



DCMA Manual 3101-01

PROGRAM SUPPORT

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Approved by:	David H. Lewis, VADM, USN, Director

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

- Implements policies in DCMA Instruction 3101, “Program Support”
- Provides and defines procedures for Program Establishment, Lead Contract Management Office Assignment, Program Planning, Program Reporting, and Program Transition, Suspension and Termination
- Fulfills the Agency’s responsibilities pursuant to Federal Acquisition Regulation 42.3, “Contract Administration Office Functions” (Federal Acquisition Regulation 42.302(a)(31) and (67)), Defense Federal Acquisition Regulation Supplement 242.302(a)(S-75)

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SECTION 1: GENERAL ISSUANCE INFORMATION

1.1. APPLICABILITY. This issuance applies to all DCMA organizational elements implementing Program Support (PS) requirements unless higher-level regulations, policy, guidance, waiver, or agreements take precedence.

a. Major Programs. All requirements of this Manual apply.

b. Non-Major Programs with PS Reporting Requirements. All the requirements of this Manual apply except for paragraph 5.7., which is at the discretion of the Contract Management Office (CMO). Prime control of subcontractor risks and issues must still be documented with a Risk, Issue, Opportunity or Observation (RIO).

c. Non-Major Programs without PS Reporting Requirements. CMOs must establish and maintain program information per paragraphs 3.1., 3.2., 3.4., 7.1., and 7.2. No other paragraphs apply.

d. National Aeronautics and Space Administration (NASA) Programs. The requirements of this Manual do not apply to NASA programs. For NASA programs, refer to DCMA Manual (DCMA-MAN) 3101-03, "NASA Support."

e. Special Programs. Special Access Programs (SAP) and Sensitive Compartmented Information (SCI) contracts will meet the intent of this Manual to the maximum extent practicable, refer to the Program Support-3101-User Guide (PS-3101-UG)-01S, "Program Support Offline Supplement." See Resource Page.

f. High Visibility Commodities. Section 5, and paragraphs 6.1. and 6.2. of this Manual do not apply to High Visibility Commodities (HVC), refer to the Program Support-3101-User Guide (PS-3101-UG)-06, "HVC User Guide." See Resource Page.

g. Foreign Military Sales (FMS). For programs with FMS contracts or Contract Line Item Numbers (CLINs), the requirements of this Manual apply as described in the above program categories. However, resources spent must use appropriate FMS Defense Agencies Initiative (DAI) timekeeping codes.

1.2. POLICY. It is DCMA policy to:

a. Deliver global acquisition insight for programs and HVC by providing objective, independent, relevant, timely, and actionable information to the Acquisition Enterprise.

b. Comply with OSD or Service Component guidelines when reporting on programs.

c. Understand and provide support to our customers by maintaining dialog and good relationships through: a mutual agreement of DCMA support, periodic engagements, and an assessment of their level of satisfaction pertaining to our services.

d. Execute the processes of this Manual in a safe, efficient, effective, and ethical manner.

SECTION 2: RESPONSIBILITIES

2.1. EXECUTIVE DIRECTOR, PORTFOLIO MANAGEMENT AND BUSINESS INTEGRATION (PM&BI). The Executive Director, PM&BI, must:

- a. Approve Major Program and HVC designations within DCMA.
- b. Designate the Lead CMO for Major Programs and HVCs.

2.2. DIRECTOR, MAJOR PROGRAM SUPPORT (MPS) DIVISION. The Director, MPS Division must:

- a. Notify Operational Unit (OU) of program establishment, program designation, Lead CMO designation, and program changes.
- b. Establish and maintain the program information record in the PS Application site.
- c. Maintain the PS Application site.
- d. Maintain PS training.

2.3. DIRECTOR, SUSTAINMENT GROUP. The Director, Sustainment Group must:

- a. Represent the Agency on HVCs.
- b. Designate an Agency action officer for HVCs.

2.4. DIRECTOR, EARNED VALUE MANAGEMENT SYSTEM (EVMS) CENTER. The Director, EVMS Center must:

- a. Provide supporting information concerning any EVMS Contractor Business System (CBS) issues to the Program Integrator (PI).
- b. Provide an impact statement for any EVMS Level III and IV Corrective Action Request (CAR) affecting a program.

2.5. COMMANDERS/DIRECTORS, OU. The Commanders/Directors, OU must:

- a. Approve or reject requests for Major Program initiation and Lead CMO designations.
- b. Approve or reject support for Non-Major Programs.
- c. Assist CMOs in program-related problem and issue resolution and continuous improvement in support of customer requirements.
- d. Evaluate quality of the CMO developed PS Reports and processes.
- e. Ensure appropriate and adequate resources are in place to execute PS requirements.

2.6. DIRECTOR, SPECIAL PROGRAMS. The Director, Special Programs must:

- a. Comply with the intent of this Manual to the maximum extent practicable for all SAP and SCI contracts.
- b. Designate Lead CMO for SAP.

2.7. COMMANDERS/DIRECTORS, CMOS. The Commanders/Directors, CMOs must:

- a. Ensure appropriate and adequate resources are in place to execute PS requirements.
- b. Initiate, coordinate, and sign Program Support Agreements (PSA).
- c. As Lead CMO for a program or HVC:
 - (1) Serves as the lead for Agency oversight of designated programs and HVCs.
 - (2) Request establishment, suspension, and termination of a program and Lead CMO.
 - (3) Appoint the PI.
 - (4) Sign and approve Program Support Plans (PSP) or HVC PSP.
- d. As supporting CMO with a signed PSA:
 - (1) Appoint the Support Program Integrator (SPI).
 - (2) Sign and approve Support Program Support Plans (SPSP).
- e. Review and approve PS and Program Management Office (PMO) Reports.

2.8. COMMANDERS/DIRECTORS, SPECIAL PROGRAMS CMOS. The Commanders/Directors, Special Programs CMOs must meet the intent of this Manual to the maximum extent practicable for all SAP and SCI contracts.

