*BI* WA Performance Advocate and DCMA-FBR to complete appropriate documentation (e.g., funding documents) and for decision archiving.

4.3.4.9.1. Consult with the Office of General Counsel as necessary for preparation and/or review of documentation and analysis of work acceptance and reimbursement decisions.

4.3.4.9.2. The WA Performance Advocate shall maintain an archive of new, non-mission customer WA decisions in accordance with applicable correspondence file plan.

4.3.4.10. Signature Authority. Reference (w) does not indicate who should execute an ISSA/IA on behalf of an agency. The ~~determination to enter a support agreement is reserved to "the head of the major organizational unit" and may not be delegated lower than the SES, Flag, or General Officer level and~~ shall always be signed by the Comptroller or duly appointed designee when the exchange of funds is required.

4.3.4.11. In most Non-Mission Customer WA cases, the sponsoring ~~DCMA Component Head~~ Action Officer shall staff for signature to ~~the SES/Flag level within its directorate their Component Head~~, all intra-governmental support agreements (includes IAs, MOAs, etc.) approved for acceptance and requiring memorialization of the relationship. ~~Staff the signature package up the chain of command (as needed) to achieve SES/Flag level authority.~~ See the DCMA Correspondence Manual for guidance in staffing signature packages (Reference (z)).

4.3.4.12. The Director, DCMA, shall sign all significant, high visibility IAs with enterprise-wide impact. The sponsoring DCMA activity shall follow (Reference (z)) for staffing a signature package to the DCMA Director.

APPENDIX A

PROCESS FLOWCHARTS

A.1. OVERVIEW. *The process flowcharts for this Instruction focus on procedures associated with handling WA decisions and capture:*

- *Analytical Framework for Operational Units (except Special Program)*
- *WA Process for a Non-Mission Customer Work Request.*

NOTE: *The three process flowcharts are located on the Resource Page. Access the three process flowcharts*

GLOSSARY

DEFINITIONS

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

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

Contingency Operation. A military operation that (A) is designated by the Secretary of Defense as an operation in which members of the armed forces are or may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing military force; or (B) results in the call or order to, or retention on, active duty of members of the uniformed services under section 688, 12301(a), 12302, 12304, 12304a, 12305, or 12406 of Title 10 US Code, Chapter 15 of Title 10 US Code, or any other provision of law during a war or during a national emergency declared by the President or Congress.

Deviation. A deviation is a temporary departure from the policy and is limited to a specific time period.

Interagency Agreement (IA). An agreement between a DoD Component and a non-DoD Federal agency.

Inter-Service Support Agreement (ISSA). A formal agreement used to memorialize base support services at locations where DCMA is a tenant activity.

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 policy, guidance, tools, related correspondence/memos, training, point of contact, forms, templates, higher level statutory/regulatory documents, competencies/certifications, performance metrics/ standards, etc. (Reference (z)).

Waiver. A waiver is a permanent departure from the policy, but such waiver is limited to a specific set of circumstances.

Workload and Resourcing. A forum utilized by Operations Regions and the COO to address resourcing issues and concerns.

GLOSSARY**ACRONYMS**

C-JTSCC	CENTCOM Joint Theater Support Contracting Command
CAS	Contract Administration Services
CCAS	Contingency Contract Administration Services
CENTCOM	U.S. Central Command
CG	Commanding General
CLIN	Contract Line Item Number
CLR	Customer Liaison Representative
CMO	Contract Management Office
COO	Chief Operations Officer
CSA	Combat Support Agency
DCMA-FB	Financial and Business Operations Directorate
DCMA-FBR	International and Federal Business Division within DCMA-FB
DCMA-INST	DCMA Instruction
DFARS	Defense Federal Acquisition Regulation Supplement
DIB	Defense Industrial Base
DoDD	DoD Directive
DoDI	DoD Instruction
GC	Office of General Counsel
HQ	Headquarters
IA	Interagency Agreement
INST	Instruction
ISSA	Inter-Service Support Agreement
MIPR	Military Interdepartmental Purchase Request
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
PM&BI	Portfolio Management and <i>Business</i> Integration- Executive Directorate
SAP	Special Access Programs
SCI	Sensitive Compartmented Information
SES	Senior Executive Service
TBC	Theater Business Clearance
WA	Workload Acceptance
WAR	Workload and Resourcing