



# DCMA MANUAL 501-01

## POLICY ISSUANCES PROCEDURES

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<b>Office of Primary Responsibility:</b>	Chief of Staff
<b>Effective:</b>	April 13, 2017
<b>Releasability:</b>	Cleared for public release
<b>Implements:</b>	DCMA-INST 501, "Policy Issuances Program," April 13, 2017
<b>Internal Control:</b>	Process flows and key controls are located on the Resource Page
<b>Labor Codes:</b>	Located on Resource Page
<b>Resource Page:</b>	<a href="https://360.dcm.mil/sites/policy/DC/SitePages/501r.aspx">https://360.dcm.mil/sites/policy/DC/SitePages/501r.aspx</a>
<b>Approved by:</b>	Wendy M. Masiello, Lt Gen, USAF Director

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**Purpose:** This issuance, in accordance with the authority in DoD Directive 5105.64 and DoD Instruction 5025.01:

- Implements DCMA Instruction 501
- Establishes procedures for development, coordination, approval, publication, and maintenance of DCMA policy issuances

## SUMMARY OF CHANGES

The following identifies the most notable changes that have been incorporated from DCMA-INST 501 into this Manual:

- Establishes new format and standards that align with DoDI 5025.01
- Establishes a Policy-type Memorandum issuance for time-sensitive actions and are effective for no more than 12 months
- Establishes Stages and Timelines
- Establishes a Policy Preparation Checklist
- Establishes the office of primary responsibility issues Agency-wide coordination
- Establishes process manual(s) and/or training curriculum linked to a new, rewritten, or substantive changed Instruction be published concurrently. Exceptions to concurrently publishing these issuances must be approved in writing by the Director, DCMA. If an Instruction already exists and changes are not required, a Manual may be updated on its own
- Establishes a “No Response” coordination response that indicates a Component did not respond to coordination by the suspense date and by default, concurs without comment to the policy issuance as written
- Establishes an Instruction and Manual must be republished every 5 years
- Renames DCMA Annex to DCMA Manual
- Discontinues Immediate Policy Change issuances
- Discontinues the Validate current process

## TABLE OF CONTENTS

SUMMARY OF CHANGES .....	2
SECTION 1: GENERAL ISSUANCE INFORMATION .....	7
1.1. Applicability. ....	7
1.2. Policy. ....	7
SECTION 2: RESPONSIBILITIES .....	8
2.1. Director, DCMA. ....	8
2.2. Chief of Staff.....	8
2.3. DCMA Component Heads and/or Capability Managers. ....	9
2.4. General Counsel (GC).....	10
2.5. Executive Director, Human Capital (HC).....	10
SECTION 3: GENERAL PRINCIPLES .....	11
3.1. General Guidance.....	11
3.2. Stages and Timelines Chart. ....	11
3.3. Types of Policy Issuances. ....	13
3.4. Currency.....	14
3.5. Types of Actions. ....	14
3.6. DCMA Policy Sites.....	16
3.7. Resource Page.....	16
3.8. Other Publications.....	17
SECTION 4: INSTRUCTION/MANUAL STANDARDS .....	18
4.1. General Guidance.....	18
4.2. Formatting Basics. ....	18
4.3. Page 1 Requirements.....	19
4.4. Page 2 Requirements.....	25
4.5. Table of Contents (TOC). ....	25
4.6. Section Numbering. ....	25
4.7. Paragraph Numbering and Formatting.....	25
4.8. Appendices.....	26
4.9. Tables and Figures. ....	26
4.10. Footnotes and Endnotes. ....	27
4.11. Forms. ....	27
4.12. Section 1: General Issuance Information. ....	28
4.13. Section 2: Responsibilities.....	29
4.14. Citing References.....	30
4.15. Glossary. ....	32
4.16. References.....	33
APPENDIX 4A: REFERENCE CITATIONS FREQUENTLY USED IN DCMA/DoD ISSUANCES .....	34
SECTION 5: STAGE 1 - DEVELOPMENT AND INFORMAL COORDINATION .....	40
5.1. Required Documents.....	40
5.2. Requirement Identified. ....	40
5.3. Plan, Write, and Informal Coordination. ....	41
5.4. Precoordination Review.....	41
5.5. Request Coordination (Round 1). ....	42

SECTION 6: STAGE 2 - COORDINATION .....	43
6.1. Required Documents.....	43
6.2. Overview.....	43
6.3. Issue Coordination. ....	43
6.4. Suspense Date. ....	44
6.5. Policy Coordination Sheet (DCMAF 501-1). ....	45
6.6. Comments Matrix (DCMAF 501-2). ....	45
6.7. Adjudicate Comments.....	46
6.8. Nonconcur Adjudication. ....	46
6.9. Nonconcur Resolution. ....	47
6.10. Nonconcur Revision.....	47
6.11. Additional Coordination (Round 2). ....	47
6.12. Coordination Duration. ....	47
SECTION 7: STAGE 3 - SIGNATURE PACKAGE .....	48
7.1. Required Documents.....	48
7.2. Package Submission.....	48
7.3. PPO Presignature Review. ....	49
7.4. PPO Submits Package.....	49
7.5. Process Manuals/Training.....	49
SECTION 8: STAGE 4 -APPROVAL AND PUBLICATION .....	50
8.1. Approved.....	50
8.2. Publication. ....	50
8.3. Policy Notice Memorandum. ....	50
8.4. File Issuance.....	50
SECTION 9: DIRECTOR RETURN - RESUBMISSION .....	51
9.1. Required Document. ....	51
9.2. Director, DCMA Return. ....	51
9.3. PPO Review.....	52
9.4. PPO Submits Package.....	52
SECTION 10: UNION REVIEW.....	53
10.1. Union Review. ....	53
10.2. PPO Submits Package.....	54
SECTION 11: SUBSTANTIVE CHANGE.....	55
11.1. Required Documents.....	55
11.2. Substantive Change.....	55
11.3. Procedure Steps.....	56
11.4. Coordination Review. ....	56
SECTION 12: ADMINISTRATIVE CHANGE.....	57
12.1. Required Document. ....	57
12.2. Administrative Change. ....	57
12.3. Procedure Steps.....	57
SECTION 13: CANCEL AN ISSUANCE .....	59
13.1. Required Documents.....	59
13.2. Cancellation. ....	59
13.3. Issue Coordination. ....	59

13.4. Signature Package (Hardcopy) .....	59
13.5. PPO Review .....	60
13.6. Director, DCMA Approves .....	60
SECTION 14: TRANSFER .....	61
14.1. Required Document .....	61
14.2. Transfer .....	61
SECTION 15: POLICY-TYPE MEMORANDUM .....	62
15.1. Required Documents .....	62
15.2. DCMA-PTM .....	62
15.3. DCMA-PTM Number .....	62
15.4. Changes .....	63
15.5. Procedures .....	63
SECTION 16: DIRECTOR'S POLICY STATEMENT .....	64
16.1. Documents Required .....	64
16.2. DCMA-DPS .....	64
16.3. DCMA-DPS Number .....	64
16.4. Signature Package Submission .....	64
16.5. Publication .....	65
SECTION 17: DEVIATION OR WAIVER REQUEST .....	66
17.1. Documents Required .....	66
17.2. Deviation/Waiver .....	66
17.3. Procedures .....	66
17.4. Deviation/Waiver Register .....	67
SECTION 18: MODIFYING A POLICY RESOURCE PAGE .....	68
Overview .....	68
SECTION 19: WRITING STYLE AND PREFERRED USAGE .....	69
19.1. General Principles .....	69
19.2. Rules Specific to Policy Issuances .....	70
19.3. Number Usage .....	71
19.4. Resources for Writing Policy Issuances .....	73
GLOSSARY .....	74
G.1. Definitions .....	74
G.2. Acronyms .....	81
REFERENCES .....	82

## TABLES

Table 1. Stages and Timelines Chart .....	12
Table 2. Types of Policy Issuances .....	13
Table 3. Types of Actions .....	15
Table 4. Frequently Used Reference Citations .....	34
Table 5. Military Department and Joint Service Reference Citations .....	39
Table 6. Characteristics and Examples of Passive and Active Voice .....	69

FIGURES

Figure 1. Page 1 Requirements .....	20
Figure 2. Purpose Statement for an Instruction (Sample).....	24
Figure 3. Purpose Statement for a Manual (Sample).....	24
Figure 4. Purpose Statement for Multi-volume Issuances (Sample) .....	25
Figure 5. Policy Statement (Sample) .....	29
Figure 6. Reference List Format (Sample) .....	33

## SECTION 1: GENERAL ISSUANCE INFORMATION

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

**1.2. POLICY.** It is DCMA policy to:

- a. Establish and maintain clearly written and current DCMA Policy Issuances (hereafter referred to as “policy issuances”) to achieve the Agency’s mission and comply with laws, regulations, and DoD issuances. Policy issuances will consist of instructions (DCMA-INST), manuals (DCMA-MAN), policy-type memorandums (DCMA-PTMs), and Director’s policy statements (DCMA-DPS).
- b. Generally, base policy issuances on integrated collaboration processes to produce a single comprehensive issuance.
- c. Publish concurrently, process manual(s) and/or training curriculum linked to a new, rewritten, or substantive changed Instruction. Exceptions to concurrently publishing these issuances must be approved in writing by the Director, DCMA. If an Instruction already exists and changes are not required, a Manual may be updated on its own.

## SECTION 2: RESPONSIBILITIES

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

- a. Establish and provide strategic oversight of the Policy Issuances Program in accordance with DoD Directive (DoDD) 5105.64.
- b. Approve policy issuances and their changes or delegate this authority in writing.

### 2.2. CHIEF OF STAFF. In addition to the responsibilities in Paragraph 2.3., the Chief of Staff will:

- a. Manage the DCMA Policy Issuances Program.
- b. Assign a policy program manager (PPM) to develop, administer, and implement the Policy Issuance Program. The PPM will:
  - (1) Administer the Policy Issuances Program in accordance with DoDD 5105.64 and DoD Instruction (DoDI) 5025.01.
  - (2) Create and maintain standard formats, templates, procedures, and supporting documents for developing and processing issuances.
  - (3) Authenticate all policy issuances. Ensure that each issuance is properly coordinated throughout the Agency and is approved for release, prior to publication. A DCMA-INST and DCMA-MAN will bear the DCMA emblem; a DCMA-PTM and DCMA-DPS is on Agency letterhead and will display a signature.
  - (4) Establish and maintain the unclassified and classified DCMA Policy sites.
  - (5) Maintain and publish approved issuances on the designated DCMA Policy sites.
  - (6) Serve as the official record keeper for DCMA issuances by overseeing the maintenance and preservation of documents that constitute the official records of issuances according to DCMA records management guidance.
  - (7) Maintain an issuance numbering system.
  - (8) Maintain the delegation of authority approval documentation for policy issuances.
- c. Through the Director, Security, provide Operations Security/Information Security (OPSEC/INFOSEC) review during coordination for DCMA issuances.
- d. Through the Director, Strategic Communication, provide a public information review during coordination for DCMA issuances proposed for public release.



e. Ensure Component Heads/Capability Managers comply with DoDD 5105.64, DCMA-INST 501, this Manual, and supporting documents.

**2.3. DCMA COMPONENT HEADS AND/OR CAPABILITY MANAGERS.** DCMA Component Heads/Capability Managers will:

a. Serve as office of primary responsibility (OPR) to develop, revise, coordinate, maintain, and cancel issuances within their functional/capability area or on behalf of the Agency, as delegated by the Director, DCMA.

b. Serve as the office of coordinating responsibility (OCR) for cross-functional and/or collaborative development of issuance activities.

c. Implement the Policy Issuances Program in their respective Component/Capability as described in this Manual, DCMA-INST 501, and supporting documents.

d. Issue Agency-wide coordination of new, rewritten, substantive change, and cancelled issuances in accordance with the standards of this Manual.

e. Assign an Action Officer (AO) to:

(1) Serve as the subject matter expert (SME) and primary point of contact (POC) for an assigned issuance and associated resource page.

(2) Engage with other DCMA employees (stakeholders, SMEs, and field representatives), as required.

(3) Write, revise, coordinate, maintain, transfer, or cancel an issuance for which they are assigned in accordance with this Manual.

(4) Follow this Manual when writing, coordinating, and adjudicating issuances and ensure they are current, well written, correct, clear, and concise.

(5) Ensure the process flows and key controls are in accordance with the DCMA Managers' Internal Control Program, and are published on the resource page of the issuance.

(6) Publish labor codes associated with an issuance on the resource page of the issuance.

(7) Preserve the related background material used in the development and preparation of policy issuances in accordance with DCMA records management guidance.

f. Conduct a periodic review of existing issuances to determine if modifying, streamlining, expanding, or canceling the issuance is necessary to keep DCMA policy accurate, effective, and efficient.

g. Approve/disapprove deviation/waiver requests for issuances within their functional/capability area as authorized by law, directive, or delegated by the Director, DCMA.

**2.4. GENERAL COUNSEL (GC).** In addition to the responsibilities in Paragraph 2.3., the GC will:

- a. Provide legal advice during the drafting process of proposed issuances and during the adjudication of coordination comments.
- b. Conduct a legal sufficiency review for proposed and coordinated DCMA policy issuances.

**2.5. EXECUTIVE DIRECTOR, HUMAN CAPITAL (HC).** In addition to the responsibilities in Paragraph 2.3., HC will:

- a. Provide labor relations advice during the drafting process of proposed issuances and during the adjudication of coordination comments.
- b. Conduct a presignature labor relations review of coordinated issuances.

## SECTION 3: GENERAL PRINCIPLES

### 3.1. GENERAL GUIDANCE. This Manual:

- a. Implements DCMA-INST 501 and provides procedures for development, coordination, approval, publication, and maintenance of DCMA policy issuances.
- b. Establishes a Stages and Timelines Chart (Table 1) for processing policy issuances.
- c. Establishes a Policy Preparation Checklist (located on the resource page) to use as a guide through the policy issuance process.

**3.2. STAGES AND TIMELINES CHART.** The Stages and Timeline Chart (Table 1) is composed of four stages and contains information regarding the amount of time each stage is expected to take to complete. Most OPRs will complete the process in less time; some will need more time.

- Stage 1 – Development and Informal Coordination (see Section 5)
- Stage 2 – Coordination (see Section 6)
- Stage 3 – Signature Package (see Section 7)
- Stage 4 – Approval and Publication (see Section 8)

Table 1. Stages and Timelines Chart

	Stages and Timelines	Maximum Number of Workdays			
		New or Rewrite	Substantive Change	Cancel	Policy-type Memo
Stage 1	DEVELOPMENT AND INFORMAL COORDINATION				
	<b>1.1. New Requirement Identified.</b> New requirement (new, rewrite, substantive change) identified; presented to Agency Review Group; OPR and stakeholders identified; determines if supporting process manuals, eCapabilities, and/or training are required.				
	<b>1.2. Kickoff Meeting.</b> After Agency Review Group approval, team established; OPR appoints AO to lead Team; OPR (or designee) conducts kickoff meeting with Team.	7	3		3
	<b>1.3. Plan, Write, Informal Coordination.</b> Team plans, writes, and informally coordinates draft issuance.	35 (INST) 65 (MAN)	15	5	15
	<b>1.4. Precoordination Review.</b> AO requests and PPO provides precoordination review and edit of draft issuance (format, grammar, punctuation, etc.).	5/8/11	3		3
	<b>1.5. Incorporate Edits.</b> AO/Team incorporate edits (if applicable).	3/6/9	2		2
	<b>1.6. OPR Approves for Coordination.</b> AO submits coordination package to OPR. OPR considers issuance final (suitable for Agency use) and authorizes release of Coordination.	2	2	2	2
	<i>Total Workdays for Development and Informal Coordination</i>	<i>52-94</i>	<i>25</i>	<i>7</i>	<i>25</i>
Stage 2	COORDINATION				
	<b>2.1. Coordination (Round 1).</b> OPR issues Round 1 coordination to Agency Components/ Capabilities.	15/18/21	10	10	10
	<b>2.2. Adjudicate Comments.</b> Team/AO adjudicates comments; revises draft; obtains OPRs approval for Stage 3.	10/13/16	10	3	10
	<i>Total Workdays for Coordination</i>	<i>25/31/37</i>	<i>20</i>	<i>17</i>	<i>20</i>
	<b>COORDINATION (Round 2) due to nonconcur; substantive changes to Round 1 Coordination. (Coordination on yellow highlighted text only.)</b>				
	<b>Round 2 Coordination.</b> OPR issues Round 2 coordination (comment on yellow highlighted changes only).	10	5		5
	<b>Adjudicate Comments.</b> Team/AO adjudicates comments; revises draft; obtains OPRs approval for Stage 3.	10	3		3
Stage 3	SIGNATURE PACKAGE				
	<b>3.1. Signature Package.</b> AO prepares and submits OPR approved signature package to PPO (hardcopy and electronic documents).	2	2	2	2
	<b>3.2. PPO Review.</b> PPO conducts presignature review and edit.	5/8/11	3		2
	<b>3.3. Incorporate Edits.</b> AO incorporates edits (if applicable) and resubmits to PPO.	3	2		2
	<b>3.4. PPO Final Review.</b> PPO conducts final review; submits package to front office.	2	2	1	2
	<i>Total Workdays for Signature Package</i>	<i>12/15/18</i>	<i>9</i>	<i>3</i>	<i>8</i>
Stage 4	APPROVAL AND PUBLICATION				
	<b>4.1. Approved.</b> Director (or designee) approves policy issuance for publication and/or union review.	5/8/11	3	2	3
	<b>4.2. Publication.</b> PPO publishes issuance; issues Policy Notice; files documents	2	2	2	2
	<i>Total Workdays for Signature and Publication</i>	<i>7/10/13</i>	<i>5</i>	<i>4</i>	<i>5</i>
	<i>Total Maximum Workdays</i>	<i>96-162</i>	<i>59</i>	<i>31</i>	<i>58</i>
	Numbers displayed in an x/y/z format are based on issuance page length: the 'x' number applies to issuances less than 35 pages, the 'y' number applies to issuances 36 to 70 pages, and the 'z' number applies to issuances 71+ pages. Numbers not using the x/y/z format are hard timelines and are not dependent on the size of an issuance.				

