



## DCMA Manual 4501-01

### Agency Issuance Program

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<b>Office of Primary Responsibility</b>	<b>Corporate Governance Capability Board</b>
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<b>Approved by:</b>	Gregory L. Masiello, LtGen, USMC, Director

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**Purpose:** This Manual, in accordance with the authority in DoD Directive 5105.64, implements policy established in DCMA Instruction 4501, "Administration," and assigns responsibilities for the development, coordination, approval, publication, and maintenance of DCMA issuances.

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## SECTION 1: GENERAL ISSUANCE INFORMATION

### 1.1. APPLICABILITY.

This Manual applies to all DCMA organizational entities.

### 1.2. POLICY.

It is DCMA policy to:

- a. Establish and maintain DCMA issuances, hereafter referred to as “issuances,” in accordance with DoD Instruction (DoDI) 5025.01.
- b. Execute the processes of this Manual in a safe, efficient, effective, and ethical manner within DCMA workplaces.

### 1.3. SPECIFIED FORMS AND INFORMATION COLLECTION.

#### a. DCMA Form (DCMAF) 4501-01-1, “Issuance Coordination Response Record.”

(1) The purpose of the DCMAF 4501-01-1 is to document respondent Office of Coordinating Responsibility (OCR) decisions and collect coordination comments in accordance with this Manual. DCMAF 4501-01-1 is linked on the resource page for this Manual.

(2) DCMAF 4501-01-1 instructions:

(a) The Action Officer (AO) will prepare the form by filling in Blocks 1 through 5 before including with the coordination tasker.

(b) The Issuance Program Office (IPO) will add the suspense date in Block 6.

(c) OCRs will download the DCMAF 4501-01-1 from the coordination page, add the respondent’s name and office in Column 7.b., select a response from the drop-down menu in Column 7.c., enter applicable coordination related comments and alternate point of contact (POC) in Column 7.d., then go back to Column 7.b. and add their digital signature. OCRs must avoid creating additional copies of the form by uploading the signed form back to the coordination page with the original file name.

#### b. DCMAF 4501-01-2, “Issuance Coordination Comments Matrix.”

(1) The purpose of the DCMAF 4501-01-2 is to document OCR coordination comments in accordance with this Manual. DCMAF 4501-01-2 is linked on the resource page for this Manual.

(2) DCMAF 4501-01-2 instructions:

(a) The AO will prepare the form by filling in Blocks 1 through 5 before including with the coordination tasker.

(b) The IPO will add the suspense date in Block 6.

(c) OCRs will download the DCMAF 4501-01-2 from the coordination page, categorize and document their comments in Section 7, and upload the form back to the coordination page with a unique file name including the OCR organization and date of comments in the file name (e.g., DCMAF\_4501-01-2\_TF\_20231203.xlsx).

### **c. Licensing.**

DCMAF 4501-01-1 and DCMAF 4501-01-2, used in the Agency issuance coordination process, are both exempt from prescribed licensing approval pursuant to Paragraph 1.b.(9) of Enclosure 3, Volume 1 of DoD Manual 8910.01.

## **1.4. SUMMARY OF CHANGES.**

This Manual replaces DCMA Manual (DCMA-MAN) 501-01 and has been significantly changed. Users must review this issuance in its entirety. Significant changes include:

- Added a requirement for a Forms Specification Paragraph in Section 1
- Moved the Summary of Changes to Section 1
- Moved the responsibilities from the Corporate Operations Director to the Chief of Staff
- Added responsibilities for the Issuance Program Manager, AOs, Issuance Team, Office of Internal Audit and Inspector General (OIA & IG), and the Risk Management and Internal Control (RMIC) Coordinator
- Noted the name change from Managers' Internal Control Program to RMIC
- Modified the Stages and Timelines Chart to match DoD guidance and moved it to the resource page
- Further defined the types of issuances
- Changed the issuance review period to three years
- Directed "Legacy Issuances" to be rewritten or canceled no later than the 10-year mark
- Added a Resource Page Template and streamlined Resource Page requirements
- Modified "Other Publications" requirements, outlined three categories and two levels of other publications, and added enforcement language
- Shortened Section 4 by removing paragraphs already covered by DoD guidance
- Changed coordination requirements from including Process Flows and Key Controls to including the Internal Control Plan (ICP)
- Included RMIC and other support groups in the drafting stages
- Formalized the requirement to add the "Safety" statement to the Policy Paragraph
- Clarified reference citation requirements
- Removed Appendix 4A, Sample Reference Citations; directed users to the DoD version
- Formally established the use of an AO and Issuance Team
- Streamlined Informal Issuance Coordination

- Eliminated Informal Coordination for an issuance Substantive Change
- Streamlined Round 2 Formal Coordination
- Identified mandatory OCR respondents
- Clarified adjudication procedures
- Removed all references to hard copy packages and moved to digital only
- Added requirements for a Communication Plan, Training Plan, and a Director's Briefing for new and rewritten issuances
- Clarified the Union Review process
- Removed Section 19, Writing Style and Preferred Usage; directed users to the DoD Issuance Style Guide
- Added applicable definitions to the Glossary

## **SECTION 2: RESPONSIBILITIES**

### **2.1. DIRECTOR, DCMA.**

The Director will approve issuances and their substantive changes. This responsibility may be delegated to the Deputy Director using a standard memorandum.

