



## DCMA Instruction 4301

### Stewardship

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**Office of Primary  
Responsibility**

**Stewardship Capability**

**Effective:**

July 18, 2018

**Releasability:**

Cleared for public release

**Incorporates:**

DCMA-INST 117, "Government Purchase Cards," March 29, 2013  
DCMA-INST 121, "Procurement Center Contracting Officer's  
Representatives," July 23, 2014  
DCMA-INST 122, "Ratification of Unauthorized Commitment,"  
May 20, 2014  
DCMA-INST 140, "Purchase Request Package,"  
December 9, 2013, as amended  
DCMA-INST 535, "Travel (Official) TDY and Local,"  
October 1, 2009  
DCMA-INST 536, "Government Travel Charge Card,"  
October 1, 2009  
DCMA-INST 591, "Continuous Process Improvement/Lean Six  
Sigma (CPI/LSS) Program," April 2, 2013  
DCMA-INST 623, "Compensatory Time Off for Travel,"  
July 16, 2014  
DCMA-INST 701, "Resourcing and Budgeting," May 1, 2004  
DCMA-INST 702, "Review of Commitments and Obligations,"  
April 12, 2014  
DCMA-INST 703, "Competitive Sourcing, Inherently  
Governmental Commercial Activities," February 18, 2014  
DCMA-INST 704, "Military Interdepartmental Purchase Request  
(MIPR)," June 26, 2013  
DCMA-INST 707, "Official Representation Funds," May 14, 2014

DCMA-INST 709, “International and Federal Business Reimbursable and Non-Reimbursable Support,”  
March 10, 2014  
DCMA-INST 710, “Managers’ Internal Control Program,”  
April 21, 2014  
DCMA-INST 791, “Funds Control,” August 7, 2014  
DCMA-INST 793, “Manpower Management,” May 29, 2014  
DCMA-INST 906, “Fraud, Waste, and Abuse,” October 29, 2014  
DCMA-INST 1081, “Travel – OCONUS,” February 11, 2014

**Cancels:** DCMA-INST 705, “Automated Time Attendance and Production System (ATAAPS) – Graphical User Interface (GUI),”  
January 23, 2014  
DCMA-INST 706, “Performance Labor Accounting System (PLAS) Administration,” June 23, 2014

**Internal Control:** Not Applicable

**Labor Codes:** Located on the Resource Page

**Resource Page Link:** <https://360.dcms.mil/sites/policy/ST/SitePages/4301r.aspx>

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**Purpose:** This issuance, in accordance with the authority in DoD Directive 5105.64, “Defense Contract Management Agency:”

- Establishes policy, assigns responsibility, and prescribes general provisions associated with the Stewardship Capability.
- Delineates Agency responsibilities pursuant to the DoD Financial Management Regulation, 7000.14-R; Office of Management and Budget (OMB) Circular A-11; OMB Circular A-123; The Chief Financial Officers Act of 1990; Sections 1301 through 1354 and 1501 through 1558 of Title 31, United States Code; U.S. Government Accountability Office Title 7 Fiscal Guidance; Travel and Transportation Reform Act of 1998; Joint Travel Regulation/Joint Federal Travel Regulation; Part 301 of Title 41, Code of Federal Regulations; Defense Federal Acquisition Regulation Supplement (DFARS) 242; Public Law 101-576, “The Chief Financial Officers Act;” and Public Law 103-62, “The Government Performance and Results Act of 1990”
- Establishes primary Stewardship Capability manuals that document Stewardship processes and provide implementation guidance.

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## SECTION 1: GENERAL ISSUANCE INFORMATION

**1.1. APPLICABILITY.** This issuance applies to all DCMA organizational elements.

### **1.2. POLICY.**

a. Establish, execute, and maintain a Stewardship Capability to fulfill the Agency's mission and comply with U.S. laws, regulations, and DoD issuances.

b. Perform Stewardship responsibilities in an integrated, synchronized, and coordinated manner.

c. Apply these governing principles to the Stewardship Capability:

(1) Activities will be consistent, timely, responsible, responsive, repeatable, and transparent.

(2) Requests for resources will be credible, defensible, executable, and contribute to cost-effective performance of the Agency's mission.

(3) Actions will demonstrate commitment to the lawful, effective, and efficient use of appropriated funds. Appropriated funds will be used only for authorized purposes and only in the amounts and for the time periods authorized, as enacted by Congress and implemented under DoD directives and instructions.

(4) As stewards of the taxpayers' dollars, DCMA will take timely and aggressive action to identify and investigate instances of fraud, waste, and abuse of government resources.

(5) DCMA organizations will establish and maintain a system of internal controls to identify, assess, and report on the effectiveness of DCMA activities.

## SECTION 2: RESPONSIBILITIES

**2.1. DIRECTOR, DCMA.** The DCMA Director will:

- a. Provide strategic oversight of the Stewardship Capability.
- b. Set program and budget priorities.
- c. Appoint a Capability Manager for the Stewardship Capability and charter a supporting cross-functional capability board.