2.9. PROGRAM INTEGRATOR (PI) OR SUPPORT PROGRAM INTEGRATOR (SPI), PROGRAMS. The PI or SPI of a Program must:

- a. Lead the Program Support Team (PST) or Support Program Support Team (SPST).
- b. In coordination with functional supervisors, identify the personnel with specific skill sets needed to perform PS requirements.
- c. Coordinate with the PST or SPST and the functional supervisors to ensure the PST or SPST functions as a cohesive, integrated multi-functional team and is comprised of the personnel with specific skill sets needed to perform PS requirements.
- d. Write and execute the PSP or SPSP with the support of the PST or SPST members and the functional supervisors.

- e. Maintain program information record in the PS Application site.
- f. Issue and maintain PSA, as applicable.
- g. Draft, submit, and distribute reports, as applicable.

2.10. PI, HVC. The PI of an HVC must:

- a. Lead the PST, as applicable.
- b. Write and execute the HVC PSP, as applicable.
- c. Maintain program information records, as applicable.
- d. Issue and maintain HVC Support Agreement (HSA), as applicable.
- e. Draft, submit, and distribute reports, as applicable.

2.11. CORPORATE ADMINISTRATIVE CONTRACTING OFFICER (CACO), DIVISIONAL ADMINISTRATIVE CONTRACTING OFFICER (DACO), OR ADMINISTRATIVE CONTRACTING OFFICER (ACO). The CACO, DACO, or ACO must ensure required information is provided concerning CBS issues.

2.12. PROGRAM SUPPORT TEAM (PST), SUPPORT PROGRAM SUPPORT TEAM (SPST), CONTRACTS, AND MATRIXED PERSONNEL. The PST, SPST, Contracts, and Matrixed Personnel must:

- a. Provide required support to the PI or SPI.
- b. Execute to the PSP or SPSP.
- c. Include PS tasks within their functional surveillance plans.
- d. Prioritize functional surveillance based on identified program risks.
- e. Document and submit functional inputs.

2.13. FIRST LEVEL SUPERVISORS (FLS). The FLS must:

- a. Support the PI/SPI in identifying the personnel with specific skill sets needed to meet PS requirements and recommend resource requirements to the CMO Commander/Director.
- b. Appoint PST/SPST team members to execute the PSP/SPSP.
- c. Comply with PSP/SPSP requirements and ensure their members execute to the PSP/SPSP.
- d. Enroll PST/SPST members into their associated PS learning maps.
- e. Review functional inputs per the PSP/SPSP.

- f. Appoint and approve PST/SPST members.

SECTION 3: PROGRAM INITIATION

3.1. CONTRACT RECEIPT AND REVIEW (CRR). CRR must be accomplished pursuant to DCMA-MAN 2501-01, “Contract Receipt and Review.” When the CRR process identifies the need for program establishment or the Executive Director, PM&BI determines an HVC needs to be established, the CMO must request an initial program information record in accordance with (IAW) paragraph 3.2.b.

3.2. PROGRAM ESTABLISHMENT.

a. Introduction. Programs in Engineering and Manufacturing Development (EMD) phase, Production and Deployment (P&D) phase, and HVCs require a program information record. Upon program establishment, a Lead CMO will be designated. The Lead CMO serves as the Agency lead to execute PS processes and addresses all matters related to their assigned programs. Supporting CMOs assist the Lead CMO by executing requirements outlined in the signed PSA or functional delegations. A Lead CMO assignment remains in effect until program termination or another Lead CMO is designated.

b. Requesting Program Initiation and Lead CMO Designation. The CMO requesting to be the lead must submit DCMA Form (DCMAF) 3101-01-01, “Program Initiation Form” to request establishment of a program or HVC, in accordance with PS-3101-UG-02, “PS Forms User Guide.” See Resource Page.

(1) Lead CMO Designation. Lead CMOs will be designated as follows:

(a) For Major Programs and HVCs, the PM&BI Executive Director or designee establishes the Lead CMO.

(b) For Non-Major Programs and all SAPs, the OU establishes the Lead CMO.

(2) Program Initiation and Lead CMO Submission and Approval.

(a) If multiple CMOs are affected, they must coordinate to determine the recommended Lead CMO prior to submitting a request. If no decision can be made, escalate to the OUs or PM&BI.

(b) After the DCMAF 3101-01-01 has been submitted, the CMO Commander/Director or designee must approve or reject the request.

(c) The OU Commander/Director or designee must approve or reject the request.

(d) The PM&BI Executive Director or designee makes the final determination on the Lead CMO and Major Program designation.

(e) The MPS Division creates the program information record and notifies the CMO of program establishment.

3.3. PI/SPI AND PST/SPST.

a. Introduction. The PST/SPST is an integrated multifunctional team led by the PI/SPI to execute PS requirements. The PI and SPI with support from functional supervisors are responsible for identifying the personnel with specific skill sets needed to perform PS requirements.

b. PI/PST. PIs and PSTs will be appointed as follows:

(1) Major Programs. A Lead CMO must appoint a PI and PST.

(2) HVCs. A Lead CMO must appoint a PI and may appoint a PST.

(3) Non-Major Programs Performing PS Reporting. A CMO may appoint a PI and PST with existing resources if performing PS Reporting.

c. SPI/SPST. SPIs and SPSTs must be appointed when a PSA is signed. See paragraph 4.3.

d. Maintaining the Team Member List. All PI/PST and SPI/SPST members must be maintained in the program's PST Collaboration Site (PST Site).

(1) PI. The Lead CMO Commander/Director or designee must appoint and approve the PI. Only one PI is allowed per program.

(2) SPI. The supporting CMO Commander/Director or designee must appoint and approve the SPI. Only one SPI is allowed per program at each supporting CMO location.

(3) PST/SPST and Matrixed Personnel. Functional FLS must appoint and approve PST/SPST members and matrixed personnel.

(4) Frequency. The PST Site members list must be updated within 30 calendar days of Lead CMO approval, PSA signature, or PST/SPST personnel changes.

e. Learning Map Assignment. FLS must assign PST/SPST members to their appropriate learning map within 60 calendar days of approval into the team member's list.