### **2.2. CHIEF OF STAFF.**

In the capacity of the Corporate Operations Director, the Chief of Staff will:

- a. Oversee the DCMA Issuance Program.
- b. Assign an Issuance Program Manager.
- c. Through the Security Director, provide Operations Security and Information Security reviews during coordination of issuances in accordance with DCMA-MAN 3301-08, "Information Security."
- d. Through the Strategic Communications Director, provide public information reviews during coordination of issuances proposed for public release, in accordance with DCMA-MAN 4502-11, "Public Affairs."

### **2.3. CAPABILITY BOARD (Cap Bd) MANAGERS.**

Cap Bd Managers will:

- a. Implement the Policy Issuance Program in their respective Cap Bd as described in this Manual and supporting documents.
- b. Serve as the Office of Primary Responsibility (OPR) to develop, revise, coordinate, maintain, and cancel issuances within their capability or on behalf of the Agency, as delegated by the DCMA Director.
  - (1) Assign the appropriate process owner, identified on the Authoritative Process List, as the AO to oversee the development, processing, and maintenance of applicable issuances.
  - (2) As the OPR, review and approve or disapprove deviation or waiver requests for issuances within their capability area (See Section 16).
  - (3) Determine issuance currency and direct the issuance modification or cancellation as appropriate (See Paragraph 3.4.).
- c. Respond to issuance coordination taskings as an OCR; review and provide comment, concur or nonconcur, and coordinate with the OPR and AO during adjudication.



## **2.4. COMPONENT HEADS.**

Component Heads will:

- a. Implement the Policy Issuance Program in their respective Component as described in this Manual and supporting documents.
- b. Assign policy writers to the applicable Cap Bds.
- c. Respond to issuance coordination taskings as an OCR; review and provide comment, concur or nonconcur, and coordinate with the OPR and AO during adjudication.

## **2.5. GENERAL COUNSEL (GC).**

The GC will:

- a. Provide legal advice during the drafting process of proposed issuances and during the coordination comments adjudication.
- b. Conduct a legal sufficiency review for proposed and coordinated issuances.
- c. Check reference citations during coordination.
- d. Serve as an OPR to develop, revise, coordinate, maintain, and cancel issuances within their functional area or on behalf of the Agency, as delegated by the DCMA Director.
  - (1) Assign the appropriate process owner identified on the APL as the AO to oversee the development, processing, and maintenance of applicable issuances.
  - (2) As the OPR, review and approve or disapprove deviation and waiver requests for issuances within their functional area (See Section 16).
  - (3) Determine issuance currency and direct the issuance modification or cancellation as appropriate (See Paragraph 3.4.).

## **2.6. OIA & IG.**

The OIA & IG will:

- a. Coordinate on issuances and review to ensure findings in evaluations, audits, and investigations are properly addressed or implemented.
- b. Serve as an OPR to develop, revise, coordinate, maintain, and cancel issuances within their functional area or on behalf of the Agency, as delegated by the DCMA Director.

(1) Assign the appropriate process owner, identified on the APL, as the AO to oversee the development, processing, and maintenance of applicable issuances.

(2) As the OPR, review and approve or disapprove deviation and waiver requests for issuances within their functional area (See Section 16).

(3) Determine issuance currency and direct the issuance modification or cancellation as appropriate (See Paragraph 3.4.).

## **2.7. DIRECTOR, TOTAL FORCE DIRECTORATE (TF).**

In addition to the responsibilities in Paragraph 2.4., the TF Director will:

- a. Determine which issuances require Union review.
- b. Coordinate with AOs to provide labor relations advice during the drafting stages of proposed issuances and during the adjudication of coordination comments.

## **2.8. ISSUANCE PROGRAM MANAGER.**

Under the authority, direction, and control of the Corporate Operations Director, the Issuance Program Manager will manage the IPO and:

- a. Administer and implement the Issuance Program in accordance with DoD Directive 5105.64 and DoDI 5025.01.
- b. Create and maintain standard formats, templates, procedures, and supporting documents for developing and processing issuances.
- c. Maintain an issuance numbering system.
- d. Authenticate all issuances by adding the DCMA emblem.
- e. Coordinate and obtain issuance approval prior to publication.
- f. Establish and maintain internal and external issuance sites.
- g. Maintain and publish approved issuances on official DCMA policy sites.
- h. Maintain permanent issuance records in accordance with Volume 1 of DCMA-MAN 4501-04, "Records and Information Management Program," and Volume 2 of DCMA-MAN 4501-04, "Records Retention Schedule."