**2.2. STEWARDSHIP CAPABILITY MANAGER.** The Stewardship Capability Manager will:

- a. Serve as chairperson of the Stewardship Board as chartered.
- b. Serve as the Agency proponent for the Stewardship Capability and conduit to the DCMA Executive Council, and to fulfill responsibilities as delegated.
- c. Develop, revise, coordinate, and maintain Stewardship Capability doctrines (i.e., DCMA Manual (DCMA-MAN)) necessary to document the processes and procedures to allow for consistent, standard, and repeatable budget to report, procure to pay, and control to oversight across the enterprise.
- d. Identify and develop measures and metrics to monitor Stewardship compliance and performance.
- e. Ensure continuous improvement of the Stewardship Capability.
- f. Support and coordinate delivery of all Agency Capability Model Framework capabilities.
- g. Integrate, synchronize, and align the Stewardship Capability with the work and processes of other Agency capabilities.
- h. Assign an Action Officer to serve as the subject matter expert and primary focal point for each Stewardship issuance and associated resource pages.
- i. Design and assess internal controls within their capability, monitoring internal control practices and reporting unacceptable risk or issues in pursuing their strategic goals and operational objectives.

**2.3. EXECUTIVE DIRECTORS, COMPONENT DIRECTORS, OPERATIONAL COMPONENTS, AND CAPABILITY MANAGERS.** Executive Directors, Component Directors, Operational Components, and Capability Managers will:

- a. Ensure their assigned areas of operation carry out the applicable Stewardship Capability processes as published in Stewardship manuals as applicable.
- b. Evaluate compliance and performance related to the Stewardship Capability.
- c. Ensure their organization's appropriated funds are used legally, effectively, and efficiently.
- d. Identify policy, training, and tool gaps based on Stewardship requirements and recommend mitigation to the Stewardship Capability Manager.
- e. Seek and support Stewardship Capability process improvements.
- f. Develop, maintain, and report on effectiveness and efficiencies of their internal controls.

**2.4. CONTRACT MANAGEMENT OFFICE (CMO) COMMANDERS/DIRECTORS AND CENTER DIRECTORS.** The CMO Commanders/Directors and Center Directors will:

- a. Execute and oversee their organizations' day-to-day Stewardship Capability processes and tasks as published in applicable manuals, operating procedures, and work instructions.
- b. Evaluate their organizations' Stewardship Capability compliance and performance.
- c. Ensure their organization's appropriated funds are used legally, effectively, and efficiently.
- d. Identify policy, training, and tool gaps based on Stewardship requirements and recommend mitigation to the Stewardship Capability Manager.
- e. Seek and support Stewardship Capability process improvements.
- f. Identify their organizations' Stewardship needs and elevate them in accordance with the processes published in Stewardship manuals as applicable.

## SECTION 3: GENERAL PROVISIONS

**3.1. DESCRIPTION.** The Stewardship Capability defines standards and policies associated with stewardship. It supports the DCMA enterprise by vetting resource requirements in support of the Agency Strategic Plan; prioritizing, programming, and budgeting for these requirements; and ensuring implementation of stewardship processes and procedures. The value DCMA expects to deliver through this capability includes:

- a. Identifying ways to improve stewardship efficiency and increase return on investment (ROI).
- b. Aligning stewardship resourcing priorities with the Agency Strategic Plan.

**3.2. ACTIVITIES AND PROCESSES.** The Stewardship Capability's key activities and processes enable the accomplishment of a standardized Stewardship construct. These activities and processes are initiated with budget formulation and continue until goods or services are received and the procurement instrument is closed out. The following is a list of associated activities and processes the Stewardship Capability monitors and/or guides while supporting the role of the functional elements; however, the Stewardship Capability does not supersede the ownership of these functional elements in the execution of these processes.

**Table 1. Stewardship Monitored Activities and Processes**

Activities	Processes
Budget Planning and Formulation	Perform Budgeting
	Support Congressional Budget Review
	Track Congressional Actions
	Manage Requirements and Authorizations
Distribute and Manage the Budget	Implement Case in FMS Trust Fund
	Execute Continuing Resolution
	Execute Apportionment and Allocate Funds
	Execute Rescission, Cancellation and Deferrals
	Perform Reprogramming and Transfers
	Manage Baseline for Reprogramming

	Review, Approve and Process Overhire Authority Requests
Manage Financial Assets and Liabilities	Manage Liabilities
	Manage Receivables
	Manage Investments
	Manage Procurement Entitlement
	Manage Delinquent Debt
	Update Fourth Estate Manpower Tracking System
Perform Treasury Operations	Manage Disbursements
	Manage Collections
	Manage Execution with Treasury
Manage General Ledger Transactions	Manage Financial Management Policy
	Manage Execution Fund Account
	Post to General Ledger
Perform Reporting	Review of Monthly Financial Statements
	Quarterly Reporting of Financial Statements
	Maintain the Unit Manning Document and Unit Manning Report
Develop Procurement Strategy in Support of Agency Funded Requirement	Consider All Required Elements
	Obtain Appropriate Approvals
Create Procurement	Collect and Analyze Requirement
	Conduct Market Research and Prepare Government Estimate