**3.3. TYPES OF POLICY ISSUANCES.** There are four types of DCMA policy issuances: DCMA-INST, DCMA-MAN, DCMA-PTM, and DCMA-DPS. Table 2 includes information about the purpose and content, page length, and signature level of each type of issuance. Full definitions of the policy issuance types are in the Glossary.

**Table 2. Types of Policy Issuances**

<b>Policy Issuance Type</b>	<b>Purpose and Content</b>	<b>Length</b>	<b>Approval Authority</b>
<b>Instruction (DCMA-INST)</b>	Establishes policy and assigns high-level responsibilities that impact DCMA employees (civilian and military). May provide high-level general procedures for implementing policy.	No more than 50 pages. If more than 50 pages, separate into volumes.	Director or a representative delegated in writing by the Director
<b>Manual (DCMA-MAN)</b>	Implements policy established in an Instruction, assigns detailed responsibilities, and provides step-by-step procedures for executing the process. Cannot establish, contradict, supersede, or cancel policy. Target user audience is Division Chiefs (managers) and staff.	If more than 100 pages, separate into volumes.	Director or a representative delegated in writing by the Director
<b>Policy-type Memorandum (DCMA-PTM)</b>	A memorandum used as an expedient means to issue only time-sensitive actions pertaining to DCMA policy and procedures when time constraints prevent coordination requirements. Effective for 12 months.	None	Director or a representative delegated in writing by the Director
<b>Director's Policy Statement (DCMA-DPS)</b>	Communicates brief statement of policy generally applicable to the workforce or to the public; pertains to general workplace practices such as Equal Employment Opportunity (EEO) statements and workplace safety; normally displayed in public areas (bulletin board).	None	Director
<b>Policy Issuance Duration</b>	DCMA-INST and DCMA-MAN: Updated or canceled within 5 years of the original publication date. DCMA-PTM: Effective for 12 months and must be incorporated into an existing DCMA issuance, converted to a new issuance, reissued, or canceled. DCMA-DPS: Updated as required and reissued as directed by the new Director when there is a change in command		

**3.4. CURRENCY.** A policy issuance is considered current when the information contained within it is accurate. Policy issuances are living documents that should be regularly maintained. Changes are permitted and encouraged and will be processed in accordance with the standards of the Manual.

**a. DCMA-INST and DCMA-MAN.** A DCMA-INST and DCMA-MAN must be updated or canceled within 5 years of their publication date. OPRs must ensure each issuance for which they are an OPR is reviewed and revised, changed, or canceled, as appropriate. During the review, ensure:

(1) Each policy statement is verified as consistent with law and the policies of the Director, DCMA.

(2) Each assignment of authority or responsibility is verified to be a current requirement and is appropriately assigned.

(3) References are valid, correctly titled, and the most current versions are cited.

(4) Organizational entities cited throughout the issuance are accurate.

**b. DCMA-PTM.** A DCMA-PTM remains effective for 12 months and will automatically expire on the first anniversary of its signature date.

**c. Legacy Issuances.**

(1) Immediate Policy Changes (IPC) will remain in effect until incorporated and/or rewritten into an issuance.

(2) Issuances published or changed before the effective date of this Manual and are deemed current (no changes) will remain in their current format until rewritten, a substantive change is made, canceled, or the 5-year anniversary of the date of issuance.

**3.5. TYPES OF ACTIONS.** Table 3 shows the type of actions required for policy issuances.

**Table 3. Types of Actions**

<b>New Policy Issuance</b>	<ul style="list-style-type: none"> <li>• An OPR determines the need to establish a new policy issuance or to assign responsibilities and/or provide procedures for implementing policy established in an existing policy issuance</li> <li>• Request a new number for the policy issuance</li> <li>• Follow Stages and Timelines Chart</li> </ul>
<b>Rewrite/reissue an existing issuance</b>	<ul style="list-style-type: none"> <li>• An issuance is rewritten when substantive changes to an issuance are greater than 25 percent and maintains the same number</li> <li>• An issuance is rewritten when combining two or more issuances. If a new number is required, contact the PPO</li> <li>• Follow Stages and Timelines Chart</li> </ul>
<b>Substantive Change to an existing issuance</b>	<ul style="list-style-type: none"> <li>• Only an OPR can change their policy issuance</li> <li>• Amends less than 25 percent of the content of the issuance; percentage is estimated using the number of existing pages of the issuance</li> <li>• Amends an essential section(s) of an issuance appearing to be or is potentially unnecessary, incorrect, misleading, confusing, or inconsistent with other sections</li> <li>• Clarifies or alters policy, applicability, responsibilities, purpose, information requirements, or implementation of the affected issuance</li> <li>• Implies the entire issuance is current as of the date of the change</li> <li>• Follow the Stages and Timelines Chart</li> <li>• Agency-wide coordination is required</li> <li>• Coordinated comments should be limited to the changes identified in red italics and strikethroughs. Comments received other than the indicated changes may be considered during the next update or review</li> <li>• GC review and suggested comments are not limited to the changes identified in red italics and strikethroughs</li> <li>• Retains its original issuance number and publication date</li> <li>• Director, DCMA, (or designated authority) approves the substantive change issuance prior to publication</li> <li>• Follow Stages and Timelines Chart</li> </ul>

**Table 3. Types of Actions**

<b>Administrative Change to an existing issuance</b>	<ul style="list-style-type: none"> <li>• Alters only nonsubstantive portions of an issuance (dates of references, organizational names/symbols, contact information, or grammatical/formatting errors)</li> <li>• Does <b>not</b> change the content of the issuance (e.g., subject matter content, authority, applicability, purpose, policy, responsibilities, procedures)</li> <li>• Does not require review by other components (except GC), coordination, or approval by the Director, DCMA</li> <li>• Requires GC review prior to publishing</li> </ul>
<b>Cancel an existing issuance</b>	<ul style="list-style-type: none"> <li>• The OPR determines the policy issuance has served the purpose for which it was intended, is no longer needed, and is not appropriate for incorporation into a new or existing issuance</li> <li>• An issuance being incorporated or canceled by another issuance does not require a cancellation process</li> <li>• Cancellations are fully coordinated and the Action Memo must be signed at the same level at which the issuance was signed/approved</li> <li>• Follow Stages and Timelines Chart</li> </ul>
<b>Transfer</b>	<ul style="list-style-type: none"> <li>• A transfer is an action initiated by an OPR to transfer primary responsibility for an issuance from one OPR to another OPR</li> <li>• A Transfer memorandum is signed by both the gaining and losing Component Head/Capability Manager</li> </ul>

**3.6. DCMA POLICY SITES.** Only Director, DCMA (or designee) approved issuances are published on a DCMA Policy site. There are three official DCMA Policy sites that the Policy Program Office (PPO) maintains:

**a. Unclassified Site - Public.** On the unclassified public DCMA Policy site (DCMA's public website), resides current, approved, unclassified issuances cleared for public release.

**b. Unclassified Site - Internal.** On the unclassified internal DCMA Policy site resides current, approved, unclassified and For Official Use Only (FOUO) issuances that are cleared for public release (public site) and not cleared for public release (internal only).

**c. Classified Site.** On the classified DCMA Policy site resides current, approved, classified issuances up to and including SECRET.

### **3.7. RESOURCE PAGE.**

a. Each DCMA-INST and DCMA-MAN must have an associated resource page. The resource page contains material such as hyperlinks to templates, forms, process flows and key



control table, labor codes, issuance history (superseded versions of the issuance), additional guidance, training, tools, POCs, related correspondence, or other sources useful in executing the issuance. The DCMA-INST and DCMA-MAN should share the same resource page. b. A resource page must not establish Agency policy. Its purpose is to enable OPRs to quickly post or update dynamic information about the issuance without having to modify the issuance itself.

c. Support documentation, tools, and reference information may be located on the resource page; however, the issuance takes precedence should any conflict arise.

d. OPRs are responsible for the development, publication, and maintenance of their resource pages.

e. At a minimum, each resource page must include a link to the current issuance, a policy history section containing links to superseded versions of the issuance, a list of labor codes, and a valid POC for the issuance and resource page. OPRs may add additional information at their discretion, but they must not deviate from the resource page template design provided by the PPO.

**3.8. OTHER PUBLICATIONS.** Other publications (Standard Operating Procedures (SOP), Business Practices, etc.) are component/capability generated publications that provide personnel with systematic guidance for performance of a component/capability internal process. They are not intended to circumvent or replace established policy or statutes issued by higher headquarters. These documents may be used to capture standards and/or detailed steps prescribing how to perform specific tasks within a DCMA office, section, division, center, or component/capability and are only applicable to the signing official's employees. They are mentioned in this Instruction to provide clarification of their intended use, development, publishing requirement, and relationship to issuances. Other Publications are controlled, published, and maintained by the originating component/capability and are not part of the DCMA Policy Issuances Program.

## SECTION 4: INSTRUCTION/MANUAL STANDARDS

### 4.1. GENERAL GUIDANCE.

a. The Instruction and Manual template is one and the same and use of the template is required for new, rewritten, and substantive change issuances. Depending on your Microsoft (MS) Word expertise, there are two types of templates to choose from:

(1) Standard Format. The standard format template requires manually inserting the format (tabs, line spacing, tables/figures) and updating the Table of Contents.

(2) Automatic Format. The automatic format template requires using the MS Word features, styles, and generates/updates the Table of Contents. Instead of directly applying formatting to text, use the styles preset in the template.

b. Use **bolding** sparingly for emphasis, not underlining, italics, or color. Overuse of bolding will reduce the effectiveness of your emphasis, so only choose one or two words to emphasize.

### 4.2. FORMATTING BASICS.

**a. Length.** Length of an issuance depends on the issuance type. If a single document must exceed the standard document length, the authoring OPR submits a Page Waiver Request memorandum (template is located on the resource page) to the PPO. The page waiver request must justify the necessity for the page length of the document.

(1) Instruction. A complete DCMA-INST should not exceed 50 pages. If necessary, it may be separated into volumes, which is the recommended course of action. If you feel a single document is required, submit a Page Waiver Request memorandum to the PPO.

(2) Manual. A complete DCMA-MAN should not exceed 100 pages. If more than 100 pages are required, separate the DCMA-MAN into volumes. If you feel a single document is required, submit a Page Waiver Request memorandum to the PPO.

**b. Selecting Drop-Down Menu Text.** Content controlled text frequently used in issuances appears as drop-down menus on the instruction/manual template. These drop-down menus are highlighted in green and once the data is entered, the green highlight will disappear.

**c. Headers.** Use the headers preset in the template. All pages, except Page 1, will have a visible header.

(1) Headers are preset in the template for all mandatory sections. Do not change the formatting of the header.

(2) On Page 2, select the issuance type from the drop-down and then enter the number (e.g., DCMA-INST ####, DCMA-MAN ####-##).

(3) If the issuance is one volume in a multi-volume issuance, add “[comma] Volume #” after the issuance number (e.g., DCMA-INST ####, Volume 1).

(4) If the issuance is not a change, delete the second line “(if a change....)” entirely from the header.

**d. Footers.** Use the footers preset in the template. All pages, except Page 1, must have a visible footer.

(1) Footers are preset in the template for all mandatory sections. Do not change the formatting of the footer.

(2) Starting at Section 3, add the section title to the footer. The title must exactly match the Section title.

(3) Type the footer text in title case; i.e., With the Beginning of Each Principle Word Capitalized.

(4) To add new sections with different footers, insert MS Word section breaks.

**e. General Formatting Guidance.**

(1) Do **not** use the MS Word AutoFormat function, as it is not compatible with the templates. (To turn this function off, see “Using MS Word Features for Policy Issuances”, located on the Resource Page.)

(2) Paragraphs will be numbered as depicted in the Instruction/Manual template. A paragraph ‘a’ must have a paragraph ‘b’ and throughout subparagraph indentions (no dangling paragraphs).

(3) Insert two spaces after periods and colons (including paragraph numbering).

(4) All second and following lines are left-justified.

(5) Forms should be referenced in the Glossary – Acronym, not the Reference list.

(6) The only hyperlink allowed within an instruction/manual is the Resource Page link located on Page 1 of the issuance.

**4.3. PAGE 1 REQUIREMENTS.** Page 1 information is required based on its applicability to the issuance, and as noted in paragraphs 4.3.a. through 4.3.q. Delete any lines not applicable to the issuance in their entirety. Page 1 information is about the issuance itself rather than the subject matter of the issuance. Page 1 always includes the DCMA emblem (inserted by the PPO), general information about the issuance, and the purpose of the issuance. Do not use acronyms on Page 1 (including the issuance title). See Figure 1 for Page 1 requirements. The subparagraphs within this paragraph correspond with the line numbers of Figure 1.

Figure 1. Page 1 Requirements

**ROUND 1 COORDINATION (NOT FOR RELEASE)**  
**(SUSPENSE DATE: ENTER DATE; RESPOND TO: NAME OF POC)**

	<p><i>Auto Template</i></p> <p><b>**Coordination**</b></p> <p><b>Reserved</b></p> <p><b>for</b></p> <p><b>DCMA Emblem</b></p> <p><b>**Coordination**</b></p>																				
	<b>CHOOSE AN ITEM #####</b>																				
	<b>ENTER TITLE</b>																				
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;"><b>Office of Primary Responsibility:</b></td> <td><b>Enter Component/Capability</b></td> </tr> <tr> <td><b>Effective:</b></td> <td><b>Month Day, Year</b> (Leave blank, PPO populates)</td> </tr> <tr> <td><i>Change # Effective</i></td> <td><i>Month Day, Year</i> (Leave blank, PPO populates)</td> </tr> <tr> <td><b>Releasability:</b></td> <td><b>Choose an item.</b></td> </tr> <tr> <td><b>Choose an item.</b></td> <td>Document type ###, "Title," Original Publication Date</td> </tr> <tr> <td><b>Internal Control:</b></td> <td><b>Choose an item.</b></td> </tr> <tr> <td><b>Labor Codes:</b></td> <td>Located on the Resource Page</td> </tr> <tr> <td><b>Resource Page Link:</b></td> <td><a href="https://***enter resource page site address as a hyperlink***">https://***enter resource page site address as a hyperlink***</a></td> </tr> <tr> <td><b>Approved by:</b></td> <td>Name, Title</td> </tr> <tr> <td><i>Change # Approved by:</i></td> <td><i>Name, Title</i></td> </tr> </table>		<b>Office of Primary Responsibility:</b>	<b>Enter Component/Capability</b>	<b>Effective:</b>	<b>Month Day, Year</b> (Leave blank, PPO populates)	<i>Change # Effective</i>	<i>Month Day, Year</i> (Leave blank, PPO populates)	<b>Releasability:</b>	<b>Choose an item.</b>	<b>Choose an item.</b>	Document type ###, "Title," Original Publication Date	<b>Internal Control:</b>	<b>Choose an item.</b>	<b>Labor Codes:</b>	Located on the Resource Page	<b>Resource Page Link:</b>	<a href="https://***enter resource page site address as a hyperlink***">https://***enter resource page site address as a hyperlink***</a>	<b>Approved by:</b>	Name, Title	<i>Change # Approved by:</i>	<i>Name, Title</i>
<b>Office of Primary Responsibility:</b>	<b>Enter Component/Capability</b>																				
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<b>Approved by:</b>	Name, Title																				
<i>Change # Approved by:</i>	<i>Name, Title</i>																				
<p><b>Purpose:</b> This issuance, in accordance with the authority in DoD Directive 5105.64, establishes policy (if an Instruction) and assigns responsibility for:</p> <ul style="list-style-type: none"> <li>• To use the auto template, you <b>must</b> follow the "Using Auto Format INST-MAN Features" guidance located on the resource page. Do not use the MS Word AutoFormat function, as it is not compatible with this template.</li> <li>• See sample options in DCMA Manual 501-01, "Policy Issuances Procedures"</li> <li>• Any text listed as sub-points of the main purpose should be applied in bullets</li> <li>• If needed, carry over to page 2             <ul style="list-style-type: none"> <li>○ Additional text will appear in sub-bullets</li> <li>○ Two or more bullets are required (not one)</li> </ul> </li> </ul>																					

**a. Header. (Required)**

- (1) Enter type of Coordination (Round 1, Round 2).
- (2) Suspense Date: Enter the suspense date based on the Stages and Timelines Chart, Stage 2 Coordination, maximum number of workdays.
- (3) Respond to: Enter the name of the POC.