## **2.9. AO.**

Under the authority, direction, and control of the Issuance OPR, APL process owners will serve as Issuance AOs and will:

- a. Serve as the issuance primary POC for their assigned issuance.
- b. Communicate issuance status to the OPR.
- c. Form and lead the Issuance Team to write, revise, coordinate, maintain, transfer, or cancel an issuance in accordance with this Manual.
- d. Engage with other DCMA employees (e.g., cross-functional or operational unit representatives, subject matter experts (SMEs), or contract management office (CMO) representatives) as required.
- e. Prepare the ICP for the assigned issuance when required in accordance with DCMA-MAN 4301-11, Volume 1, “Management Controls: Managers’ Internal Control Program.”
- f. Prepare and submit training plan and training materials to the OPR.
- g. Monitor and evaluate issuance currency and recommend modification or cancellation to the OPR when necessary (See Paragraph 3.4.).
- h. Maintain the associated issuance resource page.
- i. Adhere to records management requirements in accordance with Volumes 1 and 2 of DCMA-MAN 4501-04.

## **2.10. ISSUANCE TEAM.**

Under the authority, direction, and control of the AO, the issuance team will work with the AO throughout the issuance process to provide input representing their area of expertise, Cap Bd, or Component, and assist in the issuance development, writing, revising, coordination, adjudication, and approval process.

## **2.11. RMIC COORDINATOR.**

Under the authority, direction, and control of the Financial and Business Operations Director, the RMIC Coordinator will assist with ICP development when requested.

## **2.12. RMIC ASSESSABLE UNIT ADMINISTRATOR.**

RMIC Assessable Unit Administrators assigned to the appropriate process will assist in issuance development and ensure the ICP meets all RMIC Program requirements.

## SECTION 3: GENERAL PRINCIPLES

### 3.1. GENERAL GUIDANCE.

This Manual prescribes general, as well as specific guidance for the development, coordination, approval, publication, and maintenance of issuances. A Stages and Timelines Chart and an Issuance Preparation Checklist for use as guides throughout the process are posted on the resource page for this Manual. All correspondence specified in this Manual will be conducted in accordance with DCMA-MAN 4501-02, “Correspondence Program.”

### 3.2. DCMA ISSUANCE TYPES.

DCMA publishes four types of issuances: DCMA Instruction (DCMA-INST), DCMA-MAN, DCMA Policy-type Memorandum (DCMA-PTM), and DCMA Director’s Policy Statement (DCMA-DPS). Table 1 includes information about the purpose and content, page length, and signature level of each type of issuance.

**Table 1. Issuance Types**

<b>Issuance Type</b>	<b>Purpose and Content</b>	<b>Length</b>	<b>Approval Authority</b>	<b>Issuance Duration</b>
<b>DCMA-INST</b>	Establishes policy and assigns high-level responsibilities that impact DCMA employees. May provide high-level general procedures for implementing policy.	Less than 50 pages. If more than 50 pages are required, separate into volumes.	DCMA Director	Reviewed, and updated or canceled within 3 years of the original publication date or as required prior to that time.
<b>DCMA-MAN</b>	Implements policy in accordance with the parent DCMA-INST; includes specific, procedural information; assigns detailed responsibilities, and provides step-by-step procedures for executing the process.	Less than 100 pages. If more than 100 pages, separate into volumes.	DCMA Director	Reviewed, and updated or canceled within 3 years of the original publication date or as required prior to that time.
<b>DCMA-PTM</b>	Establishes or implements time sensitive policy actions pertaining to issuances when time constraints prevent a formal change to the issuance.	None	DCMA Director	Effective for 12 months; must be incorporated into an existing issuance, incorporated into a new issuance, reissued, or canceled.
<b>DCMA-DPS</b>	Communicates a brief statement of policy applicable to the workforce or to the public; pertains to general workplace practices such as Equal Employment Opportunity statements and workplace safety; normally displayed on public area bulletin boards.	None	DCMA Director	Updated as required and reissued as directed by the new Director when there is a change in command.

### 3.3. STAGES AND TIMELINES.

The Stages and Timelines Chart outlines the four stages of the process and contains information regarding the amount of time allotted to complete each stage. The DCMA Stages and Timelines Chart draws from the DoD timeline for coordination and completion of DoD Issuances in accordance with DoDI 5025.01.

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

### 3.4. CURRENCY.

An issuance will be considered current unless an update is required due to changes in higher level issuances, directives, public law, etc. When reviewing currency, reference and consider active DCMA-PTMs, waivers or deviations to the issuance. Issuances are living documents that will be regularly maintained. Changes are permitted, encouraged, and will be processed in accordance with this Manual.

#### a. DCMA-INST and DCMA-MAN.

The AO will review each assigned issuance within 3 years of its publication date, and every 3 years thereafter until rewritten or changed. The OPR may initiate reviews more frequently, or when change is warranted.

(1) The IPO will publish a list of all issuances due for review within 90 days, send the list to all OPRs via email, and post it on the resource page for this Manual.

(2) AOs will verify:

(a) Each policy statement is consistent with law and the policies of the DCMA Director.

(b) Each assignment of authority or responsibility is a current requirement and is appropriately assigned.

(c) References are valid, correctly titled, and current versions are cited.

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

(3) AOs will forward the results of their review to the OPR via a standard action memorandum with a recommendation to update, cancel, or verify the issuance current by the 3-year point.