	Prepare Technical Specifications and other Applicable Required Documents
	Create Orders
	Receive and Review Purchase Request
	Accept and Process Purchase Request
Administer Procurement Instrument for DCMA Internal Expenditure of Funds	Ensure Completion of Requirements
	Take Appropriate Action Regarding Deviations if Applicable
Perform Receipt, Acceptance and Return (to ensure proper payment of DCMA resources)	Acknowledge Goods Tendered and Services Rendered (DCMA Internal)
	Conduct Inspection and Verification
	Perform Receipt and Acceptance or Rejection
	Certify Discrepancies
Perform Instrument Closeout	Confirm Delivery/Completion of Supplies and Services
	Resolve Open Actions and Liabilities
	Deobligate Excess Funds
Perform Internal Control Oversight	Establish Internal Control Structure
	Conduct Materiality and Risk Assessments
	Establish and Execute Internal Control Plan
	Report on Effectiveness of Internal Controls
	Take Corrective Action
Ensure FIAR Compliance	Document and Test Controls
	Produce Corrective Action Plans

	Take Action Following Examination by Auditors
Process Government Travel	Validate Bonafide Need and Authorization
	Ensure Payment Propriety
Ensure Government Travel Compliance	Monitor Travel Card Abuse
	Monitor Travel Compliance Audits
	Conduct Sampling of Travel Authorizations and Vouchers for Compliance with JTR
Manage Manpower	Review, Approve and Process Military and Civilian Manpower Change Requests
	Process Resource Management-Manpower (RMM) Review of Requests for Personnel Action

**3.3. PLANNING, PROGRAMMING, BUDGETING AND EXECUTION (PPBE) PROCESS.** Overarching Agency guidance for the implementation of PPBE is provided in DCMA-INST 4503, “Planning and Resourcing.” Detailed guidance for Budgeting, and Execution Review for Budgeting are provided within the standardized Stewardship construct.

**3.4. AGENCY WORKLOAD AND RESOURCES (WAR) ROOM PROCESS.** Per the DCMA Requirements Oversight Council (DROC) Charter dated February 1, 2018, the Agency WAR Room is identified as a subordinate organization to the DROC. The purpose of the Agency WAR Room is to facilitate decisions related to workload requirements and manpower authorizations in the current and upcoming years. Therefore, it impacts budget execution and manpower management activities identified within the Stewardship Capability. Detailed manuals for the Agency WAR Room and Resource Management are currently in development.

## GLOSSARY

### G.1. DEFINITIONS.

**Action Officer.** Appointed DCMA employee who serves as the subject matter expert and primary focal point for a particular area of responsibility.

**Activity.** Work, not specific to a single organization or individual, which transforms inputs (resources) into outputs or changes their state.

**Capability.** The ability to achieve a desired effect under specified standards and conditions through a combination of means and ways across doctrine, organization, training, materiel, leadership and education, personnel, and facilities to perform a set of tasks to execute a specified course of action.

**Capability Manager.** The individual or individuals identified by the Agency Director as the advocate for all Agency efforts under a given Capability. The Capability Manager is responsible for the doctrine, instructions, manuals, tools, and training associated with the activities that fall under the purview of the Capability.

**Component Heads.** The leader of a DCMA component, including operational units, who reports directly to the Office of Director, DCMA.

**Obligation.** Amounts of orders placed, contracts awarded, services received, and similar transactions during a given period requiring future payment of money.

**Process.** A logical, systematic sequence of tasks, triggered by an event, which produces a meaningful output.

## GLOSSARY

### G.2. ACRONYMS.

CMO	Contract Management Office
DCMA-INST	DCMA instruction
DCMA-MAN	DCMA manual
DROC	DCMA Requirements Oversight Council
PPBE	Planning, Programming, Budgeting and Execution
WAR	Workload and Resources

## REFERENCES

Code of Federal Regulations, Title 41, Chapter 301  
DCMA Instruction 4503, "Planning and Resourcing," TBD  
Defense Federal Acquisition Regulation Supplement (DFARS) 242.002  
DoD 7000.14-R, "Financial Management Regulation (FMR)," June 29, 2012  
DoD Directive 5105.64, "Defense Contract Management Agency (DCMA)," January 20, 2013  
DoD Directive 7045.14, "The Planning, Programming, Budgeting, and Execution (PPBE) Process," January 25, 2013  
DoD Instruction 5010.40, "Managers' Internal Control Program Procedures," May 30, 2013  
Joint Travel Regulation/Joint Federal Travel Regulation  
Office of Management and Budget (OMB) Circular A-11, Part 2, "Preparation, Submission, and Execution of the Budget," July 2013  
OMB Circular A-123, "Management's Responsibility for Enterprise Risk Management and Internal Control," July 15, 2016  
Public Law 101-576, "The Chief Financial Officers Act," November 15, 1990  
Public Law 103-62, "The Government Performance and Results Act of 1990," January 5, 1993  
Public Law 105-264, "Travel and Transportation Reform Act of 1998"  
U.S. Government Accountability Office, Title 7, Fiscal Guidance  
United States Code, Title 31, Sections 301 through 1354 and Sections 1501 through 1558