**b. Line 2. DCMA Emblem. (Required)** The DCMA emblem is centered at the top of the page and is added on the document by the PPO during the approval process. Do not remove or modify.

**c. Line 9. Issuance Type (Choose an item). (Required)** Choose the issuance type supplied in the drop-down menu, either **DCMA Instruction** or **DCMA Manual**.

**d. Line 9. Issuance Number. (Required)** Enter the issuance number, as appropriate (e.g., DCMA Instruction ##### or DCMA Manual #####-##). For revisions to issuances (rewrite or substantive change), use the same number. For a new issuance, request a new number from the PPO. For issuances separated into volumes, the issuance number will be followed by “[comma] Volume #” (e.g., DCMA Instruction #####, Volume 1).

**e. Line 10. Title. (Required)** Insert the title based on the subject of the issuance. The title should not exceed two lines. Do not use the same title for more than one issuance. Do not establish and/or use acronyms in the title. For issuances separated into volumes, list the issuance title, followed by a colon and the volume-specific title (e.g., DCMA-MAN #####-##, Title: Volume-Specific Title).

**f. Line 11. Double Separating Line. (Required)** A double line separates the emblem, issuance type, number, and title from the remainder of the Page 1 information. Do not remove or modify the line.

**g. Lines 13-14. Office of Primary Responsibility. (Required)** Enter the DCMA Component/Capability responsible for the development, management, and maintenance of the issuance (e.g., Chief of Staff).

**h. Line 16. Effective. (Required)** Leave blank. The PPO adds the effective date when the issuance is approved for release by the Director, DCMA (or designee). Do not remove the line.

**i. Line 17. Change # Effective. (Required)** Only required if a change. If the issuance is being changed, do not remove the line. Insert the appropriate number for the change. If the issuance is being changed for the first time since it was published, change “#” to “1.” The PPO enters the effective date when the issuance is approved for release by the Director, DCMA (or designee). Delete the line if the issuance is **not** a change.

**j. Line 19. Releasability. (Required)** Standard releasability statements are provided in the drop-down menu. For guidance on determining releasability, contact DCMA Director Security, OPSEC/INFOSEC. Select from the menu as appropriate for the issuance:

(1) Cleared for Public Release. This type of issuance will be published on both the internal DCMA Policy site and public DCMA Policy site and must be cleared for public release by the DCMA Security Office and DCMA Strategic Communication Office prior to publication.

(2) Not Cleared for Public Release. This type of issuance will only be published on the internal DCMA Policy site. As a rule, this option is used for FOUO issuances.

(3) Classified – Not cleared for public release. This type of issuance will only be published on a classified site.

**k. Line 21. Type Action (Choose an Item).** (Required) Standard action statements are in the drop-down menu. Select from the menu the appropriate action for the issuance, then enter the appropriate document type and number, title, and original publication date (i.e., DCMA-INST 501, “Policy Publications Program,” October 1, 2013, as amended). Type Actions are:

(1) Reissues and Cancels. Required for issuances being rewritten.

(a) List the type, number, title, and publication date of the current online version in the applicable areas provided in the template.

(b) Do **not** include the current publication in the reference list.

(2) Incorporates and Cancels. Required for issuances incorporating and canceling another issuance.

(a) List the type, number, title, and publication date of the documents being incorporated and canceled in the applicable areas provided in template.

(b) If multiple documents are being incorporated and canceled, list the documents numerically on subsequent lines. Only one “incorporates and cancels” heading is needed.

(c) Do **not** include the publication(s) in the reference list.

(3) Implements. Required for DCMA-MAN. Enter the DCMA-INST the DCMA-MAN is implementing.

(a) List the DCMA-INST, number, title, and publication date of the document being implemented in the applicable areas provided in the template.

(b) Do **not** include the publication in the reference list.

(4) Cancels. Required for issuances canceling documents.

(a) List the type, number, title, and publication date of the documents being canceled in the applicable areas provided in the template.

(b) If multiple documents are being canceled, list the documents numerically on subsequent lines. Only one “Cancels” heading is needed.

(c) Do **not** include the publication(s) in the reference list.

(d) If a multi-volume issuance is reissuing a single DCMA-INST or DCMA-MAN, only Volume 1 of the new issuance will contain the cancellation line.

(5) New Issuance. Required for a new issuance. Delete the remainder of the line (Document type ###, "Title," Original Publication Date).

**l. Line 23. Internal Control.** (Required) The Internal Control response is supplied in the drop-down menu. Select one of the following:

(1) Not applicable. There is no process flow in the issuance.

(2) Process flows and key controls are located on the Resource Page. When applicable, process flows and key controls will be located on the Resource Page of the instruction. Contact the Agency Managers' Internal Control Program coordinator, Financial and Business Operations Directorate, for assistance.

**m. Line 25. Labor Codes.** (Required) Required language (do not delete). Labor data codes associated with the issuance must be listed on the resource page. Contact the Agency labor code administrator, Financial and Business Operations Directorate, for assistance.

**n. Line 27. Resource Page Link.** (Required) Enter the hyperlink (the only hyperlink allowed in an issuance) to the Resource Page of the issuance. It is recommended a DCMA-INST and DCMA-MAN link to the same resource page.

**o. Line 29. Approved By.** (Required) Include the name and title of the individual approving the issuance. The approver will not sign the issuance. Instead, the Action Memo will bear signature of the approving authority, approving the issuance for release. The approval authority is the Director, DCMA, or as delegated in writing by the Director.

**p. Line 30. Change # Approved By.** Required for a substantive change to the issuance. Include the name and title of the individual approving the issuance. The approver will not sign the issuance. Instead, the Action Memo will bear signature of the approving authority, approving the issuance for release. The approval authority is the Director, DCMA, or as delegated in writing by the Director. The change may be approved by the person currently serving in the position of the original approving authority. If the action is not a change, delete the line completely from Page 1.

**q. Line 31. Single Separating Line.** (Required) A single separating line follows the signature block. Do not remove or modify the line.

**r. Line 33. Purpose.** (Required) The structure of the purpose statement depends on the type of issuance being issued. State concisely why the issuance is being published.

(1) The purpose section must state whether policy is **established** or **implemented**. Be very clear and do not use verbs such as "sets forth," "updated," "describes," etc. when discussing policy. Policy statements may differ based on the type of issuance.



(2) Include a reference to the document that gives the person approving the issuance the authority to do so. DCMA's authority is DoD Directive 5105.64, "Defense Contract Management Agency (DCMA)."

(3) Include a reference to any other document serving as an authoritative source; e.g., a DCMA-INST requiring development of detailed procedures in a DCMA-MAN.

(4) Identify any committees, boards, or other entities the issuance establishes.

(5) For multi-volume issuances, the purpose consists of a basic statement pertaining to the issuance's purpose in its entirety and a volume-specific statement summarizing the content of the subject volume.

(6) See Figures 2 through 4 for sample purpose statements.

**Figure 2. Purpose Statement for an Instruction (Sample)**

<p><b>For a new DCMA-INST:</b>  <b>Purpose:</b> This issuance, in accordance with the authority in DoD Directive 5105.64, establishes policy, assigns responsibilities, and provides direction .....</p>
<p><b>For a new DCMA-INST, bullet format:</b>  <b>Purpose:</b> This issuance, in accordance with the authority in DoD Directive 5105.64:</p> <ul style="list-style-type: none"> <li>• Establishes policy and assigns responsibilities for .....</li> <li>• Establishes the Issuances Board to....</li> </ul>
<p><b>For a reissued DCMA-INST:</b>  <b>Purpose:</b> This issuance, in accordance with the authority in DoD Directive 5105.64:</p> <ul style="list-style-type: none"> <li>• Reissues and updates the policy for..</li> <li>• Incorporates or cancels a specific policy ....</li> <li>• Establishes policy and assigns responsibilities for .....</li> <li>• Renames DCMA Annex to DCMA Manual</li> </ul>

**Figure 3. Purpose Statement for a Manual (Sample)**

<p><b>For a new DCMA-MAN:</b>  <b>Purpose:</b> This issuance, in accordance with the authority in DoD Directive 5105.64:</p> <ul style="list-style-type: none"> <li>• Implements policy established in DCMA-Instruction xxxx</li> <li>• Provides and defines procedures for .....</li> </ul>
<p><b>For a reissued DCMA-MAN:</b>  <b>Purpose:</b> This issuance, in accordance with the authority in DoD Directive 5105.64:</p> <ul style="list-style-type: none"> <li>• Implements policy established in DCMA Instruction xxxx</li> <li>• Reissues and updates the manual to .....</li> <li>• Provides and defines procedures for .....</li> </ul>



**Figure 4. Purpose Statement for Multi-volume Issuances (Sample)**

<p><b>For a DCMA-INST:</b></p> <p><b>Purpose:</b> This issuance is composed of several volumes, each containing its own purpose. In accordance with the authority in DoD Directive 5105.64, this Instruction establishes policy, and assigns responsibilities for...[Statement applies to the entire issuance; this statement must be identical in all volumes.].</p>
<p><b>For a DCMA-MAN:</b></p> <p><b>Purpose:</b> This Manual is composed of several volumes, each containing its own purpose. In accordance with the authority in DoD Directive 5105.64, this Manual implements policies and defines procedures as defined in DCMA Instruction xxxx. [Statement applies to the entire issuance; this statement must be identical in all volumes.]</p>

**4.4. PAGE 2 REQUIREMENTS.** Page 2, Summary of Changes, is required for all rewrites or substantive change issuances. Briefly (one or two sentences) describe the purpose of the rewrite or substantive change and then list (in bullet format) the most notable changes to the issuance.

**4.5. TABLE OF CONTENTS (TOC).** A TOC is mandatory for all issuances.

**4.6. SECTION NUMBERING.** Sections 1 and 2 will always be “Section 1: General Issuance Information” and “Section 2: Responsibilities” in both the DCMA-INST and DCMA-MAN. Any additional sections would follow numerically. Sections 3 and 4 are provided in the template for your convenience, but can be deleted if not needed. Use the Page 1, TOC, Sections 1 and 2, Glossary, and Reference section in the template.

a. The order of procedures or other additional sections depends on the issuance’s content and complexity. Procedures may be structured in step-by-step sequence, by subject matter with related requirements, by situation and response, or a combination of these and other factors.

b. When the procedures are extensive and involve two or more distinct categories of content, separate them into two or more sections. A section should be specific enough that a reader understands the content of the section from the title. For example, a section titled “Procedures” may be too broad if that one section has 40 pages of information with 5 distinct topics. Instead, consider breaking up that section into multiple sections, with more specific titles; e.g., “Formatting an Issuance,” “Purpose Statements.”

**4.7. PARAGRAPH NUMBERING AND FORMATTING.**

**a. Paragraph Numbering.**

(1) The first level paragraph number is 1.1. The first number indicates the Section, and the second is the paragraph number within the section (e.g., the first paragraph in Section 2 would be written as 2.1.).

(2) Paragraph headings always have a period.

(3) Text begins immediately after the heading if that paragraph has no subparagraphs, or if there is explanatory material before the subparagraphs.

(4) Heading use is optional at each level (though highly encouraged at the 1.1. level paragraph); however, paragraphs at the same level (e.g., a., b., c.) must have consistent formatting. Either all must have a heading or none.

**b. Subparagraph Numbering.** When numbering paragraphs, use the 1.1., a., (1), (a), 1., and a. levels, as appropriate. Any heading in paragraphs below the (a) level must be manually underlined. All subparagraphs are listed with alternating letters and numbers at .25-inch increasing indents; the indents are automatically supplied by styles.

(1) To have a subparagraph at a particular level (e.g., paragraph 1.1.a.) you must have additional paragraphs at that level (e.g., paragraph 1.1.b.).

(2) **Do not use the AutoFormat function in MS Word.** (To turn this function off, see “Using MS Word Features for Policy Issuances”, located on the Resource Page.)

(3) Do not create subparagraphs below the a. level. If you have material subordinate to that level, reorganize the material at a higher level.

**c. Bullets.** Sentence-type bullets may be used for the Purpose statement (page 1) and the Summary of Changes page. Bullet points used within Sections will be in a short, list-type format without punctuation.

**4.8. APPENDICES.** Use an appendix or appendices to publish information that adds to or supplements a section.

a. Appendix identifiers have two parts. They are identified by the number of the section they follow and a capitalized letter listed in alphabetical order (e.g., 1A, 1B, 1C) without a period separating the two. Appendix lettering restarts for each section, so you may have Appendices 1A, 1B, 2A, 2B, and 3A.

b. Refer to appendices in the text of the sections they support. Use the section title format: “Appendix 1A - Section Title” style for the appendix title.

c. Appendices immediately follow the section they support. They are listed in the order they are identified in text.

d. List the Appendix number and title in the footer.

## **4.9. TABLES AND FIGURES.**

a. If you wish to place text in an issuance in a format other than paragraph format, you must insert the text in a figure or table. The only exception is when providing a mailing address for information.

(1) Use a table to present information that is best communicated in tabular rather than paragraph form (i.e., arranged systematically by columns or rows).

(2) Use a figure to present information that is best communicated as an illustration (image or drawing; due to file size restrictions, photos should not be used), or as example (textual depiction) with or without instructional material.

b. Tables or figures cannot be used on Page 1 or in the TOC.

c. In the automatic instruction/manual template, use the “Caption” function of MS Word to label tables and figures using the References group, captions tab of the MS Word banner. Identify the table or figure using the word “Table” or “Figure,” as appropriate. Table and figure numbering and identification in the TOC is automatically generated through MS Word captions.

d. Place the table or figure on the same page or as close to the text it supports as possible. Do not place the table or figure in the middle of a paragraph or subparagraph. Center the table or figure on the page.

(1) Font size within a table or figure may be adjusted to accommodate internal requirements, but may not be smaller than 9 point font.

(2) Use bolding sparingly for emphasis; do not use underlining or italics.

(3) If using color in a table or figure, the table or figure must still be legible when printed in black and white hard copy.

e. The table or figure title is centered above the table or figure. See the tables and figures in this manual for examples.

f. If the table or figure carries over to the next page, repeat the identifier at the top of the page, followed by a comma and the word “Continued.” The “Continued” caption should **not** be in the TOC. See Appendix 4A for an example of a figure breaking across a page.

**4.10. FOOTNOTES AND ENDNOTES.** Do **not** use endnotes or the word “NOTE” in issuances. Use footnotes **only** within the Reference list to direct the reader to publications not readily found on an official government website using an Internet search engine.

**4.11. FORMS.** Do **not** include forms in issuances, as subsequent updates of the form will make the issuance obsolete. Instead, refer to the form (e.g., DCMA Form (DCMAF) 501-1, “Policy Coordination Sheet”) and identify its location (e.g., located on the resource page of this Manual). Once the form has been identified, subsequent references to the form will be DCMAF 501-1. Add the form to the Glossary - Acronyms list.

**4.12. SECTION 1: GENERAL ISSUANCE INFORMATION.** General issuance information is required and is always Section 1 of an issuance. It contains the applicability and policy paragraphs.

**a. Applicability.** (Required). Enter a statement as to whom the issuance applies. For sample applicability statements, see the DoD Issuances Standards, Section 5, Appendix 5A (link located on resource page).

**b. Policy.** (Required). See Figure 5, Policy Statement (Sample).

(1) DCMA-INST. A DCMA-INST is the Agency's primary issuance used to establish broad policy, assign **high-level** roles and responsibilities impacting DCMA employees (civilian and military), and may provide **high-level** general procedures to support Agency functions. The primary purpose of a DCMA-INST is to establish how the Agency will execute responsibilities assigned to it by higher-level policy, regulation, or law. DCMA-INSTs must be coordinated and approved for publication by the Director, DCMA (or designated authority).

(a) State briefly but precisely the activity governed by the issuance, its requirements, and the reason for them. Think of the policy statement as the "why" for the issuance. Why is it necessary to assign these responsibilities, development the procedures, etc.?

(b) For issuances that implement and only summarize higher-level policy established in another issuance, keep the policy section to one or two paragraphs. Cite the higher-level issuance or issuances that establish the policy.

(c) For issuances that establish policy, the section may need to be longer to ensure new policies are clearly articulated.

(d) Do not include responsibilities or procedures. A common result of an imprecise policy section is the improper embedding of responsibilities. As a result, critical responsibilities are not clearly assigned, which can lead to failure to perform them.

(e) Policy statements may differ based on the type of issuance.

(2) DCMA-MAN. A DCMA-MAN cannot establish policy; nor contradict, supersede, or cancel policy established in an Instruction. A DCMA-MAN may expand on policy established in a DCMA-INST. DCMA-MANs are detailed with a target user audience of Division Chiefs (Managers) and staff. For multi-volume DCMA-MANs, the policy section may also contain the volume-specific statement.

**Figure 5. Policy Statement (Sample)****1.2. POLICY.** It is DCMA Policy to:

- a. Establish and maintain clearly written and current DCMA Policy issuances to achieve the Agency's missions and comply with laws, regulations, and DoD issuances.
- b. Base policy issuances on integrated collaboration process to produce a single comprehensive issuance.