3.4. PROGRAM INFORMATION RECORD.

a. Introduction. The program information record supports Agency-level analysis for reports to external organizations and therefore must be accurate.

b. Program Information Record Integrity. CMOs must:

(1) Maintain the data integrity of their program information records within the PST Site.

(2) Request changes to program information fields to the MPS Division using DCMAF 3101-01-03, "Program Information Change Form," in accordance with PS-3101-UG-02.

SECTION 4: PROGRAM SUPPORT PLANNING

4.1. MEMORANDUM OF AGREEMENT (MOA).

a. Introduction. A program MOA identifies the goals of DCMA support beyond Federal Acquisition Regulation (FAR), Defense Federal Acquisition Regulation Supplement (DFARS) and Contract Administration Service (CAS) mission requirements on specific programs.

b. Program MOA Conditions. CMOs must document support agreements with PMOs (program, product, or project) through program MOAs when required in accordance with DCMA-MAN 3101-04, “Customer Support.”

c. Program MOA Storage. The PI must upload the latest, signed program MOA into the PST Site and the agency MOA repository in accordance with DCMA-MAN 3101-04.

d. Higher-level MOAs. The PI should be aware of any enterprise or OU level MOAs that may affect their program and include requirements into PSP as appropriate.

4.2. PSP AND SPSP.

a. Introduction. The PSP documents how the PST and SPIs operate and communicate with the PI; it is approved by the CMO Commander/Director. The SPSP serves the same function for SPSTs and lower tier SPIs. The PSP and SPSP assist in onboarding new PST and SPST members and transitioning PIs and SPIs by communicating the program scope, reporting requirements, and local processes and timelines of PST and SPST members, supervisors, and management. They are intended to be living documents that the PI and SPI update as needed.

b. Develop PSP and SPSP.

(1) Program PIs must develop a PSP using the latest PSP Template and PS-3101-UG-03, “Program Support Planning,” for each program. See Resource Page.

(2) HVC PIs may develop a HVC PSP at the discretion of the Lead CMO in accordance with PS-3101-UG-06.

(3) The SPI must develop an SPSP using the latest SPSP Template and PS-3101-UG-03 for each program.

(4) PSPs and SPSPs may reference local CMO processes if they are the same across programs.

(5) The initial PSP or SPSP must be approved by the respective CMO Commander/Director within 60 calendar days of program establishment, Lead CMO change or PSA signature.

c. Execute PSP and SPSP.

(1) The PI/PST and SPI/SPST must follow the approved respective plan.

(2) PST/SPST members must capture PS tasks in their functional surveillance plans.

(3) FLS must comply with PSP requirements and ensure their members execute to the PSP.

d. Review PSP and SPSP. The PSP and SPSP should be reviewed when the PI/SPI or CMO Commander/Director changes and updated as necessary.

e. Update and Approve PSP and SPSP. The PSP and SPSP must be updated and signed annually using the latest template or when there are changes to reporting requirements, local processes, or timelines.

f. Upload PSP and SPSP. All current program PSPs and SPSPs must be loaded and maintained in the PST Site. Only the latest PSP should be maintained on the PST Site.

4.3. PSA.

a. Introduction. For Major Programs, the PSA is an agreement between CMOs or within a CMO at a different location that establishes responsibilities for PS requirements. The PSA is the basis for appointing an SPI and creating an SPST. PSAs do not include functional surveillance requirements (see paragraph 4.4.c.).

b. Conditions for PSA. A PSA is required when reporting and integration of multiple functional areas at a single supplier location requires an SPI at that location. A PSA is required under the following conditions:

(1) Multiple Primes on Major Programs. The PI must issue a PSA when a CMO has a prime contract and not designated the Lead CMO.

(2) Major or Significant Suppliers on Major Programs. The PI/SPI must issue a PSA when an SPI is required to integrate multiple functional areas at a supporting CMO.

(3) Sub-Programs supporting Major Programs. The PI must issue a PSA to support CMOs for sub-programs that are not designated as a Major Program themselves when reporting and integration of multiple functional areas is required.

c. Develop PSA. For Major Programs, the issuing CMO must determine the requirements of the PSA (e.g., PST meeting attendance, reports, etc.) and initiate negotiations with the receiving CMO leadership. The PSA must be completed using the PSA template.

d. Review, Update and Approve PSA. The issuing CMO, in coordination with the receiving CMO, must review, update and approve the PSA at least annually using the latest PSA template (See Resource Page). The issuing CMO Commander/Director or designee and receiving CMO Commander/Director or designee must sign the PSA.

e. Upload PSA. The latest, approved PSA must be uploaded to the PST Site.

4.4. OTHER DELEGATIONS AND SUPPORT AGREEMENTS.

a. Introduction. Additional delegations and support agreements may be required to fully execute PS requirements including those to delegate surveillance requirements.

b. HSAs. HVCs require additional support to ensure Agency reporting is complete.

(1) The Lead CMO may issue an overarching HSA to HVC subcontractor CMOs to establish support and reporting requirements. Lead CMO may issue a HSA to an HVC subcontractor CMO when the subcontractor performs the majority of the contract workload.

(2) CMOs in receipt of an HSA from the Lead CMO for HVC must provide requested information and support in accordance with PS-3101-UG-06 and the HSA.

(3) The issuing CMO must distribute the HSA to the receiving CMO.

c. Surveillance Requirements. In addition to the PSA or HSA or when an SPI is not required, appropriate surveillance requirements and responsibilities will be delegated in accordance with DCMA-MAN 2101-04, “Delegate Surveillance.” The delegation should include the communication strategy and whether the receiver of the delegation should use the PST Site.