(4) The OPR will evaluate the recommendation, sign, and return the action memorandum to the AO.

(5) The AO will submit a copy of the action memorandum to the IPO.

(6) The AO must update or reissue an issuance prior to its 10-year publication anniversary. If no longer required, the AO will cancel the issuance (See Section 13).

#### **b. DCMA-PTM.**

A DCMA-PTM remains effective for 12 months and will automatically expire on the first anniversary of its signature date. Each DCMA-PTM issued will state the effective date, as well as the expiration date within the memorandum. The DCMA Director may approve an OPR requested extension, not to exceed 12 months. The OPR must provide justification to support the extension.

#### **c. Legacy Issuances.**

All legacy issuances must be rewritten, incorporated into a new issuance, or canceled as soon as practicable, but no later than the 10-year anniversary of publication. A Legacy and Policy Gap Analysis Checklist is posted on the resource page for this Manual. Immediate Policy Changes were discontinued effective April 13, 2017.

### **3.5. ACTION TYPES.**

Table 2 introduces and provides a basic description of the types of issuance actions.

**Table 2. Action Types**

<b>Action Type</b>	<b>Description</b>
<b>New Issuance</b>	<ul style="list-style-type: none"> <li>• An OPR reviews a new APL process and decides to establish a new issuance</li> <li>• Requires Agency-wide coordination</li> <li>• DCMA Director approves issuance</li> </ul>
<b>Rewrite an Existing Issuance</b>	<ul style="list-style-type: none"> <li>• An OPR decides to change an issuance, resulting in substantive changes greater than 25 percent of the content</li> <li>• Requires Agency-wide coordination</li> <li>• DCMA Director approves issuance</li> </ul>
<b>Substantive Change to an Existing Issuance</b>	<ul style="list-style-type: none"> <li>• An OPR decides to change an issuance, resulting in substantive changes less than 25 percent of the content</li> <li>• Amends an essential section of an issuance appearing to be or 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>• Requires Agency-wide formal coordination</li> <li>• Implies the entire issuance is current as of the date of the change</li> <li>• DCMA Director approves issuance</li> </ul>

**Table 2. Action Types, Continued**

<b>Action Type</b>	<b>Description</b>
<b>Administrative Change to an Existing Issuance</b>	<ul style="list-style-type: none"> <li>• An OPR decides to change only non-substantive portions of an issuance (e.g., dates of references, organizational names and symbols, contact information, grammatical errors, and formatting)</li> <li>• Does not require coordination</li> <li>• Requires GC review and OPR approval</li> </ul>
<b>Cancel an Existing Issuance</b>	<ul style="list-style-type: none"> <li>• An OPR decides an issuance has served the purpose for which it was intended, will no longer be needed, and is not appropriate for incorporation into a new or existing issuance</li> <li>• Requires Agency-wide coordination unless canceled by a new issuance</li> <li>• Requires DCMA Director approval</li> </ul>
<b>Transfer</b>	<ul style="list-style-type: none"> <li>• An action to transfer primary responsibility for an issuance from one OPR to another OPR</li> <li>• Must cross-reference to the APL</li> <li>• A Transfer Memorandum must be signed by both the gaining and losing OPR</li> </ul>

### 3.6. DCMA ISSUANCE SITES.

The IPO will only publish Agency approved issuances on the DCMA Issuance site. The IPO managed websites are the official source for publication of all approved issuances. Once the IPO publishes an issuance on the website, it will be considered authoritative. The IPO will publish issuances according to the releasability statement on the title page of the issuance. The IPO will maintain three official sites:

#### a. Public, Unclassified Site.

The IPO will post and maintain current, approved, unclassified issuances cleared for public release on DCMA's public facing website.

#### b. Internal, Unclassified Site.

The IPO will post and maintain issuances described in Paragraph 3.6.a., as well as current, approved, controlled unclassified information issuances not cleared for public release on the DCMA Publications Library DoD365 site.

#### c. Classified Site.

The IPO will post and maintain current, approved, classified issuances up to and including SECRET on DCMA's classified policy site.

### 3.7. RESOURCE PAGE.

DCMA-INSTs and DCMA-MANs must have an associated resource page. The issuance will take precedence over any supporting documentation, tools, information, or other material and documents posted on the resource page.

a. The IPO will create the resource page when a requirement is established. A DCMA-MAN may share the same resource page as the implemented DCMA-INST.

b. The AO will post the resource page link on the issuance title page and the IPO will publish the link next to the issuance on the DCMA Publications Library DoD365 page.

c. The AO will populate and maintain the issuance resource page using the Resource Page Template, posted on the resource page for this Manual.

d. A resource page will not establish Agency policy.

e. At a minimum, the AO will post the following on the resource page:

- A link to the current issuance
- An issuance history section containing links to superseded versions of the issuance
- Agency-level other publications (See Paragraph 3.8.c.(1))
- A list of applicable labor codes
- A link to all forms specified in the issuance
- A link to, or the location of, all references cited in the issuance
- A link to the Records Management File Plan
- A link to the applicable ICP
- Valid contact information for the OPR and AO

f. AOs may include additional information at their discretion, such as:

- External Hyperlinks
- Templates
- Command or directorate level and below other publications (See Paragraph 3.8.c.(2))
- Additional guidance
- Training schedules and materials
- Tools
- Related correspondence
- Competencies
- Certifications
- Performance metrics and standards
- Other resources useful in executing the issuance

g. The AO may also use the resource page to quickly post or update dynamic information about the issuance without having to modify the issuance itself (e.g., mailing addresses, phone numbers, industry contact information, due dates, website links).

h. The AO will upload all documents, links, or other reference material identified in an issuance as being located on an issuance's resource page before submitting the issuance for informal coordination and maintain them throughout the formal coordination and adjudication



process. These items will remain on the resource page after publication but may be changed if necessary.

i. To modify a resource page, follow the “How to Edit Your Resource Page” guide located on the resource page for this Manual.

### **3.8. OTHER PUBLICATIONS.**

Other publications may be used to publish standards or detailed steps for the performance of specific tasks prescribed in an issuance. Other publications include business rules and practices, guidebooks, and job aids. Other publications provide detailed systemic guidance at a sufficient level to be executable, ensure employees have additional information needed for compliance and efficiency, and may be written for independent or multiple processes.

#### **a. Subordinate to DCMA Issuances.**

Other publications may be written to support issuances, and will not circumvent or replace established statutes, policies, or procedures published in DCMA and DoD issuances.

#### **b. Types.**

DCMA authorizes three categories of other publications:

##### **(1) Guidebooks.**

Guidebooks may be published to provide guidance for specific tools, systems, equipment, databases, etc.

##### **(2) Business Rules and Practices.**

Business rules and practices may be published to provide procedures for a common practice, based on the Agency’s established interpretation of specific processes.

##### **(3) Job Aids.**

Job aids may be published to provide additional advisory support or localized procedures. Cross-functional Job Aids will address processes that cross between manuals, processes, functions, etc., connecting the dots between processes.

#### **c. Level of Applicability.**

The originating organization will control, edit, publish, and maintain other publications pursuant to an established, documented process.

(1) Agency Level.

Issuance OPRs may publish Agency-level other publications, applicable Agency-wide:

(a) Agency-level enforceable other publications:

(1) Will be prescribed in and coordinated with the parent issuance and signed by the DCMA Director.

(2) Will be independently coordinated when required post-publication of the parent issuance (e.g., higher level guidance changes), approved by the DCMA Director, then announced in a DCMA-PTM.

(3) Will be maintained on the parent issuance's resource page.

(b) Optional Agency-level other publications:

(1) May be prescribed in the parent issuance.

(2) Should be coordinated at the discretion of the OPR.

(3) Will be approved by the OPR.

(4) May be maintained on the governing issuance's resource page.

(c) Other publication revisions must be coordinated the same as the original, approved at the original level, and include a version control page or summary of changes.

(d) Other publications will be effective upon signature.

(2) Component Level and Below.

Other publications may be published below the Agency-level (e.g., Component, Directorate, Division, CMO, Center), and:

(a) Will only be applicable to the signing official's employees and below. The procedures and standards therein will be effective upon signature.

(b) Will be reviewed by the governing issuance AO and GC. Subordinate coordination will be at the discretion of the signing authority.

(c) Revisions will include a version control page or summary of changes and must be approved at the same level as the issuing authority. Administrative changes that do not change procedures may not require review.

(d) Will be drafted, issued, and maintained pursuant to the originating organization's process and accessible on a DoD365 page; a hyperlink to the publication may be posted on the parent manual's resource page.

**d. Style.**

Other publications may use the DCMA Issuance Template, referred to throughout this Manual as "the Template," posted on the resource page for this Manual. Job aids and guidebooks will be drafted following the general formatting and style rules of the DoD Issuance Style Guide and this Manual (e.g., editing style, paragraph numbering, abbreviation and acronym rules, citations, unique identification numbering). Business rules and practices may follow the memorandum format.

**e. Enforceability.**

Other publications must include a prominent applicability paragraph on Page 2 stating the applicability (e.g., audience, process) and enforceability.

(1) Agency-level other publications signed by the DCMA Director will be enforceable and auditable.

(2) For all others (e.g., issued below Agency-level), if the other publication is intended to be mandatory, the signing authority must state so in the applicability paragraph.

**f. Training.**

Other publications will include a training element to create awareness and enhance compliance (See Paragraph 7.5.).

**g. Currency.**

The issuing authority will conduct a currency review of their other publications every 3 years; more frequent reviews are often appropriate. Conduct the review in a similar manner to DCMA-INST/MAN reviews.

## SECTION 4: DCMA ISSUANCE STANDARDS

### 4.1. GENERAL GUIDANCE.

a. AOs will use Microsoft (MS) Word and the Issuance Template for new, rewritten, and substantive change issuance development. The Template provides the required format for the Title Page, paragraph numbering, tabs, line spacing, tables, figures, the table of contents (TOC), etc.

b. Use the **bold** feature sparingly for emphasis; do not use underlining, *italics*, or **color**. Overuse of these fonts will reduce the effectiveness of the content; only choose one or two words to emphasize.

c. Enter main paragraph headings in all UPPERCASE, bold, 12-point font as demonstrated in this Manual.