**4.13. SECTION 2: RESPONSIBILITIES.** Responsibilities are required and are always in Section 2 of the issuance. DCMA-INSTs will contain high-level responsibilities. A DCMA-MANs may expand responsibilities listed in the DCMA-INST. For multi-volume issuances, the responsibilities should be volume-specific.

- a. Identify the key DCMA Component Head/Capability Manager or officials of the same level who will carry out the policy and procedures in the issuance and list the overarching duties and obligations of each. Always assign responsibilities to officials by title, not to their office or organization. Instruction responsibilities are not assigned below the Contract Management Office (CMO) Commander/ Director and Center Director level. Issuances should not assign responsibilities that will unnecessarily hamper the Component Head/Capability Manager in their efforts to efficiently manage their Component./Capability.

- b. In assigning responsibilities, be specific but concise. Do not include procedures. State what the official is responsible for doing, not how the official should do it. By clearly aligning the responsibility with the official, the intent of the issuance can be better accomplished. Ask yourself, "will the individual actually be doing this himself or herself?" If the answer is no, the text should be moved to a procedural section and tasked to the organization. The individual will have the responsibility of making sure those procedures are implemented.

- c. List the officials being assigned responsibilities in the following order:

- (1) The originating Component Head/Capability Manager.

- (2) Other key officials within the originating Component according to their levels.

- (3) The Component Head/Capability Manager, individually. If responsibilities are also assigned to Component Heads/Capability Managers collectively in the issuance, use the following language for individual responsibilities: "In addition to the responsibilities in [paragraph #] [Reference the paragraph assigning collective responsibilities], the [individual title]. Under each, list officials assigned responsibilities who are under the direction of the individual Component Head/Capability Manager.

**4.14. CITING REFERENCES.** Use Appendix 4A, Reference Citations Frequently Used in DCMA/DoD Issuances, as guidance on how to cite a reference within an issuance and the format used in the reference list.

**a. Citations in Text.**

(1) Correct use of terms (General Counsel representative will check the use of these terms during their review):

(a) Use “pursuant to” when the action being taken is authorized or required by the reference.

(b) Use “in accordance with” if the action being taken is consistent with this particular reference, but the reference neither requires nor forbids the action.

(c) “Under” should generally only be used to cite the authority of an individual.

(2) Always identify the source you are using as it applies in text by citing the type of issuance or originator (e.g., “...in accordance with DoD Instruction 1234.56” or “...in accordance with Section 940 of Title 10, United States Code”).

(3) When an issuance uses more than one volume of an issuance or for the United States Code (U.S.C.) and the Code of Federal Regulations (CFR), more than one section or part, cite the specific volume, section, or part that pertains to that text (e.g., “...pursuant to Volume 23 of DoD Manual 4567.89”). Follow this practice when citing a specific paragraph within a reference that is not broken into volumes, sections, or part (e.g., “...in accordance with Enclosure 1, Paragraph 1.2.b. of DoD Instruction 1234.56”).

(4) For multiple document citations, group by type if applicable (e.g., “...in accordance with DoDIs 1234.45, 3456.55, and 3456.78; DoDD 4567.89; and Section 34 of Title 5, CFR” or “...in accordance with DoDI 1234.45, DoDI 3456.55, DoDI 3456.78, DoDD 4567.89, and Section 34 of Title 5, CFR”).

**b. Citations for the Reference List.**

(1) With some exceptions, including references to law, citations in the Reference list are organized by type of issuance or originator, exact title or subject in quotation marks, and date of publication. There should **not** be a period at the end of the citation.

(2) List the references alphabetically by word, then number. See the sample CFR and DoDI citations in Appendix 4A.

(3) If a reference citation runs into the second line, use the block style format preset in the template. The month and day of the publication date must be on the same line. When citing a document that has been changed or updated, use the original publication date and indicate “as amended” after the date.

(4) Do not establish or use acronyms in the reference list; include them only if they are part of the issuance title, in parentheses in the title in quotation marks.

(5) **Do not** include reference listings for the documents being reissued, incorporated and canceled, or canceled by your issuance (i.e., do not include those publications listed on Page 1).

(6) Use a footnote to tell readers precisely where to find reference documents that are not easily found on a government website using an Internet search engine. **Do not** hyperlink to the website.

(7) Do not cite unpublished material such as drafts and documents not available to readers. Do not cite issuances in the process of being canceled.

**c. Citing Military Department and Joint Service Publications.** (See Appendix 4A for examples.) Do not cite Military Department or joint Service publications in issuances **except:**

(1) When including a military or associated term in the definitions section or Glossary (cite Joint Publication 1-02).

(2) When a Military Department or Joint Service publication is the only document that establishes or implements a crucial policy.

#### **d. Legal Citations.**

##### **(1) When to Cite.**

(a) When a DoD issuance has implemented an Executive order, Public Law, or section of the U.S.C., cite the DoD issuance, not the order, law, or code.

(b) When a Public Law has been codified in the U.S.C., cite the title and section of the U.S.C., not the Public Law.

(c) For a Public Law not included in the U.S.C., cite the Public Law and applicable section. Verify the proper statutory authority with the Office of the General Counsel when drafting the issuance.

(d) Cite the Federal Register for documents that have been published in the Federal Register but not in the CFR.

##### **(2) How to Cite.**

###### **(a) U.S.C. and CFR.**

1. Do not include the subject of the title's part, section, or chapter. If citing more than one part, section or chapter, simply cite the title in the reference list and specify part, section, or chapter within the text. In the text, always cite the specific part(s), section(s), or chapter(s) that pertain to the text. For example, in text: "pursuant to Sections 1234 and 5678 of Title 10, United States Code." In the reference list: "United States Code, Title 10."



2. If a codified law is more well known by a common name, it may be cited within the body of the issuance by referring to the codified information first, then the common name (e.g., “pursuant to Section 2170 of Title 50, United States Code Appendix, also known and referred to in this issuance as ‘The Defense Production Act of 1950,’ as amended.”). Further references in the issuance will state “The Defense Production Act of 1950.” Within the reference list, the citation should reflect the same format and include the information that the Act has been amended, if appropriate.

3. When citing more than one common name within a single title, list the codified information first, then the common name by chapter, section, or part, as applicable, in the order it appears in the law (i.e., list the common name for Section 1234 before the common name of Section 2345).

(b) Public Law. In the reference list, cite the Public Law number, title, and date; if citing more than one section of a Public Law in the issuance, do not list the individual sections. In the text, cite the specific section that pertains to the text.

**e. Amendments and Current Editions.** Many government publications are now maintained on the Internet and are amended or updated electronically.

(1) Citations of Public Laws and Executive orders that may be amended by subsequent laws should include the original publication date and note that it has been amended; e.g., Executive Order 13178, “Northwestern Hawaiian Islands Coral Reef Ecosystem Reserve,” December 4, 2000, as amended (in this case the Executive order was amended by Executive Order 13196 in 2001). Do not document what has amended the Public Law or Executive order in the issuance, as this information is easily found online.

(2) Documents that are maintained online and have multiple or undefined publication dates must use the citation “current edition” in place of the publication date in the reference list, e.g.:

(a) DoD 7000.14-R, “Department of Defense Financial Management Regulations (FMRs),” current edition (16 volumes in the Regulation; each volume has a different publication date and is updated online).

(b) Joint Publication 1-02, “Department of Defense Dictionary of Military and Associated Terms,” current edition (maintained online and updated regularly).

**4.15. GLOSSARY.** The Glossary is mandatory for all issuances over two pages using acronyms other than “DCMA,” “DoD,” “OSD,” or “U.S.” The Glossary content in a DCMA-INST should be listed in the DCMA-MAN. Acronyms must be used a minimum of two times in an issuance to be established; if the acronym is not used at least two times, spell out the term. When referring to the Glossary in text, always capitalize “Glossary.” The Glossary is always the second to last section in an issuance, followed only by the Reference list. It is broken up into two parts, “G.1. Definitions” and “G.2. Acronyms,” as appropriate for each issuance. Format the Glossary following the guidance in the template.



**4.16. REFERENCES.** A Reference list is mandatory for all issuances that refer to other documents or sources. The Reference list is always the last section of the issuance and is included in the template. Use the spacing and alignment provided in the template. (See Figure 6. Reference List Format (Sample)).

**Figure 6. Reference List Format (Sample)**

REFERENCES
Code of Federal Regulations, Title 32, Part 40
DCMA Instruction 0000, "Instruction Title," October 1, 2013 (as amended)
DCMA Manual 0000-01, "Manual Title," November 1, 2014
DoD Directive 5105.64, "Defense Contract Management Agency (DCMA)," January 10, 2013
DoD Instruction 5025.01, "DoD Issuances Program," June 6, 2014 (as amended)
DoD Manual 8910.01, Volume 1, "DoD Information Collections Manual: Procedures for DoD Internal Information Collections," June 30, 2014
Executive Order 13392, "Improving Agency Disclosure of Information," December 14, 2005
Joint Publication 1-02, "Department of Defense Dictionary of Military and Associated Terms," current edition
Memorandum of Understanding Between the Department of Defense and the Department of Education, August 16, 1982
Public Law 102-172, Section 8070, "The Department of Defense Appropriations Act for Fiscal Year 1992," November 26, 1991
Secretary of Defense Memorandum, "Regulatory Relief Task Force," October 15, 2006
United States Code, Title 10, Chapter 47 (also known as the "Uniform Code of Military Justice (UCMJ)")
United States Code, Title 14, Section 1234

## APPENDIX 4A: REFERENCE CITATIONS FREQUENTLY USED IN DCMA/DoD ISSUANCES

Accepted abbreviations for the types of references are provided in the first column of Tables 4 and 5. Use them only in the text and only after establishing them on first use in the text.

**Table 4. Frequently Used Reference Citations**

REFERENCE	FORMAT USED IN TEXT	FORMAT USED IN REFERENCE LIST
Administrative Instruction (AI)	Administrative Instruction 27	Administrative Instruction 27, “Control of North Atlantic Treaty Organization Classified Documents,” October 26, 2006
Code of Federal Regulations (CFR)	<u>Referencing one title and one part</u> ...in accordance with Part 40 of Title 32, Code of Federal Regulations	Code of Federal Regulations, Title 32, Part 40
	<u>Referencing one title and more than one part Initial In-text citation</u> ...in accordance with Part 40 of Title 32, Code of Federal Regulations (CFR) <u>Second in-text citation</u> ...in accordance with Part 64 of Title 32, CFR	Code of Federal Regulations, Title 32
	<u>Referencing more than one title</u> ...in accordance with Part 40 of Title 32, Code of Federal Regulations (CFR). ...in accordance with Part 64 of Title 32, CFR. ...in accordance with Subpart 227.71 of Title 48, CFR.	Code of Federal Regulations, Title 32 Code of Federal Regulations, Title 48
DCMA Instruction (DCMA-INST)	DCMA-INST 999, “Title of Instruction” (first time used; thereafter, DCMA-INST 999)	DCMA Instruction 999, “Title of Instruction,” December 1, 2015
DCMA Manual (DCMA-MAN)	DCMA-MAN 999-01, “Title of Manual” (first time used; thereafter, DCMA-MAN 999-01)	DCMA Manual 999-01, “Title of Manual Procedures,” December 1, 2015
DoD Directive (DoDD)	DoD Directive 3020.40	DoD Directive 3020.40, “Defense Critical Infrastructure Program (DCIP),” August 19, 2005
DoD Instruction (DoDI)	DoD Instruction 3020.42	DoD Instruction 3020.42, “Defense Continuity Plan Development,” February 17, 2006

**Table 4. Frequently Used Reference Citations, Continued**

REFERENCE	FORMAT USED IN TEXT	FORMAT USED IN REFERENCE LIST
Directive-type Memorandum (DTM)	Directive-type Memorandum 09-019	Directive-type Memorandum 09-019, “Policy Guidance for Foreign Ownership, Control, or Influence (FOCI),” September 2, 2009
DoD Manual (DoDM)	DoD Manual 4165.66	DoD Manual 4165.66, “Base Realignment,” March 1, 2007
	Volume 1 of DoD Manual 4150.07	DoD Manual 4150.07, Volume 1, “DoD Pest Management Training: The DoD Plan for the Certification of Pesticide Applicators,” December 12, 2008
DoDM that has not been reissued under 2007 version of DoDI 5025.01	DoD 1100.19-M	DoD 1100.19-M, “Wartime Manpower Planning System ADP System User’s Manual,” March 13, 1987
DoD Publications (To be discontinued on reissuance as manuals)	<u>DoD Guide</u> DoD 7000.3-G	DoD 7000.3-G, “Preparation and Review of Selected Acquisition Reports,” May 20, 1980
	<u>DoD Inventory</u> DoD 4100.33-INV	DoD 4100.33-INV, “Department of Defense Commercial Activities Inventory Report and Five Year Review Schedule FY 1991,” May 7, 1992
	<u>DoD Regulation</u> DoD 1330.17-	DoD 1330.17-R, “Armed Services Commissary Regulations (ASCR),” April 1987
DoD Travel Regulations: Joint Travel Regulation (JTR)	Joint Travel Regulations	Joint Travel Regulations, current edition
Executive Order	Executive Order 13392	Executive Order 13392, “Improving Agency Disclosure of Information,” December 14, 2005
Federal Register	Page 12345 of Volume 10, Federal Register	Federal Register, Volume 10, Page 12345, June 12 2007
Joint Publication 1-02 (JP 1-02)	Joint Publication 1-02	Joint Publication 1-02, “Department of Defense Dictionary of Military and Associated Terms,” current edition

**Table 4. Frequently Used Reference Citations, Continued**

REFERENCE	FORMAT USED IN TEXT	FORMAT USED IN REFERENCE LIST
Memorandums	<u>First use:</u> ...the [direction, guidance] in the October 15, 2006 Secretary of Defense Memorandum...	Secretary of Defense Memorandum “Regulatory Relief Task Force,” October 15, 2006
	<u>Subsequent references:</u> ...the October 15, 2006 SecDef’s memorandum	
Memorandum of Understanding (MOU)	<u>First use:</u> ...the August 16, 1982 Memorandum of Understanding (MOU) between the DoD and Department of Education (DOE) ...  <u>Subsequent references:</u> ...the 1982 DoD/DOE MOU...	Memorandum of Understanding Between the Department of Defense and the Department of Education, August 16, 1982
National Security Decision Directive (NSDD)	National Security Decision Directive-18	National Security Decision Directive-18, “International Trade and Transfer,” July 2, 1990
National Security Presidential Directive (NSPD)	National Security Presidential Directive-9	National Security Presidential Directive-9, “Combating Terrorism,” October 25, 2001
Office of Management and Budget (OMB) Bulletin	Office of Management and Budget Bulletin No. 81-17	Office of Management and Budget Bulletin No. 81-17, “Debt Collection,” April 27, 1981
Office of Management and Budget (OMB) Circular	Office of Management and Budget Circular No. A-110	Office of Management and Budget Circular No. A-110, “Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education,” September 30, 1999
Presidential Decision Directive (PDD)	Presidential Decision Directive No. 63	Presidential Decision Directive No. 63, “Critical Infrastructure Protection,” May 22, 1998
Public Law	...in accordance with Section 8070 of Public Law 102-172	Public Law 102-172, Section 8070, “The Department of Defense Appropriations Act for Fiscal Year 1992,” November 26, 1991

**Table 4. Frequently Used Reference Citations, Continued**

REFERENCE	FORMAT USED IN TEXT	FORMAT USED IN REFERENCE LIST
United States Code (U.S.C.)	<u>When one title and one section are referenced</u> ...in accordance with Section 801 of Title 10, United States Code	United States Code, Title 10, Section 801
	<u>When one title and more than one section are referenced</u> ...in accordance with Sections 801 and 940 of Title 10, United States Code (U.S.C.)	United States Code, Title 10
	<u>When more than one title is referenced</u> ...in accordance with Section 801 of Title 10, United States Code (U.S.C.) ...in accordance with Chapter 47 of Title 10, U.S.C. ...in accordance with Section 470 of Title 16, U.S.C.	United States Code, Title 10 United States Code, Title 16
	<u>When codified law has a common name</u> <u>First in-text citation</u> ...Section 2170 of Title 50, United States Code (U.S.C.) Appendix, also known and referred to in this issuance as “The Defense Production Act of 1950,” as amended.  ...Chapter 47 of Title 10, U.S.C., also known and referred to in this instruction as “The Uniform Code of Military Justice (UCMJ).”  <u>Subsequent in-text citation</u> ...The Defense Production Act of 1950  ...the UCMJ	United States Code Appendix, Title 50, Section 2170 (also known as “The Defense Production Act of 1950,” as amended)  United States Code, Title 10, Chapter 47 (also known as “The Uniform Code of Military Justice (UCMJ)”)
	<u>When citing annually recurring provisions</u> <u>First in-text citation</u> ....Section 8061 of Public Law 111-118 (also known as “The Leahy Human Rights Provisions”), or a similar annually recurring provision, if enacted, in subsequent years  <u>Subsequent in-text citation</u> ...in accordance with Section 8061 of Public Law 111-118	Public Law 111-118, Section 8061, “The Department of Defense Appropriations Act for Fiscal Year 2010,” December 19, 2009 (also known as “The Leahy Human Rights Provisions”), and similar annually recurring provisions, if enacted, in subsequent years.
	Website, when the reference is located only on a website	DoD Issuances Website, “The Issuance Process,” <a href="http://www.dtic.mil/whs/directives/index.html">http://www.dtic.mil/whs/directives/index.html</a>