SECTION 5: PROGRAM ANALYSIS AND FUNCTIONAL INPUTS

5.1. PROGRAM ANALYSIS.

a. Introduction. The PI and SPI rely on documented inputs from PST and SPST members to provide independent acquisition insight about the program to the DCMA customers. These inputs will reside in the PST Site. See Resource Page.

b. Prioritizing Program Analysis. PST and SPST members must perform their assigned surveillance and analysis tasks identified in the functional surveillance plans. Surveillance must be adjusted as needed to account for resource limitations, program schedules and issues/concerns. Higher priority/required events will be included for surveillance before lower priority/lower risk events. In addition to assessing contractor compliance, PST and SPST members should conduct surveillance with an emphasis on the cost, schedule, and technical impacts to the program. Program reviews (e.g., Integrated Baseline Review, Preliminary Design Review, Critical Design Review, etc.) must be supported as requested by the Program Office.

5.2. DOCUMENTING RIOS.

a. Introduction. It is important to document risks, issues, opportunities and significant observations on the program for communication, collaboration, insights, and creation of PS Reports. All RIOS that are monitored by the PI/SPI must be documented as prescribed in the PS-3101-UG-01, "PST Collaboration Site User Guide." See Resource Page.

b. RIO Documentation.

(1) RIOS must include the minimum required fields as prescribed in the PS-3101-UG-01 and any known additional information.

(2) PST/SPST members must document RIOS in a timely manner after identification.

(3) The local RIO process in the PSP/SPSP must be followed.

c. RIO Functional Assessment. A PST/SPST member for each function must review RIOS as applicable and provide a functional assessment to the RIO per the PSP/SPSP.

d. SPST RIO Submissions.

SPIs must submit RIOS that may affect the overall program to the PST in accordance with the PSA and the PS-3101-UG-01.

5.3. DELIVERIES.

a. Introduction. Major End Item (MEI) delivery information and analysis provide delivery requirements, status, and impacts for PS Reporting. The data may also be used in other DCMA reports to OSD and external customers.

b. Review and Update Requirements. Upon receiving a new contract or contract modification, the PI/SPI or team member designated in the PSP must review and update new or modified MEI delivery requirements in the PST Site.

c. Update Actuals and Forecasts. The PI/SPI or the PST/SPST member designated in the PSP must review and update the delivery information for all MEI requirements after month end and prior to PS Report approval, in accordance with the PS-3101-UG-01.

d. Delivery RIOs. RIOs, such as delivery delays, identified in the deliveries analysis must be documented per paragraph 5.2. of this Manual so PST members are made aware of the potential need for surveillance.

5.4. CBS REPORTING.

a. Introduction. CBSs (See DCMA-MAN 2301-01, “Contractor Business Systems”) are the first line of defense against fraud, waste, and abuse in DoD contracts. Contractors with approved business systems allow the contractor and the DoD to more confidently rely upon the information produced, which helps manage programs more effectively.

b. Assess CBS Disapproval or Not Evaluated. The CBS information on the PST Site must be reviewed and updated monthly per PS-3101-UG-01.

(1) The ACO responsible for the CBSs must document reasons for any:

(a) “Disapproved” CBS.

(b) “Not Evaluated” CBS.

(c) “Approved” CBS with a draft or transmitted Level III or IV CAR.

(2) The ACO responsible for the CBSs must include and update CAR and Corrective Action Plan (CAP) information for any CBS with a draft or transmitted Level III or IV CAR.

(3) Center personnel must supplement the ACO information for their responsible area concerning any CBS, including the reliability of contractor data used for program analysis.

(4) Functional specialists may supplement the ACO information concerning any CBS, including the reliability of contractor data used for program analysis.

(5) The PI or the team member designated in the PSP must review ACO comments and assess program impacts in accordance with the PS-3101-UG-04, “Program Support Reporting User Guide.” See Resource Page.

5.5. EARNED VALUE MANAGEMENT (EVM) ANALYSIS.

a. Introduction. EVM Analysis identifies risks and issues evident through the EVM data, quantifies cost and schedule impacts of PST identified RIOs, and evaluates the cost and schedule performance against the contract requirements and established baseline. EVM Analysis is

performed for reporting programs with contractual EVMS clauses and the contractor is submitting an EVM Contract Data Requirements List (CDRL) deliverable. EVM Analysis may be conducted using DCMA cost or schedule analysis tools and must follow PS-3101-UG-05, “PS EVM Analysis User Guide.” See Resource Page. This is not to be confused with EVMS reviews or surveillance performed by the EVMS Center.

b. EVM Data. Whenever possible, the PST/SPST must use contractor EVM data from the government’s official EVM data repository per PS-3101-UG-05.

c. Monthly Analysis. The EVM Analyst must perform data integrity and variance analysis each month. During the monthly analysis the EVM Analyst also evaluates whether an out-of-cycle quarterly analysis needs to be performed.

(1) Data Integrity Checks. Every month the EVM Analyst will download the contractor’s EVM data and import the data into the appropriate DCMA cost or schedule analysis tools. The EVM Analyst must ensure the data is complete, Data Item Description (DID) compliant, consistent, and reliable per PS-3101-UG-05.

(a) For submissions in the EVM data repository, prior to the Program Office’s CDRL determination but no later than 10 days after CDRL delivery, the EVM Analyst must provide a recommendation as to whether the data is complete and DID compliant through the EVM data repository system or the program office directly if an alternative submission process has been negotiated.

(b) For prime contractor submissions not in the EVM data repository, the discrepancies must be reported directly to the program office per the program office CDRL delivery acceptance requirement.

(c) The CMO may issue a CAR IAW DCMA-MAN 2303-04, “Surveillance - Document Results, Corrective Actions & Provide Feedback,” for a contractual noncompliance or “other Contract Management” documentation pertaining to the missing or late EVM CDRL deliverable or for incorrect CDRL data.

(d) This analysis is not a system review or system surveillance. Suspect data or recurring deficiencies that may indicate areas of concern with the EVMS must be forwarded to the EVMS Center for review and determination IAW DCMA-MAN 2301-01. The EVM Analyst must not create EVM System CARs as those may only be written by the EVMS Center.

(2) Variance Analysis. As part of the monthly analysis, the EVM Analyst must evaluate variances to identify new RIOs and assist in determining the impact of existing RIOs.