(1) Establish abbreviations and acronyms in paragraph headings when the term is first used in the heading.

(2) If an abbreviation or acronym has previously been established, use the acronym in the heading.

(3) The AO will edit the TOC entries to match paragraph headings verbatim.

### 4.2. FORMATTING BASICS.

#### a. Length.

Length of an issuance depends on the issuance type (See Table 1). If a single issuance must exceed the standard document length, the AO will submit a fully justified page waiver request to the IPO Inbox. A Page Waiver Request Template is posted on the resource page for this Manual.

#### b. Selecting Drop-Down Menu Text.

Content controlled text frequently used in issuances appear as drop-down menus on the Template. Drop-down menus are highlighted in green.

#### c. Headers.

Use the preset headers in the Template. All pages, except the title page, 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) Add a comma and the volume number after the issuance number when the issuance will be one volume in a multi-volume issuance (e.g., DCMA-MAN ####-##, Volume 1).

(4) Delete the change line for new or rewritten issuances.

#### **d. Footers.**

Use the preset footers in the Template. All pages, except the title page, 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 with 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., Capitalize the Beginning of Each Principal Word).

(4) To add new sections with different footers, insert section breaks; **do not** use page breaks.

#### **e. General Drafting Guidance.**

(1) Issuances will be drafted in accordance with the DoD Issuance Style Guide, which covers all the basic editing guidance such as paragraph numbering, formatting, helping verbs, abbreviations and acronyms, citations, etc.

(2) **Do not use** the MS Word AutoFormat function; it is not compatible with the Template. Instructions for turning this function off and other MS Word tips are posted on the resource page for this Manual.

### **4.3. RESOURCES.**

When assistance is required on spelling, grammar, writing style, format, content, or organization of issuances, edit in accordance with the following resources, listed in priority order and linked on the resource page for this Manual:

- DoDI 5025.01
- DoD Issuances Website
- Volume 1 of DoD Manual 5110.04
- Joint Chiefs of Staff Joint Publication 1-02
- United States Government Printing Office Style Manual

- DoDI 5025.13
- Webster's New Collegiate Dictionary
- The American Heritage Dictionary
- The Gregg Reference Manual
- The Chicago Manual of Style

#### **4.4. TITLE PAGE REQUIREMENTS.**

Title page information will be required based on its applicability to the issuance. The AO will edit the title page to publish information about the issuance itself, rather than the subject matter. Paragraphs 4.4.a, through 4.4.s, correspond with the line headings (See Figure 1). Delete any lines not applicable to the issuance. This page will always include the DCMA emblem, general information, and purpose. Do not use abbreviations or acronyms on the Title Page unless part of an official title or publication name. The prescribed line numbers may change dependent upon multi-line entries, or deleted entries, as required.

##### **a. Coordination Header.**

A coordination header will be required for all rounds of coordination.

(1) On the first line of the coordination header, the AO will edit to reflect type and round of coordination (e.g., INFORMAL COORDINATION, or ROUND 1 FORMAL COORDINATION).

(2) On the second line, edit to enter the name of the AO.

##### **b. Line 1 - DCMA Emblem.**

The DCMA Emblem is required on all approved DCMA-INST/MANs, centered at the top of the page; the Template provides a placeholder to be displayed during coordination; do not remove or modify it. The IPO will replace the placeholder with the DCMA emblem during the approval process.

##### **c. Line 9 - Issuance Type.**

The AO will choose the issuance type from the Template drop-down menu (i.e., DCMA Instruction or DCMA Manual).

##### **d. Line 9 - Issuance Number.**

The AO will enter the issuance number after the issuance type (e.g., DCMA Instruction ##### or DCMA Manual #####-##) (See Paragraph 5.3.b.). For issuances separated into volumes, place a comma after the issuance number, followed by the volume number (e.g., DCMA Manual #####-##, Volume 1).

### e. Line 10 - Issuance Title.

The AO will insert the title based on the issuance subject, not to exceed two lines. Do not use the same title for more than one issuance. Do not establish or use abbreviations or acronyms in the title. For issuances separated into volumes, list the issuance title, followed by a colon and the volume-specific title (e.g., Issuance Title: Volume Specific Title).

### f. Line 11 - Double Separating Line.

The Template provides a double line separating the emblem, issuance type, number, and title from the remainder of the Title Page information. Do not remove or modify the line.