**Table 4. Frequently Used Reference Citations, Continued**

REFERENCE	FORMAT USED IN TEXT	FORMAT USED IN REFERENCE LIST
<p>OTHER miscellaneous issuances. In the list, enter originator, title, and date.</p> <p>In the text, cite originator and type of issuance.</p>	National Military Strategy	Office of the Chairman of the Joint Chiefs of Staff, “National Military Strategy to Combat Weapons of Mass Destruction,” February 13, 2006
	Organization for the Prohibition of Chemical Weapons Convention	Organization for the Prohibition of Chemical Weapons, “Convention on the Prohibition of the Development, Production, Stockpiling and use of Chemical Weapons and on Their Destruction,” ratified April 24, 1997
	Joint Requirements Office for CBRN Defense Plan	Joint Requirements Office for CBRN Defense, “Joint Service (CBRN) Defense Modernization Plan,” 2008 [in this example, the originating office uses the acronym in its official name]

**Table 5. Military Department and Joint Service Reference Citations**

REFERENCE	FORMAT USED IN TEXT	FORMAT USED IN REFERENCE LIST
Joint Service Publications	DLAI 4140.55/AR 735-11-2/SECNAVINST 4355.18A/AFJMAN 23-215 <sup>1</sup>	DLAI 4140.55/AR 735-11-2/SECNAVINST 4355.18A/AFJMAN 23-215, “Reporting of Supply Discrepancies,” August 6, 2001
Military Handbook (MIL-HDBK)	Military Handbook MIL-HDBK-1013/1A	Military Handbook MIL-HDBK-1013/1A, “Design Guidelines for Physical Security of Facilities,” December 15, 2003
Military Detail Specification (MIL-DTL)	Military Detail Specification MIL-DTL- 43607H	Military Detail Specification MIL-DTL- 43607H, “Padlock, Key Operated, High Security, Shrouded Shackle,” March 10, 1998, with Notice 1, May 22, 2000
Military Specification (Acronym is based on type of specification.)	Military Specification MIL-H-29181B  Military Specification MIL-P-43607G	Military Specification MIL-H-29181B, “Hasp, High Security, Shrouded, for High and Medium Security Padlock,” May 10, 1994  Military Specification MIL-P-43607G, “Padlock, Key Operated, High Security, Shrouded Shackle,” June 18, 1986, as amended
Military Standard (MIL-STD)	Military Standard MIL-STD-672A	Military Standard MIL-STD-672A “Aviation Calibrations,” June 9, 2006

## SECTION 5: STAGE 1 - DEVELOPMENT AND INFORMAL COORDINATION

**5.1. REQUIRED DOCUMENTS.** Download and use the following templates (located on the resource page) to complete Stage 1 for new, rewritten, and substantive changes to a DCMA-INST, DCMA-MAN, and/or DCMA-PTM.

- Policy Preparation Checklist
- Applicable Policy Issuance Template
  - Instruction/Manual (one template for both)
  - Policy-type Memorandum

**a. Policy Preparation Checklist.** Use the Policy Preparation Checklist for new, rewritten, and substantive changes to guide you through the process from beginning to end.

**b. Issuance Template.** Use the appropriate template for developing the policy issuance.

**c. Additional Resources.** Additional tools and resources are available on the resource page. Guidance and resources are also located on the DoD Issuances Website, if needed (link located on resource page).

### 5.2. REQUIREMENT IDENTIFIED.

**a. New Requirement Identified.** The OPR has identified a requirement to develop (new) or revise (rewrite or substantive change) a policy issuance.

**b. Agency Review Group.** The Component Head/Capability Manager presents the requirement to the Agency Review Group. The Agency Review Group determines if cross-functional collaboration is required and identifies the OPR and stakeholders. The Group determines if supporting process manuals, eCapabilities, and/or training is required or needs updating. If the requirement is not approved, the Agency Review Group provides reasoning for the decision and the process ends. (See Agency Review Group on the resource page.)

**c. AO.** The OPR assigns an AO who is responsible for leading the Team, keeping the Component Head/Capability Manager and constituents informed of content and status, and overseeing the development and process of the policy issuance until publication.

**d. Form Team.** Stakeholders, field representatives (if applicable), and the OPR assign SME Team members. Team members are empowered to represent and make decisions on behalf of their component/capability and keep their Component Head/Capability Manager and constituents informed of content and status. Stakeholders that are not a regular Team member will be coordinated with and consulted, as needed.

**e. Kickoff Meeting.** The OPR or designated representative conducts a kickoff meeting with the Team, providing the task, timeline, and expectation of the policy issuance requirement.



### 5.3. PLAN, WRITE, AND INFORMAL COORDINATION.

**a. Plan.** The Team develops a policy concept and preliminary plan for achieving the product quality requirements. The plan includes a timeline with major milestones, approach (single or multifunctional component), whether or not a pilot is anticipated, and if there will be a conflict with other policies. The Team:

- Obtains OPR concept approval
- Develops project plan
- Develops new process flows and identifies key controls (assure streamlined process)
- Identifies budget/resource requirements (if applicable)
- Identifies eCapabilities (if applicable)
- Identifies training requirements (if applicable)

**b. Policy Issuance Number.** A changed or rewritten policy issuance keeps its assigned number. For a new policy issuance, the AO requests a new number by submitting an email to the PPO with the following information:

- Type of issuance
- Is the issuance multifunctional or component specific
- If a manual, list the instruction number the manual is implementing or tied to (the parent instruction)
- Title of issuance
- OPR
- POC information (name, email address, phone number)

**c. Draft Policy Issuance.** Using the appropriate policy issuance template, the Team prepares the draft policy issuance and keeps their respective Component Head/Capability Manager and constituents informed of content and status during development. The Team also consults with stakeholders that are not a regular Team member, as needed.

**d. Informal Coordination.** The Team informally coordinates the draft policy issuance with Team Members and other stakeholders that are not regular Team members to obtain their comments and concurrence. The Team adjudicates comments received and updates the issuance accordingly.

**5.4. PRECOORDINATION REVIEW.** The Team considers the policy issuance final and ready for a precoordination edit. The AO requests and the PPO provides precoordination review of the draft issuance.

**a. Request Precoordination Review.** The AO submits a clean (no comments or changes present), MS Word.doc copy of the policy issuance to the PPO.

**b. Review and Comments.** The PPO:

- (1) Reviews the document for compliance with DCMA-INST 501 and this Manual.

(2) Identifies edits (formatting, grammar, punctuation, spelling, writing style errors, etc.) or may correct the document if edits are minor and not critical.

(3) Will not change the wording or content of the issuance.

(4) Returns the issuance to AO.

**c. Incorporate Edits.** The AO/Team revises the policy issuance, accepting or rejecting edit recommendations, as appropriate.

**5.5. REQUEST COORDINATION (ROUND 1).** The Team considers the policy issuance final and suitable for use within the Agency. The AO submits the policy issuance and process flow/key controls table (if applicable) to the OPR Component Head/Capability Manager for review and approval to issue for Coordination (Round 1). If the Component Head/Capability Manager disapproves, the AO/Team reworks the document. The Component Head/Capability Manager approves the package for Round 1 Coordination.

## SECTION 6: STAGE 2 - COORDINATION

**6.1. REQUIRED DOCUMENTS.** Download and use the following (located on the resource page) to complete Stage 2 for new, rewritten, and substantive changes to a DCMA-INST, DCMA-MAN, and/or DCMA-PTM.

- Policy Preparation Checklist
- Stages and Timelines Chart
- DCMAF 501-1, “Policy Coordination Sheet”
- DCMAF 501-2, “Comments Matrix”

**6.2. OVERVIEW.** DCMA-INSTs, DCMA-MANs, DCMA-PTMs, and substantive changes must be formally coordinated and reviewed by Components/Capabilities prior to approval and publication or to cancel the issuance when not incorporated into another policy (see Section 13, Cancel an Issuance). The policy issuance is ready for coordination (Round 1) when the Component Head/Capability Manager and Team consider the document final (not draft) and suitable for Agency use. Coordination is used by Component Heads/Capability Managers to validate their concurrence with a new or revised policy issuance, as well as their agreement that the required resources for implementation are in place. (Continue using Policy Preparation Checklist.)

### 6.3. ISSUE COORDINATION.

#### a. Prepare Documents.

(1) Policy Issuance.

(a) Insert line numbers on the left side of the entire issuance (Page Layout > Line Number > Continuous) (verify numbers are entered to the end of the document).

(b) Page 1, Header, enter type of coordination (Round 1, Round 2).

(c) Page 1, Header, enter Suspense Date: Month Day, Year (based on Step 2.1. of the Stages and Timelines Chart (Table 1)).

(d) Page 1, Header, enter Respond to: Name of POC

(e) Convert to pdf format.

(2) Process Flows and Key Controls Table (if applicable). (pdf format)

(3) DCMAF 501-1. Complete subject line: policy issuance number, title, and type of coordination (e.g., DCMA-INST 501, “Policy Issuances Program,” (Round 1 Coordination)).

(4) **DCMAF 501-2.** Complete subject line: policy issuance number, title, and type of coordination (e.g., DCMA-INST 501, “Policy Issuances Program,” (Round 1 Coordination)).

**b. Issue Coordination Package.** See “How to Issue Coordination Package” located on the resource page. All coordination packages must include the following:

- (1) Policy Issuance (pdf format).
- (2) Process Flows and Key Controls Table (pdf format) (if applicable).
- (3) DCMAF 501-1, “Policy Coordination Sheet.”
- (4) DCMAF 501-2, “Comments Matrix.”

**c. Coordination Outside DCMA Site.** The OPR distributes coordination requests directly to any coordinators who do not have access to the DCMA coordination site.

**d. Required Coordinators.** DCMA Component Heads/Capability Managers or appointed representatives must coordinate on the policy issuance by the designed suspense date. If coordination is not received by the suspense date, the OPR will continue with the issuance process.

**e. Authorized Signer.** An authorized signer from each Component/Capability must record their response on DCMAF 501-1 by the suspense date. A list of authorized signers is located on the resource page.

**6.4. SUSPENSE DATE.** The coordination period begins when the coordination request is issued by the OPR to DCMA Component/Capability inboxes for review and comment. The suspense date is based on Stages and Timelines Chart (Table 1) or the specific timelines agreed to between the OPR and the PPO. The suspense date is displayed on the coordination notification and on the coordinated document.

**a. Extension.** Although not encouraged, prior to the suspense date, a Component Head/Capability Manager may request a suspense date extension by sending a written request (email) to the issuance POC with justification for the extension. If the POC approves the extension, the new suspense date is set and Components/Capabilities and PPO are notified of the new suspense date. If the same Component Head/Capability Manager needs a second extension, the requesting Component Head/Capability Manager must submit a written request (Action Memo) to the Deputy Director, DCMA, requesting and justifying the second extension.

**b. Late Coordination Response.**

(1) If a Component Head/Capability Manager provides coordination and/or comments after the suspense date, the OPR should make every effort to include the coordination and comments; however, it is not required if it significantly delays progress of the issuance to be approved for publication.

(2) When the Component Head/Capability Manager requests issuance approval (Stage 3 – Signature Package) they must acknowledge on the Action Memo receipt of the late coordination and explain, if necessary, why the OPR proceeded without including the comments so the approving authority can make an informed decision to approve or disapprove the issuance. The OPR should consider incorporating the late comments in the next update or substantive change to the issuance.

**c. No Response.** The Component did not respond by the suspense date or ask for an extension prior to the suspense date and by default, concurs without comment to the issuance as written. Mandatory coordinators (HC, GC, Chief of Staff (Security and/or Strategic Communication)) must respond. Failure to obtain coordination should not prevent submission of the signature package.

**6.5. POLICY COORDINATION SHEET (DCMAF 501-1).** An authorized signer from each DCMA Component/Capability must record their coordination response and sign (digital signature preferred) DCMAF 501-1, by the suspense date. Choose your coordination response from the drop-down menu:

**a. Concur Without Comment.** Concur without comment indicates the Component Head/Capability Manager agrees with the content of the issuance from a functional perspective as written.

**b. Concur With Comment.** Concur with comment indicates the Component Head/Capability Manager agrees with the content of the issuance from a functional perspective, but includes comments meant to improve the clarity and quality of the issuance. Critical comments are not included in a response, as critical comments indicate the coordinator does not concur.

**c. Nonconcur With Comment.** Nonconcur with comment indicates the Component Head/Capability Manager believes the issuance contains serious deficiencies and can only be reconciled through either a rewrite or substantive change, or the resources required to support the implementation of the issuance are not in place. A nonconcur is typically used only when an issuance contains a violation of the law or contradiction of existing policy; is an unnecessary risk to safety, life, limb, or DCMA materiel; waste or abuse of DCMA appropriations; or an unreasonable burden on a Component Head/Capability Manager's resources. Coordinators must specify which comments are grounds for a nonconcur on DCMAF 501-2.

**d. No Comment.** No comment indicates the coordinator has reviewed the issuance and does not have an equity interest in the issuance.

**e. No Response.** A "No Response" is documented by the AO indicating the Component did not respond by the suspense date or ask for an extension prior to the suspense date and by default, concurs without comment to the issuance as written. Mandatory coordinators (HC, GC, Chief of Staff (Security and/or Strategic Communication)) must respond.

**6.6. COMMENTS MATRIX (DCMAF 501-2).** Components will use DCMAF 501-2, to record and submit their comments on coordinated issuances. Components will consolidate the

comments into one DCMAF 501-2. Coordinators must include comments explaining the rationale for a nonconcur; indicate if information in the policy issuance (or the issuance as a whole) appears to be or is potentially unnecessary, incorrect, misleading, confusing, or inconsistent; and address a Component's disagreement with the proposed responsibilities, requirements, or procedures. If nonconcurring, coordinators must specify which of their comments are the basis for a nonconcur. Comments are documented as follows:

**a. (A) - Administrative.** Grammar, punctuation, style. An administrative comment concerns nonsubstantive aspects of the policy issuance, such as dates of reference, organization symbols, format, and grammar.

**b. (S) - Substantive.** Factually incorrect material. Make a substantive comment if a part of the policy issuance seems unnecessary, incorrect, misleading, confusing, or inconsistent with other sections, or if you disagree with the proposed responsibilities, requirements, or procedures. One substantive comment is usually not sufficient justification for a nonconcur of an issuance. Multiple substantive comments may be grounds for a nonconcur.

**c. (C) - Critical.** Contentious issue that will cause nonconcurrence with publication. The justification for critical comments must identify violations of law or contradicts DoD/DCMA policy; unnecessary risks to safety, life, limb, or DoD materiel; waste or abuse of DCMA appropriations; or imposition of an unreasonable burden on a Component's resources. When a Component has one or more critical comments, the Component's coordination is an automatic "nonconcur with comment."

**6.7. ADJUDICATE COMMENTS.** The Team uses DCMAF 501-2 to document their decision and revises the policy issuance accordingly. The decisions are:

**a. (A) – Accept.** No rationale is required.

**b. (R) – Reject.** Rationale required for rejection

**c. (P) – Partially Accepted.** Rational required for modification

**6.8. NONCONCUR ADJUDICATION.** Team/AO must attempt to resolve the DCMAF 501 response before proceeding. Resolving a nonconcur consists of the following:

a. The Team/AO will engage with POC(s) who made the comment leading to the nonconcur to resolve the issue. If it is not resolved within 5 workdays from the coordination suspense date, the AO must notify the OPR Component Head/Capability Manager to try to resolve the nonconcur.

b. The OPR Component Head/Capability Manager must contact the nonconcurring Component Head/Capability Manager to try to resolve the nonconcur. If it is not mutually resolved within 10 workdays from the suspense date, the OPR Component Head/Capability Manager must either decide to proceed with the unresolved nonconcur; or, request assistance from the Deputy Director, DCMA.

c. If the OPR Component Head/Capability Manager chooses to involve the Deputy Director, DCMA, the OPR Component Head/Capability Manager will contact their counterpart in the nonconcurring Component/Capability and request the Deputy Director, DCMA facilitate resolving the nonconcur. If it is not mutually resolved within 15 workdays from the coordination suspense date, the Deputy Director, DCMA will advise the OPR to proceed with the unresolved nonconcur.

d. The policy issuance signature package is submitted to the Director, DCMA for resolution. The nonconcur and the steps taken to resolve the nonconcur are addressed in the Action Memo. Both sides of the disagreement must be clearly and succinctly addressed in the Action Memo, along with a recommendation for the approving authority.

**6.9. NONCONCUR RESOLUTION.** Once a nonconcur is resolved, the nonconcurring Component Head/Capability Manager will submit an updated DCMAF 501-1 response of “Concur without Comment” to the AO.

**6.10. NONCONCUR REVISION.** A nonconcur/critical comment response was received and substantive changes were made to the policy issuance. The Team revises the issuance, documenting the substantives changes (not administrative changes) in **yellow highlights**. Additional coordination (Round 2) is required.