(a) For Work Breakdown Structure (WBS) elements with effort remaining, the EVM Analyst must perform Cost Variance (CV), Schedule Variance (SV), and Variance at Completion (VAC) analysis at the lowest reporting level in order to determine the WBS elements that significantly contribute to the overall contract variances.

(b) WBS elements with variances significantly impacting the overall contract or program, as defined in the PSP, must be documented per paragraph 5.2. of this Manual so other functions are made aware of the potential need for surveillance.

(3) Determine the Need for Revised Estimates. The EVM Analyst will make a determination whether the DCMA Estimate at Completion (EAC_{DCMA}) or Estimated Completion Date (ECD_{DCMA}) needs to be reviewed outside of the quarterly analysis process. If any of the following conditions have occurred since the last time these values were calculated, perform an out-of-cycle quarterly analysis per paragraph 5.5.d.:

(a) Over Target Baseline (OTB) or Over Target Schedule (OTS).

(b) Notable contractor Estimate at Completion (EAC_{Ktr}) change without a corresponding Total Allocated Budget (TAB) change.

(c) Missed previously reported forecast date for milestone or contractually required event.

(d) Nunn-McCurdy Breach.

d. Quarterly Analysis. DCMA Cost and Schedule Estimates are of paramount importance to the acquisition community and must be performed at least once a quarter. The quarterly analysis takes into account the contractor's root cause, feasibility of the corrective actions, estimated recoverability of variances, and any additional impacts to the contractor's values.

(1) The EVM Analyst must perform a quarterly assessment of the contract's cost and schedule performance to determine the EAC_{DCMA} , DCMA Variance at Completion (VAC_{DCMA}), and ECD_{DCMA} and days of schedule slippage per PS-3101-UG-05.

(2) Using the PST Site, the EVM Analyst must enter the analysis results per PS-3101-UG-01.

e. EVM Analysis RIOs. RIOs must be created or updated based on data integrity checks, variance analysis or other identified issues. RIOs should be considered when generating the EAC_{DCMA} and ECD_{DCMA} and the outcomes of the analysis captured in the PST Site EVM Analysis area.

5.6. SUPPLIERS.

a. Introduction. Suppliers are key contributors to the overall success of the program. Identifying supplier types and relationships allows the Agency to perform analysis and provide insights within and across programs.

b. Documenting Suppliers. The PI/SPI must enter all major and significant suppliers in the PST Site. Other suppliers may be included if they are considered relevant to the program.

c. RIOs at Suppliers. RIOs at suppliers that may impact the overall contract or program cost, schedule, or technical performance must be documented per paragraph 5.2. of this Manual so PST members are made aware of the potential need for surveillance.

5.7. PRIME CONTROL OF SUBCONTRACTOR ASSESSMENT (PCSA).

a. Introduction. The PCSA is a DCMA assessment of the prime contractor's compliance to established subcontractor management processes, procedures, and controls for each specific program. The PCSA is not a facility-based assessment; do not aggregate program assessments.

b. Quarterly Assessment. The PST must perform a PCSA at least quarterly within the PST Site per PS-3101-UG-01.

c. PCSA RIOs. RIOs identified during the assessment that may impact the overall contract or program cost, schedule, or technical performance must be documented per paragraph 5.2. of this Manual so PST members are made aware of the potential need for surveillance. Any of the six processes (continuous assessment, purchasing process, sourcing strategy, supplier performance monitoring, supplier surveillance, work transfer) with a score less than 3.0 requires a RIO to explain what the prime contractor failed to do.

5.8. REVIEW OF FUNCTIONAL INPUTS.

a. Introduction. In order to provide Agency-level Program Analysis, Program Support relies on well written, concise, and accurate inputs from PST and SPST members.

b. FLS Review. CMOs must establish the frequency and process for FLS reviews of functional inputs to ensure accuracy and quality. The local review process must be documented in the PSP/SPSP.

SECTION 6: PROGRAM REPORTING

6.1. PROGRAM SUPPORT REPORT.

a. Introduction. PS Report provide our acquisition partners (e.g., OSD, Services, Program Executive Office, Program Offices) with a comprehensive and unbiased assessment of the health of the program.

b. Review Functional and SPI Inputs. The PI must be familiar with and verify the integrity of the inputs provided by their PST members and SPIs in the PST Site.

c. Draft PS Report. The PI must draft the monthly PS Report using the latest data in accordance with the PS-3101-UG-04.

d. CMO Review and Approval.

(1) The CMO must establish an internal review process in order to ensure report quality and compliance to the PS-3101-UG-04.

(2) The CMO must provide a copy of the draft report to the program office if required.

(3) Any changes to the report from the review must be made in the PST Site prior to approval of the report.

(4) The PI will generate and submit the revised report to the CMO Commander/Director for approval.

(5) The CMO Commander/Director or designee must approve the PS Report by the 6th business day of the month.

e. OU Report Review. OUs must establish a review process in order to ensure report quality and compliance.

f. Headquarters (HQ) Report Review. HQ may review reports in order to ensure report quality and compliance. Data issues not corrected by the CMO in a timely manner may be corrected by HQ staff.

g. Report Storage and Distribution. DCMA reports must only be provided to U.S. Government Agencies (i.e., government civilian or military personnel) in accordance with PS-3101-UG-04. DCMA must not distribute reports to contractors, support contractors (including those in PMO and OSD offices), or foreign nationals.

(1) Reports must be distributed to our external acquisition partners within one business day after approval in accordance with the PS-3101-UG-04.

(2) Reports may be sent directly to the Program Office.

(3) Reports must be loaded into the Agency's official document repository within two business days after approval IAW PS-3101-UG-04.

h. Programs in Source Selection. When a program is undergoing source selection, the CMO must exercise caution so that source selection information, as defined in FAR 2.101 and protected in accordance with FAR 3.104-4, is not released to any outside entities other than the Program Office. The PI must submit DCMAF 3101-01-03 located on the PS Application Site to establish a source selection period. The PI must distribute these reports outside DCMA using direct communication and post a notification memo, see "Restricted Access to Program Assessment Report (PAR) Memo" Template on the Resource Page, to the OSD official repository.