**Figure 1. Example Title Page**

1	¶	
2	¶	
3	¶	
4	¶	
5	¶	
6	¶	
7	¶	
8	¶	
9	¶	Choose an item: #####-###¶
10	¶	Enter Title¶
11	¶	=====¶
12	¶	Office of Primary¶
13	¶	Responsibility: → → → Choose an item¶
14	¶	¶
15	¶	Effective: → → → → Month-Day, Year¶
16	¶	Change-# Effective: → → → Month-Day, Year¶
17	¶	¶
18	¶	Releasability: → → → Choose an item¶
19	¶	¶
20	¶	Choose an item: → → → Choose an item: #####-##, "Title," Original Publication Date¶
21	¶	¶
22	¶	Choose an item: → → → Choose an item: #####-##, "Title," Original Publication Date¶
23	¶	¶
24	¶	Internal Control: → → → Choose an item¶
25	¶	¶
26	¶	Labor Codes: → → → Located on the Resource Page¶
27	¶	¶
28	¶	Resource Page Link: → → → <a href="https://***edit this hyperlink with the resource page URL assigned by the IPO***">https://***edit this hyperlink with the resource page URL assigned by the IPO***</a> ¶
29	¶	¶
30	¶	Approved by: → → → Gregory L. Masiello, LtGen, USMC, Director¶
31	¶	Change-# Approved by: → → → Gregory L. Masiello, LtGen, USMC, Director¶
32	¶	¶
33	¶	¶
34	¶	Purpose: This Instruction/Manual, in accordance with the authority in DoD Directive 5105.64
35	¶	and DoD Instruction XXXX.XX establishes/implements policy and assigns responsibility for:¶
36	¶	• → See examples in DCMA Manual 4501-01, "Agency Issuance Program"¶
37	¶	• → Any text listed as subpoints of the main purpose should be in bullet format¶
38	¶	• → May be carried over to Page 2 when necessary¶
39	¶	○ → Use sub-bullets for additional text¶
40	¶	○ → Two or more bullets are required at each level¶
41	¶	• → Do not establish acronyms on the Title Page; acronyms will appear in the ToC if
42	¶	introduced or used in the paragraph heading.¶ Section Break (Next Page) ¶

**g. Line 12 - OPR.**

The OPR will select the DCMA Cap Bd responsible for the development, management, and maintenance of the issuance (e.g., Corporate Governance Capability Board).

**h. Line 15 - Effective.**

Do not remove or edit this line. The IPO will add the effective date when publishing the issuance.

**i. Line 16 - Change # Effective.**

If the issuance is not a change, the AO will delete this line. If the issuance is being changed, the AO will insert the appropriate number for the change with no further edits to the line. The IPO will enter the effective date when publishing the issuance.

**j. Line 18 - Releasability.**

The AO will select the releasability statement from the drop-down menu. For guidance on determining releasability, contact Corporate Operations, Security, Operations Security Officer, Information Security Officer, and the Strategic Communications Director:

(1) Cleared for Public Release.

The IPO will publish this type of issuance on both the internal DCMA Publications Library DoD365 page and a public DCMA Publications Library. The DCMA Security Office and DCMA Strategic Communication Office must clear the issuance for public release prior to publication (See Paragraph 3.6.a.).

(2) Not Cleared for Public Release.

The IPO will only publish this type of issuance on the internal DCMA Publications Library DoD365 page. As a rule, this option will be used for controlled unclassified information issuances (See Paragraph 3.6.b.).

(3) Classified.

When the original classification authority determines that an issuance is classified, it will not be cleared for public release. The IPO will only publish this type of issuance on a classified site (See Paragraph 3.6.c.).

**k. Line 20 - Type Action.**

The AO will select the appropriate action statements from the Template drop-down menu, then enter the appropriate publication type and number, title, and original publication date (e.g.,



Implements DCMA Instruction 4501, “Administration,” February 23, 2019, or Incorporates and Cancels DCMA Manual 501-01, “Policy Issuance Program,” April 13, 2017). Type Actions are:

(1) New Issuance.

Required for a new issuance. Delete the remainder of the line, leaving only the heading.

(2) Implements.

Required for a DCMA-MAN. Enter the DCMA-INST the DCMA-MAN implements.

(a) List the DCMA-INST, number, title, and publication date of the publication being implemented in the issuance.

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

(3) Incorporates.

Used when incorporating part of a current issuance into another issuance.

(a) List the type, number, title, and publication date of the issuance being incorporated.

(b) If an issuance incorporates multiple publications, list the documents numerically on subsequent lines. Only use one “Incorporates” heading.

(4) Reissues and Cancels.

Required for rewritten issuances.

(a) List the type, number, title, and publication date of the currently published issuance being reissued and canceled by the rewritten issuance.

(b) Do not include the reissued and canceled publication in the reference list.

(5) Incorporates and Cancels.

Required for issuances incorporating and canceling another issuance.

(a) List the type, number, title, and publication date of the currently published issuance being incorporated and canceled by the issuance.

(b) If an issuance incorporates and cancels multiple publications, list the documents numerically on subsequent lines. Only use one “Incorporates and Cancels” heading.

(c) Do not include incorporated and canceled publications in the reference list.

(6) Cancels.

Required for issuances canceling another issuance.

- (a) List the type, number, title, and publication date of the issuance being canceled.
- (b) If an issuance cancels multiple publications, list the documents numerically on subsequent lines. Only use one “Cancels” heading.
- (c) Do not include the canceled issuance in the reference list.
- (d) If a multi-volume issuance reissues a single DCMA-INST or DCMA-MAN, only Volume 1 of the new issuance will contain the cancellation line.