#### **6.11. ADDITIONAL COORDINATION (ROUND 2).**

a. Round 2 Coordination occurs when the Team makes substantive changes to the Round 1 Coordination as a result of nonconcur comments. These substantive changes (not administrative changes) are identified in **yellow highlighted text**. Round 2 Coordination review is limited to **yellow highlighted text**. GC review and suggested comments are not limited to the changes identified in **yellow highlighted text**. Do not send coordination to Components with Round 1 response as “No Comment.”

b. Repeat paragraph 5.5. and this Section of the Manual. Indicate Round 2 where applicable. A new DCMAF 501-1 and DCMAF 501-2 (Round 2) will be issued.

**6.12. COORDINATION DURATION.** Issuances exceeding the timeline in the Stages and Timelines Chart (Table 1) risk becoming obsolete with current DCMA, DoD, and U.S. policy. In order to prevent this from happening, coordination is valid for a limited time as follows:

a. DCMA-INST and DCMA-MAN, up to 60 working days (3 months) from the date of the last coordination suspense.

b. DCMA-PTM, up to 50 working days (9 weeks) from the date of the last coordination suspense.



## SECTION 7: STAGE 3 - SIGNATURE PACKAGE

**7.1. REQUIRED DOCUMENTS.** Download and use the following templates (located on the resource page) to complete Stage 3.

- Continue using Policy Preparation Checklist
- Action Memo
- Policy Notice Memorandum

**7.2. PACKAGE SUBMISSION.** After completion of the required Agency coordination and adjudication of comments, the AO prepares the signature package. The package is two-fold with one being a hardcopy folder and the other an electronic package.

**a. Hardcopy Signature Package.** The hardcopy signature package is a physical folder containing hardcopy documents with page divider TAB identifiers. This package becomes part of the policy issuance's permanent record files. The folder is delivered to the PPO containing the following applicable documents:

(1) Action Memo. Submit the original document (not a copy), signed by the Component Head/Capability Manager (FROM line). Include the HC, Labor and Employee Relations (LER) statement; appropriate Recommendation line wording; and Director, DCMA (or designee) signature block. Since DCMA-INSTs and DCMA-MANs no longer show the signature, the signed Action Memo is the official record of approval and is part of the permanent records.

(2) TAB A – Policy Issuance. The policy issuance is ready for the Director, DCMA (or designee) approval and should be one-sided print, free of line numbers, coordination headers, comments, and markups. The PPO will insert the emblem.

(3) TAB B – Policy Notice Memorandum. Submit the unsigned Policy Notice Memorandum, with the Director, DCMA (or designee), signature block. This document notifies the workforce the issuance has been published.

(4) TAB C – Process Flows. Submit a copy of the process flows and key controls table (if applicable).

(5) TAB D – Superseded Policy Issuance. Submit a copy of the policy issuance being replaced, if applicable (one-sided print).

(6) TAB E – DCMAF 501-1. Submit the completed DCMAF 501-1, showing a concurrence response from each component/capability. If a Round 2, etc. was issued, submit all of the coordination rounds.

(7) TAB F – DCMAF 501-2. Submit DCMAF 501-2 (if applicable) showing comments and the adjudication. Include all Rounds, if applicable.



**b. Electronic Signature Package.** The AO provides the PPO with the following electronic (MS Word) documents:

(1) TAB A – Policy Issuance. Submit the policy issuance free of line numbers, coordination headers, comments, and markups. The PPO will insert the emblem.

(2) TAB B – Policy Notice Memorandum. Submit the unsigned Policy Notice Memorandum, with the Director, DCMA, signature block.

**7.3. PPO PRESIGNATURE REVIEW.** After receiving the signature packages (both hardcopy and electronic) the PPO conducts a thorough presignature review. If the package is error free, the PPO submits the hardcopy package to the approving authority. If the package contains errors, the PPO notifies and returns the package to the AO. After corrections are made, the AO resubmits the package to the PPO.

**7.4. PPO SUBMITS PACKAGE.** The PPO submits the hardcopy signature package to the Director, DCMA (or designee).

**7.5. PROCESS MANUALS/TRAINING.** Process manual(s) and/or training curriculum linked to a new, rewritten, or substantive changed Instruction will be published concurrently. Exceptions to concurrently publishing these issuances must be approved in writing by the Director, DCMA. If an Instruction already exists and changes are not required, a Manual may be updated on its own.

## SECTION 8: STAGE 4 -APPROVAL AND PUBLICATION

### 8.1. APPROVED.

- a. **Director Approves.** See paragraph 8.2.
- b. **Director Disapproves.** See Section 9, Director Return – Resubmission.
- c. **Union Review Required.** See Section 10, Union Review.

**8.2. PUBLICATION.** The policy issuance is approved for release. The PPO dates, removes yellow highlights, and publishes the issuance on the DCMA Policy site according to the releasability statement on Page 1 of the issuance.

**8.3. POLICY NOTICE MEMORANDUM.** The PPO processes the release of the Policy Notice Memorandum, notifying the DCMA workforce of the policy issuance.

**8.4. FILE ISSUANCE.** The signature package is filed in the official policy records, maintained by the PPO.

## SECTION 9: DIRECTOR RETURN - RESUBMISSION

**9.1. REQUIRED DOCUMENT.** Download and use the following template (located on the resource page):

- Action Memo – Response to Director’s Comments

**9.2. DIRECTOR, DCMA RETURN.** The Director, DCMA (or designee) disapproves or returns the signature package with questions/comments to the PPO.

**a. AO/OPR Notified.** The PPO notifies the AO/OPR and returns the package (and electrons) to resolve the Director’s comments.

**b. Highlight Changes.** Changes to the policy issuance (if applicable) must be identified in yellow highlights.

**c. New Action Memo.** Create a new Action Memo (Action Memo – Response to Director’s Comments) to address the Director’s comments. The OPR approves the changes and signs the Action Memo.

**d. GC Review.** If significant changes are made, have GC conduct a resubmission review.

**e. Hardcopy Package Resubmission.** Resubmit the following hardcopy Signature Package to the PPO:

(1) Left Side of Folder. Attach the original Action Memo and document containing the Director, DCMA (or designee) comments. (The remaining documents will be on the right side of the folder.)

(2) Action Memo – Response to Director’s Comments. This is a new Action Memo, addressing the Director, DCMA (or designee) comments.

(3) TAB A – Policy Issuance. Submit the revised policy issuance with changes in yellow highlights (one-sided print).

(4) TAB B – Policy Notice Memorandum. Submit the unsigned, Policy Notice Memorandum.

(5) TAB C – Process Flows. Submit a copy of the process flows and key controls table (if applicable).

(6) TAB D – Superseded Policy Issuance. Submit a copy of the policy issuance being replaced, if applicable (one-sided print).

(7) TAB E – DCMAF 501-1. Submit the completed DCMAF 501-1, showing a concurrence response from each component/capability. If a Round 2, etc. was issued, submit all of the coordination rounds.

(8) TAB F – DCMAF 501-2. Submit DCMAF 501-2 (if applicable) showing comments and the adjudication. Include all Rounds, if applicable.

**f. Electronic Resubmission Package.** The AO provides the PPO with the following electronic (MS Word) documents:

(1) TAB A – Policy Issuance. Submit the policy issuance with **changes in yellow highlights**.

(2) TAB B – Policy Notice Memorandum. Submit the unsigned Policy Notice Memorandum, with the Director, DCMA, signature block.

**9.3. PPO REVIEW.** After receiving the resubmission package (both hardcopy and electronic) the PPO conducts a thorough review. If the package is correct and error free, the PPO forwards the folder to the Director, DCMA (or designee) for approval. If the package contains errors, the PPO notifies and returns the package to the AO. After corrections are made, the AO resubmits the package to the PPO.

**9.4. PPO SUBMITS PACKAGE.** The PPO reviews and resubmits the hardcopy signature package folder to the Director, DCMA (or designee) for approval. After approval, see Section 8.

## SECTION 10: UNION REVIEW

**10.1. UNION REVIEW.** The Action Memo states, and HC indicates on DCMAF 501-1, Union review is required. The Director (or designee) approves the policy issuance and release for Union review by signing the Action Memo and the Policy Notice Memorandum. The package is returned to the PPO for processing.

**a. HC Notification.** The PPO electronically sends the Director-approved policy issuance to the HC, requesting Union Review.

**b. Union Approves.** Union approves the policy issuance without changes and notifies LER. LER notifies the AO in writing, approving release of the issuance. The AO provides the PPO with the LER notification and the PPO publishes the issuance in accordance with Section 8 of this Manual. The notification becomes part of the permanent record.

**c. Union Changes.** LER and Union representatives work with the AO to answer questions or make changes to the policy issuance, if needed.

(1) Changes. The AO makes Union changes and/or adjustments to the policy issuance with changes identified with **yellow highlights**. The AO will consult General Counsel, if needed.

(2) Union Release. Once the Union approves release, LER notifies the AO in writing, approving the release of the policy issuance.

(3) Package Resubmission. The AO must resubmit the following hardcopy Signature Package to the PPO for resubmission to the Director, DCMA (or designee):

(a) Action Memo. Submit a new Action Memo, describing changes made by the Union.

(b) TAB A – Policy Issuance. Submit the policy issuance with **changes in yellow highlights**.

(c) TAB B – Policy Notice Memorandum. Submit a new, unsigned Policy Notice Memorandum, with the Director, DCMA (or designee), signature block.

(d) TAB C – Union Release Notification. Submit a copy of the Union review release notification.

(4) Electronic Resubmission. Resubmit the following electronic signature package to the PPO:

- TAB A – Policy Issuance with **changes in yellow highlights** (MS Word document)
- TAB B – Policy Notice Memorandum (MS Word doc)

(5) PPO Review. After receiving the resubmission package (both hardcopy and electronic) the PPO conducts a resubmission review. If the package contains errors, the PPO notifies and returns the package to the AO. After corrections are made, the AO resubmits the package to the PPO.

**10.2. PPO SUBMITS PACKAGE.** The PPO reviews and if correct, resubmits the signature package folder to the Director, DCMA (or designee) for approval. After approval, see Section 8 of this Manual.

## SECTION 11: SUBSTANTIVE CHANGE

**11.1. REQUIRED DOCUMENTS.** Download and use the following templates (located on the resource page).

- Policy Preparation Checklist
- DCMAF 501-1, “Policy Coordination Sheet”
- DCMAF 501-2, “Comments Matrix”
- Action Memo
- Policy Notice Memorandum

**11.2. SUBSTANTIVE CHANGE.** Follow the Policy Preparation Checklist and Stages and Timelines Chart (Table 1). A substantive change amends an existing policy issuance and has the full authority of the issuance. A substantive changed issuance retains its original date (initial publication) and its original signature authority. A substantive change:

- a. Can only be made by the OPR.
- b. Follows the Stages and Timelines in Table 1 of this Manual.
- c. Has a Summary of Changes (page 2).
- d. Amends less than 25 percent of the content of an existing issuance.
- e. Is issued as a rewrite when a revision clutters the document making it difficult to read (more than 25 percent of red italics/strikethroughs) due to major changes or structure. (The percentage is estimated using the number of existing pages of the issuance.)
- f. Amends an essential section(s) of an issuance that appears to be or is potentially unnecessary, incorrect, misleading, confusing, or inconsistent with other sections.
- g. Clarifies or alters policy, applicability, responsibilities, purpose, information requirements, or implementation of the affected issuance.
- h. Implies the entire issuance is current as of the date of the change.
- i. Retains its original issuance number and publication date.
- j. Identifies new text as *red italics* using the font feature.
- k. Identifies deleted text as ~~strikethrough~~ (using the font strikethrough feature) followed by inserts in *red italics* (if applicable).
- l. Requires Agency coordination with comments limited to the changes identified in *red italics* and ~~strikethroughs~~.

- m. Is approved and published showing red italics and strikethrough so changes are easily seen.
- n. Is approved for publication by the Director, DCMA (or designated authority).
- o. Will be converted to black regular text and strikethroughs deleted prior **to** the next change.
- p. Has superseded versions of the issuance published on the resource page under the Policy History section.

### 11.3. PROCEDURE STEPS.

**a. Request Current Policy Issuance.** Changes can only be made to a current, approved policy issuance that is published on the DCMA Policy site and maintained by the PPO. Send an email to the PPO requesting the current version of the document. Include in the email the policy number and title, and indicate you are making a substantive change to the document.

**b. Stages and Timelines.** Follow Stages 1 through 4 of the Stages and Timelines Chart (Table 1) and procedures documented in Sections 5 through 8 of this Manual.

**c. Change Standards.** Make changes using the font feature to strikethrough and add text. ~~Delete unwanted/incorrect text with red, strikethroughs, followed with new text in red italics.~~ *Text changes or added text must be in red italics.* **Do not use the “Track Changes” feature to revise a document.**

**11.4. COORDINATION REVIEW.** During the Agency’s coordination review of the substantive change, comments should be limited to the changes identified in *red italics* and ~~strikethroughs~~. Comments received other than the indicated revisions may be considered during the next update or annual review. GC review and comments will be to the entire document and are not limited to the changes identified in red italics and strikethroughs.



## SECTION 12: ADMINISTRATIVE CHANGE

**12.1. REQUIRED DOCUMENT.** Download and use the following template (located on the resource page) .

- Administrative Change Memorandum

**12.2. ADMINISTRATIVE CHANGE.** Only the OPR can change their issuance. An administrative change:

a. Alters **only** nonsubstantive portions of the policy issuance, such as:

- Dates of references
- Organizational names/symbols
- Contact information
- Grammatical/formatting errors

b. Does **not change**:

- Subject matter content
- Authority
- Applicability
- Purpose
- Policy
- Responsibilities
- Procedures
- Implementation

c. Does **not** require:

- Review by other components
- Coordination
- Approval by the Director
- New signature

d. Does **require** GC review before publishing (initiated by the PPO)

### 12.3. PROCEDURE STEPS.

**a. Request Current Policy Issuance.** Changes can only be made to a current, approved policy issuance that is published on the DCMA Policy site and maintained by the PPO. Send an email to the PPO requesting the current version of the document. Include in the email the policy number and title, and indicate you are making an administrative change to the document.

**b. Change Standards.** Make administrative changes using the font feature to strikethrough and add text. ~~Delete unwanted/incorrect text with red, strikethroughs, followed with new text in red italics. Text changes or added text must be in red italics.~~ Do not use the “Track Changes” feature to revise a document.

**c. Package Submission.** The OPR provides the PPO with the following:

(1) Signed Administrative Change Memorandum from the Component Head/Capability Manager (or authorized signer) to the PPM approving the Administrative Change.

(2) Revised Policy Issuance (MS Word document).

**d. GC Review.** PPO reviews package and if correct, sends the policy issuance to the GC requesting review. GC review and suggested edits are not limited to the administrative changes identified in red italics and strikethroughs.

(1) Approve. GC sends an email to the PPO, approving the issuance for release.

(2) Disapprove. GC notifies the OPR and PPO. The OPR works with GC to resolve the issues and then resubmits the policy issuance to GC and the PPO for review.

**e. Publication.** Once GC approves the package, the PPO dates the issuance, publishes the change, and files the change package in the policy permanent record files.

## SECTION 13: CANCEL AN ISSUANCE

**13.1. REQUIRED DOCUMENTS.** Download and use the following templates (located on the resource page):

- DCMAF 501-1, “Policy Coordination Sheet”
- DCMAF 501-2, “Comments Matrix”
- Action Memo - Cancellation
- Policy Notice Memorandum

**13.2. CANCELLATION.** When the OPR determines the policy issuance has served its purpose, is no longer needed, and is not appropriate for incorporation into a new or existing issuance, the OPR initiates its cancellation. An issuance being incorporated or canceled by another issuance **does not** require a cancellation process. Cancellations are fully coordinated and the Action Memo must be signed at the same level at which the issuance was signed.

**13.3. ISSUE COORDINATION.** See “How to Issue Coordination Package” located on the resource page. All coordination packages must include the following

- a. Policy Issuance being canceled (pdf format).
- b. DCMAF 501-1, “Policy Coordination Sheet.”
- c. DCMAF 501-2, “Comments Matrix.”

**13.4. SIGNATURE PACKAGE (HARDCOPY).** After completion of the coordination, and concurrence from each Component, the AO prepares the cancellation folder package for the Director’s approval. The package is delivered to the PPO containing a hardcopy of the following:

- a. Action Memo – Original document (not a copy) signed by the Component Head/ Capability Manager to the Director, DCMA. Memo must state the reason for the cancellation.
- b. TAB A – Copy of policy issuance being canceled (one-sided print).
- c. TAB B – Policy Notice Memorandum (unsigned).
- d. TAB C – Completed DCMAF 501-1 signed by each Component.
- e. TAB D – DCMAF 501-2 (if applicable).

**13.5. PPO REVIEW.** The PPO reviews the cancellation package and if correct, forwards the package for the DCMA, Director (or designee) approval. If the package is not correct, the PPO returns the package.

**13.6. DIRECTOR, DCMA APPROVES.** The Director, DCMA (or designee) approves the cancellation and signs the Policy Notice Memorandum. The PPO removes the policy issuance from the DCMA Policy site, issues the Policy Notice Memorandum to the workforce, and files the package in the issuance's permanent policy record files.