6.2. PMO REPORT.

a. Introduction. In addition to the PS Report, CMOs may negotiate additional reporting requirements with PMOs. Requirements within the scope of normal CAS operations will be captured in the PSP. Requirements above and beyond CAS must be captured in a MOA.

b. PI or SPI Develops PMO Report. The PI/SPI develops the report according to negotiated requirements.

c. PMO Report Review. The PI/SPI must submit the completed report for review and approval, in accordance with the PSP.

d. PMO Report Distribution. DCMA personnel must only provide reports to U.S. Government Agencies (i.e., government civilian or military personnel). DCMA must not distribute reports to contractors, support contractors (including those in PMO and OSD offices), or foreign nationals.

(1) Reports may be sent directly to the program office by agreed upon method.

(2) Reports must be loaded into the Agency's official document repository within two business days after submission to the program office. Procedures for uploading reports to the Agency's repository are located in PS-3101-UG-04.

6.3. HVC REPORT.

a. Agency Level. The designated Lead CMO PI will perform routine reporting to the Agency Action Officer in accordance with PS-3101-UG-06.

b. CMO Level. CMOs for any HVC contracts will perform routine reporting to the Lead CMO PI in accordance with PS-3101-UG-06 and the HSA.

SECTION 7: PROGRAM TRANSITION, SUSPENSION, OR TERMINATION

7.1. PROGRAM TRANSITION TO ANOTHER CMO.

a. Introduction. To ensure the seamless transition of required program surveillance, CMOs conduct the below activities in addition to the standard CAS workload transition.

b. Transition Meeting. The losing CMO must conduct transition meetings with the PMO, the gaining CMO, and associated OUs.

c. Lead CMO Transition Requirements.

(1) The gaining CMO must:

(a) Appoint an interim PI to work transition issues.

(b) Reestablish or transfer delegations and MOAs under the new CMO.

(c) Submit DCMAF 3101-01-03 to request Lead CMO designation and to update the program information record.

(d) Update the PST Site with any new program information as required (i.e., team members, PSP, PSA, contract information, MEI information, etc.).

(e) Coordinate and issue new PSAs.

(2) The losing CMO must:

(a) Provide the gaining CMO with the following, as applicable:

1. Contractual documents (e.g., contract numbers, statement of work (SOW), CDRL).

2. Contractor deliverables not readily available (e.g., Integrated Program Management Report (IPMR), Integrated Master Schedule (IMS), drawings, test plans).

3. The PST Site, repository, and OSD site locations.

4. Point of Contact (POC) List.

5. Program performance (cost, schedule, technical).

6. RIOs, and associated assessments.

7. OTB, OTS, and Single Point Adjustment history.

8. Integrated Baseline Review (IBR) status (e.g., open action items, impacts).

9. Subcontractor performance (cost, schedule, technical).

10. Delegations (e.g., major suppliers, functional delegations, POCs).
11. Future program developments.
12. List of recent CARs impacting the program.
13. Lessons learned.
14. Program acronym list.
15. List of upcoming and standing program meetings.
16. Other documents or information requested by the gaining CMO.

(b) Close delegations and PSAs once new delegations and PSAs are established by the gaining CMO if not transferred.

(c) Notify the appropriate POCs of any site access that are no longer required.

(d) Update the PST Site Team List.

(e) If applicable, transition to SPI/SPST and support the new Lead CMO.

d. Supplier CMO Transition. To ensure the seamless transition of required supplier surveillance, the losing CMO should conduct transition meetings with the Lead CMO, gaining CMO, and associated OUs. PIs/SPIs may use the requirements in paragraph 7.1.c. to facilitate the transition.

7.2. SUSPENSION OR TERMINATION OF PROGRAM SUPPORT REQUIREMENTS.

a. Introduction. To ensure resources are properly allocated, CMOs need to suspend program support or terminate programs when completed, cancelled, or inactive.

b. Review of PS Requirement. The Lead CMO must review the program to determine when to terminate or suspend program support when one or more of the following conditions exist:

- (1) Near completion (e.g., 90 percent complete in deliveries).
- (2) Under a temporary stop work.
- (3) Program is terminated
- (4) Entering the sustainment phase.

c. Suspension of PS Requirements. The Lead CMO may request relief from some or all PS requirements.

(1) Suspensions should be reevaluated quarterly by the Lead CMO and OU to determine if the program should remain suspended, be returned to active status, or terminated.

(2) The Lead CMO must submit DCMAF-3101-01-03 to re-instate a program.

d. Conditions for Terminating PS. The Lead CMO may request program termination when one or more of the following conditions exist:

(1) All EMD and P&D contracts have been completed.

(2) PS requirements are no longer desired (i.e., contracts are near completion and reporting is no longer required by OSD).

e. Suspension or Termination Request Process.

(1) When requesting to terminate or suspend PS, the Lead CMO must submit DCMAF 3101-01-04, "Suspension/Termination Request Form," in accordance with PS-3101-UG-02.

(2) The OU will review and provide a recommendation to PM&BI.

(3) The PM&BI Executive Director or designee will reject the request or relieve the Lead CMO of PS requirements.

(4) The Lead CMO must submit a final PS Report addressing suspension or termination of program reporting.

(5) When suspending program support, the MPS Division will change the program status to inactive.

(6) When terminating PS:

(a) The MPS Division will coordinate with the Lead CMO, OUs, Program Office, Customer Engagement Group, and PM&BI Service Lead to determine the Program Information Record status.

(b) The MPS Division will mark the program complete, restructured, or canceled as appropriate within the Program Information Record and will rescind the Lead CMO designation.

(c) The Lead CMO must rescind PSAs, MOAs, and Letters of Delegation.

(d) The Lead CMO must notify the appropriate POCs of any site access that are no longer required.

(e) The CMO will continue standard CAS functions using the contract management team (CMT) process on active contracts.

SECTION 8: TRAINING

8.1. DEFENSE ACQUISITION WORKFORCE IMPROVEMENT ACT (DAWIA) TRAINING.

a. PI Major Program and HVC Training. PIs assigned to Major Programs or HVCs must be DAWIA Level III certified in Program Management within 24 months of assignment.

b. PI Non-Major Program and SPI Training. PIs assigned to Non-Major Programs and all SPIs must be DAWIA Level II certified in Program Management within 24 months of assignment.

8.2. MILITARY PERSONNEL.

a. Program Management. Military personnel assigned as a PI or SPI must be on a DCMA and Service Program Management billet and:

(1) Pursue DAWIA certification in Program Management to the level of their assigned billet. This level of certification may deviate from this Manual's DAWIA Training Requirements.

(2) Adhere to the DCMA "Program Support Training" requirements and associated learning maps. If the military person assigned is unable to get "Priority 1" funding from their service, then it is the responsibility of the DCMA Human Capital to fund the course(s).

b. Non-Program Management. Military personnel assigned to other acquisition billets:

(1) May assist PIs or SPIs in their function by serving as a "Deputy PI or Deputy SPI." Deputies must work under or along-side personnel assigned as the PI or SPI who are on a Program Management billet.

(2) Will not be required to adhere to the DAWIA and "Program Support Training" requirements in this Manual; however, they should be actively pursuing certification in their required career field and taking advantage of other program support training opportunities.

8.3. PS TRAINING.

a. PI and SPI. PIs/SPIs must be enrolled in the PI/SPI learning map by their supervisor and complete it within 24 months of assignment. The PI/SPI learning map is currently called "Major Program Support" in the Talent Management System.

b. PST and SPST. PST/SPST members must be enrolled in the PST/SPST learning map by their supervisor and complete it within 24 months of assignment.

c. EVM Analysis. PST/SPST members assigned EVM Analysis responsibilities must be enrolled in the EVM Analyst learning map by their supervisor and complete it within 24 months of assignment.

d. PCSA. The PST/SPST member assigned to enter PCSA data into the PST Site must be enrolled in the Multifunctional Surveillance of Prime Suppliers' Control of Subcontractors (CMI 140) course by their supervisor and complete it within 24 months of assignment.

e. Integrated Program Analysis (PST300). PST/SPSTs selected by the MPS Division, in coordination with the OUs, must participate in PST300. CMOs or OUs may nominate PST/SPSTs to the MPS Division if they meet the requirements of the course.

f. Other PS Training.

(1) New Commanders/Directors, PI/SPSs, and PST/SPT members should review training posted in the PS Learning Center.

(2) PST/SPST members should attend other PS training opportunities provided throughout the year.

SECTION 9: WAIVERS AND DEVIATIONS

9.1. WAIVER PROCESS. Requests for exceptions to this Manual must follow the waiver process in DCMA-MAN 4501-01, “Policy Issuances Program.”

9.2. WAIVER STORAGE. Approved waivers must be uploaded to the PST Site in addition to the process outlined in DCMA-MAN 4501-01.

9.3. RESTRICTED PS REPORT WAIVER. Programs with waivers that have restricted PS Reports must distribute these reports outside DCMA using direct communication and post a notification memo, see “Restricted Access to PAR Memo” Template on the Resource Page, to the OSD official repository.

GLOSSARY

G.1. DEFINITIONS. Unless otherwise noted, these terms and their definitions are for the purpose of this issuance.

Acquisition Category (ACAT) I. Programs categorized as Major Defense Acquisition Program (MDAP) or Major Automated Information Systems (MAIS) programs that have been designated ACAT I by the Milestone Decision Authority or meet the designated dollar value threshold.

Functional Inputs. PST or SPST member inputs to the PI to include Contract Information, Deliveries, EVM Analysis, PCSA, RIOs, etc.

HVC. A family or class of similar material or product, of significant interest to a customer and designated by the PM&BI Executive Director, organized together for the purpose of managing and providing systemic insights (e.g., conventional ammunition, body armor).

Lead CMO. DCMA CMO responsible for oversight of all elements of a Program or HVC and serves as the integration point for DCMA planning, surveillance, analysis, and reporting for all CMOs supporting the program.

MDAP. Programs estimated by the DoD to require eventual expenditure for Research, Development, and Test and Evaluation of more than \$480 million (Fiscal Year (FY) 2014 constant dollars), procurement of more than \$2.79 billion (FY 2014 constant dollars), or those designated by the Milestone Decision Authority to be MDAPs.

MEI. A term adapted by DCMA to for delivery analysis focusing on production units of an item, defined set of items, kit, complete system or commodity that embodies the core purpose or capability of the program and is delivered for operational use (e.g. aircraft, missile, unmanned aerial vehicle with launcher, recovery system and ground control station). MEIs typically do not include support items, such as test articles, spares, training equipment, or technical services.

Major Programs. A term adapted by DCMA to identify programs with specific reporting requirements within EMD or P&D phases (may include FMS). Major Programs include:

- ACAT I (Excluding MAIS)
- Missile Defense Agency, Ballistic Missile Defense System Programs
- Strategic Systems Programs
- Additional programs or sub-programs designated by the PM&BI Executive Director (may include FMS)

Major Supplier. Subcontractor or other prime corporate business unit that has contractual EVMS requirements or represents a significant percentage of the contract acquisition cost (i.e., at least 20 percent of contract acquisition cost).

Non-Major Program. A term used by DCMA to identify programs not already identified as a Major Programs existing on a Service or OSD list within EMD or P&D phases (may include

FMS). These programs must consist of contracts other than Defense Logistics Agency (DLA) or supply.

OU. DCMA organizational entity charged with ensuring mission accomplishment for their organization. For purposes of this Manual only, OUs include: Eastern, Central, and Western Region Commands, International Command, and Special Programs Command.

Other Supplier. Suppliers other than “major” or “significant” considered relevant to program performance by the PI/SPI.