## SECTION 14: TRANSFER

**14.1. REQUIRED DOCUMENT.** Download and use the following template (located on the resource page):

- Transfer Memorandum

**14.2. TRANSFER.** This action transfers primary responsibility of an existing policy issuance from one Component Head/Capability Manager to another Component Head/Capability Manager. Either Component/Capability may generate the Transfer Memorandum.

- a. Complete the Transfer Memorandum. Both the gaining and losing Component Head/Capability Manager must sign the memorandum.
- b. After signatures, the AO submits the original signed (not a copy) memorandum to the PPO.
- c. The PPO records the transfer, updates records, and files the memorandum in the policy issuance's permanent record file.

## SECTION 15: POLICY-TYPE MEMORANDUM

**15.1. REQUIRED DOCUMENTS.** Download and use the following templates (located on the resource page):

- Policy-type Memorandum Template
- Policy Preparation Checklist
- DCMAF 501-1, “Policy Coordination Sheet”
- DCMAF 501-2, “Comments Matrix”
- Policy Notice Memorandum

**15.2. DCMA-PTM.** A DCMA-PTM:

a. Establishes DCMA policy or implements policy already established in existing DCMA-INSTs and DCMA-MANs; assigns responsibilities; and may provide procedures.

b. Is signed by the Director, DCMA (or designee).

c. Is issued **only** for time-sensitive actions and **only** when time constraints prevent publishing a new issuance or incorporating a change to an existing issuance. Time sensitive actions are those that are:

(1) Directed by Executive order.

(2) Directed by the Director; Deputy Director, or higher-level authority.

(3) A matter of urgent national security.

(4) Required by recent (less than 3 months) change in law, statute, or government-wide regulation.

(5) Necessary to prevent imminent danger to life and health.

d. Must not be used to permanently change or supplement existing issuances.

e. Remains effective for 12 months and expires on the first anniversary of its signature date. An OPR may request PPM approval of an extension (not to exceed 12 months) and must provide compelling justification to support the extension.

f. Before expiration the DCMA-PTM must be incorporated into an existing DCMA-INST or DCMA-MAN; converted into a new DCMA-INST or DCMA-MAN, or canceled.

**15.3. DCMA-PTM NUMBER.** DCMA-PTMs must have an assigned number. Request a number from the PPO and provide the title, Component/Capability, and POC information. The DCMA-PTM maintains the same number until the policy issuance is canceled.

#### **15.4. CHANGES.**

- a. Administrative changes may be made to DCMA-PTMs.
- b. Substantive changes to DCMA-PTMs will not be supported without compelling justification since they are of limited duration and must be incorporated into a new or existing issuance within 12 months of signature.

**15.5. PROCEDURES.** Follow the Stages and Timelines Chart (Table 1) and the following sections of this Manual:

- a. Section 5. Stage 1 – Development and Informal Coordination
- b. Section 6. Stage 2 – Coordination
- c. Section 7. Stage 3 – Signature Package
- d. Section 8. Stage 4 – Approval and Publication

## SECTION 16: DIRECTOR'S POLICY STATEMENT

**16.1. DOCUMENTS REQUIRED.** Download and complete the following templates, located on the resource page:

- Action Memo
- Director's Policy Statement Template
- Policy Notice Memorandum

**16.2. DCMA-DPS.** The DCMA-DPS is a policy issuance that:

- a. Communicates brief statements of policy generally applicable to the workforce or to the public.
- b. Does not require Component coordination.
- c. Requires GC review.
- d. Is signed by the Director, DCMA.
- e. Is published on the DCMA Policy site and is normally displayed in public areas (bulletin board).
- f. Is written on Agency letterhead in a standard memorandum format.
- g. Requires an issuance number (contact the PPO).
- h. Must be reissued by the OPR and signed by the new Director when there is a change of command.

**16.3. DCMA-DPS NUMBER.** DCMA-DPSs must have an assigned number. Request a number from the PPO and provide the title, Component, and POC information. The DCMA-DPS maintains the same number until the policy issuance is canceled.

**16.4. SIGNATURE PACKAGE SUBMISSION.** The signature package is two-fold with one being a hardcopy folder and the other an electronic package.

**a. Hardcopy Signature Package.** The hardcopy signature package is a physical folder containing hardcopy documents with page divider TAB identifiers. This package becomes part of the policy issuance's permanent record file. The folder is delivered to the PPO containing a hardcopy of the following:

(1) Action Memo. Submit the original document (not a copy) signed by the Component Head/Capability Manager (FROM line), to the Director, DCMA).



(2) TAB A. Original, DCMA-DPS (unsigned) with the Director, DCMA signature block.

(3) TAB B. Policy Notice Memorandum (unsigned) with the Director, DCMA signature block.

**b. Electronic Files.** The AO submits the following electronic documents to the PPO in MS Word doc format.

(1) TAB A – DCMA-DPS.

(2) TAB B – Policy Notice Memorandum.

**c. PPO Review.** After receiving the signature packages (both hardcopy and electronic) the PPO conducts a thorough presignature review. If the package is correct and error free, the PPO forwards the folder to the Director, DCMA for approval. If the package contains errors, the PPO notifies and returns the package to the AO. After corrections are made, the AO resubmits the package to the PPO.

**16.5. PUBLICATION.** After the Director, DCMA signs TAB A and TAB B, the PPO notifies the AO of the approval/signature, publishes the DCMA-DPS on the DCMA Policy site, issues the Policy Notice memorandum to the workforce, and files the original documents in the policy issuance's permanent record files.

## SECTION 17: DEVIATION OR WAIVER REQUEST

**17.1. DOCUMENTS REQUIRED.** Download and complete the following template, located on the resource page:

- Request for Deviation or Waiver

### 17.2. DEVIATION/WAIVER.

a. A Request for Deviation or Request for Waiver is a specific written authorization to depart from a particular requirement(s) of a current, approved issuance.

(1) Deviation. A deviation is a temporary departure from an issuance and is limited to a specific time period.

(2) Waiver. A waiver is a permanent departure from issuance.

b. A deviation/waiver allows operating elements to more closely align themselves with their customer's needs.

c. Deviations/waivers for joint/enterprise level policies having two or more Component Heads/Capability Managers will obtain signatures reflecting approval from each Component Head/Capability Manager impacted by the deviation/waiver. If there are conflicts among the Component/Capability concerning a deviation/waiver request, the request must be elevated to the Deputy Director, DCMA, if the deviation/waiver is time sensitive.

d. For deviations/waivers to the Federal Acquisition Regulation (FAR)/Defense Federal Acquisition Regulation Supplement (DFARS), refer to FAR Subpart 1.4/DFARS 201.4. Any deviation/waiver to FAR/DFARS must be coordinated through the DCMA Defense Acquisition Regulations (DAR) Council representative.

e. Waivers/deviations to an issuance cannot expose personnel to any hazards that may post an imminent danger to employees, increase risk, or may directly violate federal law. Deviations/waivers cannot override safety requirements.

**17.3. PROCEDURES.** Requestors should consult with the issuance's OPR and GC during the deviation/waiver development.

**a. Deviation/Waiver Memorandum.** The requesting office prepares a deviation/waiver memorandum (standard memorandum format) containing the following information:

(1) Policy Issuance. What policy issuance is impacted by the deviation/waiver? List the issuance number, title, and specific paragraph numbers.)

(2) Deviation/Waiver. Describe the change from the original intent.

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

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

(5) **Current Policy Issuance.** Attach a copy of the current policy issuance to the request, along with any pertinent background documentation.

**b. Coordination.** The signed request is forwarded through requestor's chain of command to their headquarters OPR Component Head/Capability Manager with endorsement at each level. The requesting Component Head/Capability Manager must forward the request to the policy issuance's OPR (identified on Page 1 of the issuance).

(1) Requestor (chain of command) → CMO → Region Commander/Director.

(2) Region Commander/Director → Component Head/Capability Manager owner (OPR).

(3) Component Head/Capability Manager owner (approves and notifies requestor) → PPO (publish and file approval).

**c. Approve/Reject.** The OPR must either approve or reject the request and notify the requestor of the decision within 45 days.

(1) **Approve.** The OPR approves the request to deviate/waiver from current policy, notifies the requester, and sends the original request and approval to the PPO to publish on the DCMA Policy site and file in the permanent records. The approved deviation/waiver remains in effect until any of the following occur:

(a) The effective period specified in the documentation granting the deviation expires.

(b) The approving authority cancels it in writing.

(c) The issuance is rewritten.

(2) **Reject.** The OPR rejects the request and must provide written justification for the rejection. The requesting Component Head/Capability Manager may, with a recommendation (review) of GC, appeal to the Director.

**17.4. DEVIATION/WAIVER REGISTER.** A deviation/waiver register is located on the DCMA Policy site (internal).

## SECTION 18: MODIFYING A POLICY RESOURCE PAGE

### OVERVIEW.

- a. The Policy Resource Page is an OPR maintained page containing policy information relating to a particular issuance and hyperlinks to associated material such as policy history (superseded versions of the issuance), additional guidance, tools, process flows and key control table, charts, related correspondence/memorandums, training, forms, templates, higher-level statutory/regulatory documents, competencies/certifications, performance metrics/standards, etc.
- b. A resource page does not establish Agency policy but enables OPRs to quickly post or update dynamic information about the issuance without needing to modify the issuance itself. Support documents may be located on the resource page; however, the issuance takes precedence should any conflict arise.
- c. OPRs are responsible for the development, publication, and maintenance of their resource pages. At a minimum, each resource page will have a link to the current issuance, a policy history section containing links to superseded issuances, list of labor codes, and a valid AO listed for the issuance and resource page. OPRs may add additional information at their discretion, but will not deviate from the template design provided by the PPO
- d. To modify a resource page, follow the “User Guide – Editing Resource Pages,” located on the resource page of this manual.

## SECTION 19: WRITING STYLE AND PREFERRED USAGE

**19.1. GENERAL PRINCIPLES.** Write issuances clearly and concisely, applying the following general principles of effective writing.

- a. When drafting the document, use an outline. This will help organize the issuance and keep it focused and on track.
- b. Use short, simple words. Limit sentences to one thought and keep them brief (an average of 20 or fewer words).
- c. Avoid long, rambling paragraphs. If a paragraph is longer than 20 lines, it should be restructured to include subparagraphs.
- d. Use the correct words. (See Glossary of Preferred Usage and Hyphenated Modifiers located on the resource page.)
- e. Write in the active versus passive voice; name an actor with the action being taken immediately after the noun. (See Table 6 for characteristics and examples.)

**Table 6. Characteristics and Examples of Passive and Active Voice**

PASSIVE VOICE	ACTIVE VOICE
<u>Frequently omits the doer of the action</u> An information copy of the board meeting minutes must be forwarded to the members. A military chaplain of a particular religious organization may be appointed as a consultant.	<u>Identifies the doer</u> The Chair must forward an information copy of the board meeting minutes to the members. The Board may appoint a military chaplain of a particular religious organization as a consultant.
<u>Frequently is longer and less direct; frequently includes a “by” phrase</u> A written agreement will be executed by the parties. Implementing instructions will be issued by the DoD Components.	<u>Gets to the point</u> The parties will execute a written agreement. The DoD Components will issue implementing instructions.

f. Organize the material. Where the issuance templates do not provide a specific structure, organize sections, enclosures, and appendices so that earlier paragraphs serve to make later paragraphs clear. When possible, use paragraph headings to highlight important concepts so the reader can see at a glance what the paragraph’s about.

## 19.2. RULES SPECIFIC TO POLICY ISSUANCES.

**a. References.**(1) **Always** reference the Chartering Directive, DoD Directive 5105.64, “Defense Contract Management Agency (DCMA),” January 10, 2013, and issuances that provide the purpose of (reason for) the issuance being drafted, and any other issuances that inform its content.

(2) **Do not** copy from, quote from, or paraphrase material in a reference. Do explain the relationship between the issuance and each reference cited; e.g., (emphasis added):

(a) “All proposals to construct new or modify existing DoD urban training facilities must be evaluated **in accordance with** DoD Instruction 1322.27.”

(b) “Civilian manpower requirements must be sourced and designated **in accordance with** the manpower policy and procedures in DoD Instruction 1100.22.”

(c) “The Assistant Secretary of Defense for Homeland Defense and Americas’ Security Affairs will serve as the Domestic Crisis Manager among other defense-wide crisis management responsibilities **assigned in** DoD Directive 3020.44.”

**b. Helping Verbs.** Use the following helping verbs as necessary to clarify the actor’s level of obligation.

(1) Use “must” to denote a mandatory action.

(2) Use “will” to denote an action required/required in the future.

(3) Use “may” or “can” to denote an optional action that the actor’s authorized to perform (a right, privilege, or power that the actor may exercise at his or her discretion).

**c. Generic Pronouns.** Do not use “he” or “she” or “his” or “her” separately as generic (possessive) pronouns; use “he or she” or “his or her.” If possible, avoid gender specificity by using “they” or “their.”

**d. Personal Pronouns and Point of View.** Do not use personal pronouns “I,” “we,” and “you.” Always write in the third person, using “he or she,” “it,” and “they.”

**e. Abbreviations and Acronyms.** Write terms out the first time they appear in the text and place the abbreviation or acronym in parenthesis following it. Use the acronym consistently thereafter: don’t repeat the term. Acronyms must be used a minimum of two times in an issuance to be established; if the acronym is not used at least two times, spell out the term. Do not establish acronyms on Page 1 or 2, Table of Contents, or Reference list. A glossary of acronyms and abbreviations is mandatory for issuances over two pages using acronyms other than “DCMA,” “DoD,” “OSD,” or “U.S.” In accordance with the Plain Writing Act of 2010, do not use an acronym if the term is not used a lot and spelling it out would make the sentence easier to understand.

(1) Acronym as Adjective Only. The acronym “U.S.” may be used in the adjective form only. Spell out “United States” when using the noun form.

(2) Acronyms That Do Not Need to be Established. The acronyms “DCMA,” “DoD,” “OSD,” and “U.S.” do not need to be established upon first use. Do not list them in the Glossary Acronym list.

(3) Military Terms. Use the approved abbreviations and acronyms in Joint Publication (JP) 1-02.

(4) Article Usage. Use of the articles “the,” “a,” and “an” before abbreviations and acronyms will be determined by basic rules of grammar. If an article would appear before the term if it were spelled out, then it most likely will be used before the acronym. The use of “a” and “an” depends on the sound of the acronym that follows, not on the first letter. Use the article “a” before all consonant sounds, including sounded ‘h’ (as in hat), long ‘u’ (as in use), and ‘o’ with the sound of ‘w’ (as in one) (e.g., a day, a house, a uniform, a CPA). Use “an” before all vowel sounds (except long ‘u’) and before a silent ‘h’ (e.g., an essay, an hour, an x-ray).

**f. Footnotes, Endnotes, and Use of the Term “Note.”** Do not use the term “NOTE” in issuances. Do not use endnotes in issuances. Use footnote only to indicate in the Reference section where the reader may obtain a reference that is not readily available on the government Website.

**g. Use of the Term “See” and the Parenthetical Remarks.** When the term “see” is used as directional material, place the phrase in parentheses at the end of the sentence as a stand-alone sentence, as in the following parenthetical remark. (See Figure 123.) Avoid the use of other parenthetical remarks. If the information’s important to the issuance, incorporate it into the appropriate sentence or paragraph.

**h. Use of Directional Terms.** Do not use directional terms or phrases (e.g., “above,” or “below”) when referring to a part of the issuance. Refer to the paragraphs being discussed by number. Avoid using “as follows” or “the following” if possible.

**i. Address Blocks in Issuances.** Mailing addresses are the exception to the rule for paragraph numbering and indentation and they may stand alone outside of a figure or table. The address will be at the end of the paragraph. The address block will be indented from the left margin equal to the first line indent of the paragraph to which the address block belongs; e.g., if an address block followed this paragraph, each line would be .25” from the left margin.

### 19.3. NUMBER USAGE.

a. Use numerals to express units of measure, time, or money:

- 2 to 4 hours
- 1-year
- 2 years
- 5-day week

- 8-hour day
- 4 workdays
- 8 by 12 inches
- 8- by 12-inch paper
- 2 by 4 (not 2x4)

b. Use numerals for single numbers for 10 or more:

- The team consisted of about 40 men.
- The incident occurred on two separate occasions.

c. When 2 or more numbers appear in a sentence and 1 of them is 10 or larger, use numerals for each number; e.g., About 40 men competed in 3 separate events.

d. Numbers in a sequence: Do not use a dash (or hyphen) if the sequence is introduced by the word from or between.

- From 2013 to 2015 (not: from 2013-2015)
- Between 2013 and 2015 (not: Between 2013-2015)
- Figures 2 through 5 (not: Figures 2-5)

e. Money:

- \$12 million (use \$12M in charts)
- \$1,000
- \$3.65; \$0.75 or 75 cents
- \$125

f. Percentage:

- 12 percent
- 25.5 percent
- 0.5 percent (or one-half of 1 percent)

g. Mathematical expressions:

- multiplied by 3
- divided by 6
- a factor of 2
- square root of 4

h. DoD Date Format:

- April 25, 2016 (Month Day, Year)
- July 1995 (not July, 1995)



**19.4. RESOURCES FOR WRITING POLICY ISSUANCES.** Use the resources in priority order below when you have questions on English usage, writing style, format, content, and organization of issuances.

- DoDI 5025.01, “DoD Issuances Program”
- DoD Issuances Website
- DCMA Correspondence Control 360 site
- DoD Manual 5110.04, “DoD Manual for Written Material”
- Joint Publication 1-02, “Department of Defense Dictionary of Military and Associated Terms,” current edition
- United States Government Printing Office Style Manual (current edition)
- DoDI 5025.13, “DoD Plain Language Program”
- Webster’s New Collegiate Dictionary or The American Heritage Dictionary (current edition)
- The Gregg Reference Manual
- The Chicago Manual of Style

## GLOSSARY

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

**Action Officer (AO).** A DCMA employee who serves as the SME and primary focal point for an issuance and associated resource page. The AO is responsible for developing, revising, maintaining, and canceling the DCMA issuance throughout its lifecycle, and preserving the related background material used in the development and preparation of policy issuances in accordance with the DCMA records management guidance. The AO executes projects and tasks such as leading issuance development efforts, reviewing and updating existing issuances, maintaining resource pages, and soliciting input for issuance improvements.

**Administrative Change.** An administrative change:

- Alters only nonsubstantive portions of an issuance (dates of references, organizational names/symbols, contact information, or grammatical/formatting errors) and does not change the content of the issuance (e.g., subject matter content, authority, applicability, purpose, policy, responsibilities, procedures)
- Does not require review by other components (except GC), coordination, or approval by the Director
- Requires GC review prior to publishing

**Administrative Comment.** Comment concerning nonsubstantive aspects of issuances, such as dates of references, organizational symbols, format, and/or grammar.

**Agency Review Group.** The Component Head/Capability Manager presents a new policy requirement (develop new or change an existing policy) to the Agency Review Group. The Agency Review Group determines if cross-functional collaboration is required and identifies an OPR and stakeholders. The Group determines if supporting process manuals, eCapabilities, and/or training is required or needs updating. If the requirement is not approved, the Agency Review Group provides reasoning for the decision and the process ends.

**Authorized Signer.** An authorized signer is a Component Head/Capability Manager or an individual authorized in writing to sign for a Component Head/Capability Manager. An authorized signer may sign the DCMAF 501-1 for policy issuance coordination. The Action Memo and policy related memorandum requests can only be signed by the Component Head/Capability Manager or their deputy. The list of authorized signers is located on the resource page.

**Cancellation.** When the OPR determines the issuance has served its purpose, is no longer needed, and is not appropriate for incorporation into a new or existing issuance, the OPR initiates its cancellation. An issuance being incorporated or canceled by another issuance **does not** require a cancellation process. Cancellations are fully coordinated.

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

**Classified – Not Cleared for Public Release.** DCMA issuances determined by the DCMA Director, Security, OPSEC/INFOSEC to be classified and not cleared for public release.

**Cleared for Public Release.** DCMA issuances cleared for public release must be made available to the public and are published on the internal and public DCMA Policy sites. The OPR determines whether the issuance is releasable and the statement must be identified on Page 1 on each issuance. For guidance on determining whether issuance may be released, contact DCMA Director, Security, OPSEC/INFOSEC, and DCMA Director, Strategic Communication, Public Affairs. The Security and Strategic Communication offices must provide a clearance review of coordinated DCMA unclassified issuances proposed for public release and assigned release status of “cleared for public release.” The PPO publishes the final, approved DCMA issuance to the DCMA Policy sites (internal and public).

**Component.** A Component is an organization within DCMA. A list of components is located on the resource page.

**Component Head.** The leader of a DCMA component who reports directly to Office of the Director, DCMA.

**Comments Matrix – (A) Administrative Comment.** An administrative comment concerns nonsubstantive aspects of the issuance, such as dates of reference, organization symbols, format, and grammar.

**Comments Matrix – (C) Critical Comment.** The justification for critical comments must identify violations of law or contradictions DoD/DCMA policy; unnecessary risks to safety, life, limb, or DoD materiel; waste or abuse of DCMA appropriations; or imposition of an unreasonable burden on a Component Head/Capability Manager’s resources. When a Component has one or more critical comments, the Component’s coordination is an automatic nonconcur.

**Comments Matrix – (S) Substantive Comment.** Make a substantive comment if a part of the issuance seems unnecessary, incorrect, misleading, confusing, or inconsistent with other sections; or if you disagree with the proposed responsibilities, requirements, or procedures. One substantive comment is usually not sufficient justification for a nonconcur on an issuance. Multiple substantive comments may be grounds for a nonconcurrency.

**Concur With Comment.** A response by a Component Head/Capability Manager during coordination. It indicates they agree with the content of the issuance from a functional perspective, but includes comments meant to improve the clarity and quality of the issuance. The Team may include the comments meant to improve the clarity and correctness of the

issuance. Critical comments are not included in a “concur with comment” response, as critical comments indicate the coordinator does not concur.

**Concur Without Comment.** A response by a Component Head/Capability Manager during coordination indicating they agree with the contents of the issuance from a functional perspective as written.

**DCMA-DPS.** A DCMA policy issuance to communicate brief statements of policy generally applicable to the workforce or to the public. A DCMA-DPS pertains to general workplace practices such as EEO statements and workplace safety. A DCMA-DPS is written on Agency letterhead in a standard memorandum format, requires an issuance number assigned by the PPO, does not require Component coordination, requires GC presignature review, and is signed by the Director, DCMA. A DCMA-DPS is published on the DCMA Policy site and is normally displayed in public areas (bulletin board). The Component must reissue a DCMA-DPS as directed by the new Director when there is a change of command.

**DCMA-INST.** A DCMA policy issuance that establishes policy and assigns high-level responsibilities impacting DCMA employees (civilian and military). DCMA-INSTs may also provide high-level general procedures for implementing that policy. The primary purpose of a DCMA-INST is to establish how the Agency will execute responsibilities assigned to it by higher-level policy, regulation, or law. DCMA-INSTs (and its changes) must:

- Be coordinated with all components/capabilities
- Be approved for publication by the Director, DCMA (or designated authority)
- Be no more than 50 pages in length. DCMA-INSTs exceeding 50 pages in length must be separated into two or more volumes
- Cite DoDD 5105.64

**DCMA-MAN.** A DCMA policy issuance that is a supplemental document implementing a DCMA-INST or higher-authority. A DCMA-MAN is detailed with a target user audience of Divisions Chiefs (managers) and staff. A DCMA-MAN prescribes **detailed** responsibilities and **step-by-step** procedures or guidance on multiple functions or processes for executing the process. DCMA-MANs may include various types of content such as procedures or reference information not covered in an Instruction. A DCMA-MANs (and its changes):

- Cannot establish policy; nor contradict, supersede, or cancel policy established in an Instruction, but can elaborate on the policy defined in the Instruction
- Must be coordinated with all components/capabilities
- Must be approved for publication by the Director, DCMA (or designated authority)
- Be no more than 100 pages in length. DCMA-INSTs exceeding 100 pages must be separated into two or more volumes

**DCMA Policy Issuance.** Policy issuance is also called “policy issuance” in this Manual. DCMA policy issuances are DCMA-INST, DCMA-MAN, DCMA-PTM, and DCMA-DPS. Approved issuances are published on the designated DCMA Policy site. If an issuance is not published on the DCMA Policy site, it is unauthorized and unenforceable.

**DCMA-PTM.** DCMA-PTMs will be issued **only** for time-sensitive actions and **only** when time constraints prevent publishing a new issuance or incorporating a change to an existing issuance pertaining to policy, responsibilities, and high-level or general procedures. The Director, DCMA signs DCMA-PTMs and will be effective for no more than 12 months from the date of signature. DCMA-PTMs must not be used to permanently change or supplement existing issuances. An OPR may request PPM approval of an extension (not to exceed 12 months) and must provide compelling justification to support the extension. Time sensitive actions are those that are:

- Directed by Executive order
- Directed by the Director, DCMA; Deputy Director, DCMA; or higher-level authority
- A matter of urgent national security
- Required by recent (less than 3 months) change in law, statute, or government-wide regulation
- Necessary to prevent imminent danger to life and health

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

**IPC.** A former type of DCMA action taken to expedite the release of a new or update an existing issuance addressing time-sensitive, urgent issues affecting current policy or will become DCMA policy. IPCs are no longer used and will remain in effect until incorporated and rewritten into an issuance in accordance with the new standards.

**Issuance Number.** Issuances are assigned an issuance number as a unique identifier. The number is displayed on each page of the issuance. The PPO issues and maintains the DCMA Issuances Numbering System.

**Legal Comment.** A comment from GC identifying provisions in an issuance that do not comply with, conflict with, or are inconsistent with statute, federal law, or existing DoD/DCMA issuances and must be addressed before the issuance can be approved by GC as not legally objectionable or legally sufficient.

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

**No Comment.** A response by a Component during coordination indicating the Component has reviewed the issuance and asserts it does not impact their office.

**No Response.** A "No Response" indicates the Component did not respond by the coordination suspense date and by default, concurs without comment to the issuance as written. Mandatory coordinators (HC, GC, Chief of Staff (Security and/or Strategic Communication)) must respond. Failure to obtain coordination should not prevent submission of the signature package.

**Nonconcur with Comment.** Nonconcur with comment is a response by a Component during coordination. It indicates the Component believes the issuance contains serious deficiencies and

can only be reconciled through either a revision (rewrite or substantive change), or the resources required to support the implementation of the issuance are not in place. A nonconcur is typically used only when an issuance contains a violation of the law or contradiction of existing policy; is an unnecessary risk to safety, life, limb, or DCMA materiel; waste or abuse of DCMA appropriations; or unreasonable burden on a DCMA Component Head/Capability Manager's resources. Coordinators must specify which comments are grounds for a nonconcur on DCMAF 501-2. Nonconcurrences should be resolved between the concerned parties before proceeding to Stage 3, Signature Package. The AO attempts to reconcile nonconcur responses. Reconciling nonconcur responses may require additional development. If a nonconcur becomes a stalemate and the Component Head/Capability Manager cannot agree, the Deputy Director, DCMA may mediate between the Component Head/Capability Manager. If still no resolution, the final decision will rest with the Director, DCMA.

**Not Cleared for Public Release.** For the purpose of this issuance, "not cleared for public release" includes FOUO issuances and issuances whose release the OPR has determined it must control. The OPR determines whether the issuance is releasable and the statement must be identified on Page 1 on each issuance. For guidance on determining whether an issuance is releasable, contact DCMA Director, Security, OPSEC/INFOSEC. The PPO publishes the final, approved DCMA issuance to the appropriate DCMA Policy site.

**Office of Coordinating Responsibility (OCR).** The DCMA Component Head/Capability Manager designated to coordinate on the development, management, and maintenance of an issuance. OCRs support the OPRs.

**Office of Primary Responsibility (OPR).** The DCMA Component Head/Capability Manager designated as being responsible for the development, management, and maintenance of an issuance. Although issuances are typically developed in collaboration with other components, OPRs are ultimately responsible for their issuances.

**Other Publications.** Other publications (SOPs, Business Practices, etc.) are component/capability generated publications that provide personnel with systematic guidance for performance of a component/capability internal process. They are not intended to circumvent or replace established policy or statutes issued by higher headquarters. These documents may be used to capture standards and/or detailed steps prescribing how to perform specific tasks within a DCMA office, section, division, center, or component/capability and are only applicable to the signing official's employees. They are mentioned in this Instruction to provide clarification of their intended use, development, publishing requirement, and relationship to issuances. Other Publications are controlled, published, and maintained by the originating component/capability and are not part of the DCMA Policy Issuances Program.

**Policy Site (Internal).** This is the only source for official, authorized issuances and issuance changes. Issuances are published in accordance with the releasability statement on Page 1 of the issuance. The PPO is the DCMA Policy site's single POC to maintain and publish issuances. If an issuance is not published on the DCMA Policy site, it is unauthorized and unenforceable.

**Policy Site (Public External).** The DCMA Policy site (public external) is where issuances approved for public release are published.

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

**Policy Issuance Program.** A single, uniform program DCMA Components must use to develop, coordinate, approve, publish, and review DCMA issuances.

**Policy Notice.** A policy notice is an action initiated by the OPR when a new, substantive change, or rewritten issuance is published. It describes the purpose of the action and identifies significant changes made to an issuance revision. A policy notice is also issued when an issuance is canceled and removed from the DCMA Policy site. The Director, DCMA, (or designee) signs policy notices. The Agency receives electronic notification of the policy notice.

**Procedures.** Standard, detailed steps prescribing how to perform specific tasks in support of one or more policy statements and are written in an approved issuance.

**Resource Page.** An OPR maintained page containing policy issuance information relating to a particular issuance and hyperlinks to associated material such as policy history (superseded versions of the issuance), additional guidance, tools, process flows and key control table, charts, related correspondence/ memorandums, training, forms, templates, higher-level statutory/regulatory documents, competencies/ certifications, performance metrics/standards, etc. A resource page does not establish Agency policy but enables OPRs to quickly post or update dynamic information about the issuance without needing to modify the issuance itself. Support documents may be located on the resource page; however, the issuance takes precedence should any conflict arise. OPRs are responsible for the development, publication, and maintenance of their resource pages. At a minimum, each resource page will have a link to the current issuance, a policy history section containing links to superseded issuances, list of labor codes, and a valid AO listed for the issuance and resource page. OPRs may add additional information at their discretion, but will not deviate from the template design provided by the PPO. A DCMA-INST and associated DCMA-MANs may share the same resource page.

**Rewrite.** A rewrite occurs when an issuance combines two or more issuances or when substantive changes to an issuance are greater than 25 percent and will clutter the document, making it difficult to read. The issuance maintains the same issuance number.

**Subject Matter Expert (SME).** A person with expert knowledge and deep understanding of a particular process and function and who is an authority in a particular area or topic. SMEs are responsible for defining the business processes, policies, and the application requirements within a function.

**Substantive Change.** A substantive change:

- Can only be made by the OPR
- Follows the Stages and Timelines in Table 1 of this document
- Has a Summary of Changes (page 2)
- Amends less than 25 percent of the content of an existing issuance
- Is issued as a rewrite when a revision clutters the document making it difficult to read (more than 25 percent of red italics/strikethroughs) due to major changes or structure. (The percentage is estimated using the number of existing pages of the issuance.)
- Amends an essential section(s) of an issuance that appears to be or is potentially unnecessary, incorrect, misleading, confusing, or inconsistent with other sections
- Clarifies or alters policy, applicability, responsibilities, purpose, information requirements, or implementation of the affected issuance
- Implies the entire issuance is current as of the date of the change
- Retains its original issuance number and publication date
- Identifies new text as *red italics* using the font feature
- Identifies deleted text as ~~strikethrough~~ (using the font strikethrough feature) followed by inserts in *red italics* (if applicable)
- Requires Agency coordination with comments limited to the changes identified in *red italics* and ~~strikethroughs~~
- Is approved and published showing red italics and strikethrough so changes are easily seen
- Is approved for publication by the Director, DCMA (or designated authority)
- Will be converted to black regular text and strikethroughs deleted prior to the next change
- Has superseded versions of the issuance published on the resource page under the Policy History section

**Supersede.** Replacement of one document with another document.

**Team.** A team consists of an AO who is the SME team lead for the issuance and stakeholder (OPR) assigned qualified representatives who are empowered to represent and make decisions on behalf of their component/capability during cross-functional integrated and collaborative development of issuances. Team members keep Component Heads/Capability Managers and constituents informed of content and status of the issuance.

**Transfer.** A transfer is an action initiated by an OPR to transfer primary responsibility for an issuance from OPR to another OPR. A Transfer memorandum is signed by both the gaining and losing Component Head/Capability Manager and is submitted to the PPO requesting the issuance transfer.

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



## G.2. ACRONYMS.

AO	Action Officer
CMO	Contract Management Office
DCMA-DSP	DCMA Director's Policy Statement
DCMA-INST	DCMA Instruction
DCMA-MAN	DCMA Manual
DCMA-PTM	Policy-type Memorandum
DCMAF	DCMA Form
DCMAF 501-1	Policy Coordination Sheet
DCMAF 501-2	Comments Matrix
DFARS	Defense Federal Acquisition Regulation Supplement
DoDD	DoD Directive
DoDI	DoD Instruction
EEO	Equal Employment Opportunity
FAR	Federal Acquisition Regulation
FOUO	For Official Use Only
GC	General Counsel
HC	Human Capital
LER	Labor and Employee Relations
MS	Microsoft
OCR	Office of Coordinating Responsibility
OPR	Office of Primary Responsibility
OPSEC/INFOSEC	Operations Security/Information Security
POC	Point of Contact
PPM	Policy Program Manager
PPO	Policy Program Office
SME	Subject Matter Expert
SOP	Standard Operating Procedure

## **REFERENCES**

Defense Federal Acquisition Regulation 201.4

DoD Directive 5105.64, "Defense Contract Management Agency (DCMA)," January 10, 2013

DoD Instruction 5025.01, "DoD Issuances Program," August 1, 2016

DoD Instruction 5025.13, "DoD Plain Language Program," April 11, 2013, as amended

DoD Manual 5110.04, "DoD Manual for Written Material," October 26, 2010

Federal Acquisition Regulation Subpart 1.4

Joint Publication 1-02, "Department of Defense Dictionary of Military and Associated Terms,"  
current edition