PI. Primary DCMA representative of a program who leads a PST comprised of functional experts. The PI assesses contractor performance, predicts future performance, and makes actionable recommendations related to future programmatic efforts.

Program MOA. A bi-lateral or multi-lateral document endorsed by the CMO Commander/Director and PMO Manager that identifies the goals of DCMA support.

PSA. An agreement between CMOs to establish responsibilities for Program Support requirements. The PSA is the basis for appointing an SPI and creating an SPST.

PSP. Formal documentation of how the PST operates and communicates with the PI, as well as defining local CMO processes, and is signed by the CMO Commander/Director.

Program Support Report. Standardized, periodic report to external customers.

PST. The PST is an integrated multifunctional team lead by a PI that supports a major program. The PST may include functional specialists from contract administration, EVM, quality assurance, engineering, software, manufacturing and production, as well as other functions.

Reporting Level. The reporting level specified in the CDRL. Usually at least at Contract Work Breakdown Structure (CWBS) level 3 except for high cost and high risk items where the level is established to ensure the necessary information for effective management control. It is not necessary for the reporting levels in different legs of the CWBS to be the same.

Responsible ACO. The ACO responsible for performing the duty per this Manual, includes the DACO, CACO, and ACO.

Significant Supplier. A non-Major Supplier whose failure to perform can significantly diminish program success. These may include single source supplier and suppliers of long lead item or obsolete/diminishing material supply.

Sub-Program. A program that provides components to another program.

- a. Sub-programs may be designated as a Major Program if:
 - (1) They separately meet the Major Program definition;
 - (2) OSD or Service considers them separate programs for reporting; or

(3) They have separate prime contractors and/or PMs and it's in the best interest of DCMA to report them separately.

b. Unless designated a Major Program, sub-programs will provide support to a Lead CMO if they are components of a Major Program.

SPI. Primary DCMA representative to either the PI or the next higher tier SPI. The SPI provides input to the PI concerning their independent assessment of the program elements they have been delegated. The SPI leads an SPST comprised of functional experts.

SPST. The SPST is an integrated multifunctional team led by an SPI that supports a significant element, subcontract, or subsystem of a major acquisition program.

G.2. ACRONYMS.

ACAT	Acquisition Category
ACO	Administrative Contracting Officer
CACO	Corporate Administrative Contracting Officer
CAR	Corrective Action Request
CAS	Contract Administration Service
CBS	Contractor Business System
CDRL	Contract Data Requirements List
CMO	Contract Management Office
CRR	Contract Receipt and Review
CWBS	Contract Work Breakdown Structure
DACO	Divisional Administrative Contracting Officer
DAWIA	Defense Acquisition Workforce Improvement Act
DCMAF	DCMA Form
DCMAF 3101-01-01	Program Initiation Form
DCMAF 3101-01-03	Program Information Change Form
DCMAF 3101-01-04	Suspension/Termination Request Form
DCMA-INST	DCMA Instruction
DCMA-MAN	DCMA Manual
DFARS	Defense Federal Acquisition Regulation Supplement
DID	Data Item Description
EAC _{DCMA}	DCMA's Estimate at Completion
ECD _{DCMA}	DCMA's Estimated Completion Date
EMD	Engineering and Manufacturing Development
EVM	Earned Value Management
EVMS	Earned Value Management System
FAR	Federal Acquisition Regulation
FLS	First Level Supervisor
FMS	Foreign Military Sales
FY	Fiscal Year
HQ	Headquarters
HSA	High Visibility Commodity Support Agreement
HVC	High Visibility Commodity
MAIS	Major Automated Information Systems
MDAP	Major Defense Acquisition Program
MEI	Major End Item
MOA	Memorandum of Agreement
MPS	Major Program Support

OSD	Office of the Secretary of Defense
OTB	Over Target Baseline
OTS	Over Target Schedule
OU	Operational Unit
P&D	Production and Deployment
PCSA	Prime Control of Subcontractor Assessment
PI	Program Integrator
PM&BI	Portfolio Management and Business Integration Directorate
PMO	Program Management Office
POC	Point of Contact
PS	Program Support
PS-3101-UG	Program Support 3101 User Guide
PSA	Program Support Agreement
PSP	Program Support Plan
PST	Program Support Team
PST Site	Program Support Team Collaboration Site
RIO	Risks, Issues, Opportunities and Observations
SAP	Special Access Program
SCI	Sensitive Compartmented Information
SPI	Support Program Integrator
SPSP	Support Program Support Plan
SPST	Support Program Support Team
TAB	Total Allocated Budget
VAC	Variance at Completion
VAC _{DCMA}	DCMA Variance at Completion
WBS	Work Breakdown Structure

REFERENCES

- DCMA Manual 2101-04, "Delegate Surveillance," February 14, 2019
- DCMA Manual 2301-01, "Contractor Business Systems," April 28, 2019
- DCMA Manual 2303-04, "Surveillance - Document Results, Corrective Actions & Provide Feedback," May 26, 2019
- DCMA Manual 2501-01, "Contract Receipt and Review," March 24, 2019
- DCMA Manual 3101-03, "National Aeronautics and Space Administration (NASA) Support," February 14, 2019
- DCMA Manual 3101-04, "Customer Support," November 30, 2018, as amended
- DCMA Manual 4501-01, "Policy Issuances Program," TBD
- Defense Federal Acquisition Regulation Supplement (DFARS), current edition
- DoD Directive 5105.64, "Defense Contract Management Agency (DCMA)," January 10, 2013
- Federal Acquisition Regulation (FAR), current edition
- Program Support-3101-User Guide-01, "PST Collaboration Site User Guide," current edition
- Program Support-3101-User Guide-02, "Program Support Forms User Guide," current edition
- Program Support-3101-User Guide-03, "Program Support Planning User Guide," current edition
- Program Support-3101-User Guide-04, "Program Support Reporting User Guide," current edition
- Program Support-3101-User Guide-05, "EVM Analysis User Guide," current edition
- Program Support-3101-User Guide-06, "HVC User Guide," current edition