**l. Line 22 - Type Action.**

If additional actions are required, the AO will use this line to enter the applicable information; do not remove the line (See Paragraph 4.4.k.). If additional lines are required, copy and paste the entire line from the Template.

**m. Line 24 - Internal Control.**

The Assessable Unit Administrator will contact the Financial and Business Operations Directorate, RMIC Coordinator for assistance with ICP requirements. The AO will select the appropriate ICP statement from the drop-down menu:

- (1) Not applicable. Select when the issuance does not contain an ICP.
- (2) Linked on the resource page. Select when the issuance requires an ICP. The source document is maintained by the RMIC Coordinator and is linked on the resource page for convenience.

**n. Line 26 - Labor Codes.**

The Template provides the required statement; do not delete. Labor codes associated with the issuance must be listed on the resource page. Contact the Financial and Business Operations Directorate, Financial Business Systems Division, Payroll Branch for assistance.

**o. Line 28 - Resource Page Link.**

The AO will enter the hyperlink to the issuance resource page in 9-point font.

**p. Line 30 - Approved By.**

The AO will enter the name and title of the issuance approval authority. The approval authority will sign the action memorandum approving the issuance for release. The approval authority is the DCMA Director.

**q. Line 31 - Change # Approved By.**

The AO will enter the change number and the name and title of the issuance approval authority. The approval authority will sign the action memorandum approving the issuance for release. The approval authority is the DCMA Director. Delete the entire line when the action is not a change.

**r. Line 32 - Separating Line.**

The Template provides a separating line following the signature block. Do not remove or modify the line.

**s. Line 34 - Purpose.**

The AO will enter a purpose statement in accordance with Section 9 of the DoD Issuance Style Guide. The structure of the purpose statement will depend on the type of issuance. State concisely why the issuance will be published (See Figures 2 through 4 for examples). The Purpose section will:

(1) State whether policy is established or implemented. Purpose statements may differ based on the type of issuance.

(a) DCMA-INSTs will be used to establish and implement policy. If an issuance is only implementing policy, make it a manual.

(b) DCMA-MANs will be used to implement policy.

(2) Cite DCMA's chartering directive: DoD Directive 5105.64.

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

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

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

**Figure 2. Example DCMA-INST Purpose Statements**

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

**Figure 3. Example DCMA-MAN Purpose Statements**

Purpose Statements
<p><u>For a new DCMA-MAN:</u></p> <p><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>• Prescribes procedures for...</li> </ul>
<p><u>For a rewritten DCMA-MAN:</u></p> <p><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 the Manual to...</li> <li>• Prescribes procedures for...</li> </ul>

#### 4.5. TOC.

A TOC is mandatory for all issuances. The AO will:

a. Provide a sequential list of the issuance structure with each section's number, title, and starting page location.

(1) Section headings and main paragraph titles are the only levels required in the TOC.

(2) Do not establish abbreviations or acronyms in the TOC; they only appear if the abbreviation or acronym has been established in the referenced paragraph heading.

(3) TOC entries will perfectly match the referenced paragraph headings.

- Sentence Case in the TOC
- ALL CAPITALS in the paragraph headings

- b. Use the Template; do not deviate from the Template or insert an automated TOC.

#### **4.6. SECTIONS.**

In both DCMA-INSTs and DCMA-MANs, Section 1 will always be titled “Section 1: General Issuance Information” and Section 2 will always be titled “Section 2: Responsibilities.” Additional sections will follow numerically. Sections 3 and 4 are provided in the Template for convenience; they may be deleted or duplicated as required.

- a. The order of procedural or other additional sections depends on the issuance 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 must be specific enough that a reader understands the content of the section from the title. For example, a section titled “Process Stages” may be too broad if that one section has 40 pages of information with four distinct topics. Instead, break up that section into multiple sections, with more specific titles (e.g., “Stage 1,” “Stage 2”).

#### **4.7. APPENDICES.**

Construct appendices in accordance with the DoD Issuance Style Guide and include in the TOC.

#### **4.8. FORMS.**

Identify prescribed forms in issuances in accordance with the DoD Issuance Style Guide. Introduce forms the first time they are mentioned and identify their location (e.g., DCMAF 4501-01-1, “Issuance Coordination Sheet,” located on the resource page for this Manual). Subsequent references to the form will only use the form identification (e.g., DCMAF 4501-01-1).

##### **a. Form Approval.**

All DCMAFs specified or mentioned in an issuance must be approved in accordance with DCMA-MAN 4501-06, “Forms Management Program” and linked on the resource page. Draft forms may be coordinated with the issuance; however, prescribed forms must be approved prior to sending the signature package.

##### **b. Section 1.**

For issuances that prescribe forms, add Paragraph 1.3. Specified Forms and Information Collection to Section 1 (See Paragraph 4.9.c.).

##### **c. Glossary.**

List all specified forms in the G.1. Abbreviations and Acronyms Glossary.

#### 4.9. SECTION 1: GENERAL ISSUANCE INFORMATION.

Section 1 of an issuance is required and will contain the applicability and policy paragraphs:

##### **a. Applicability.**

The AO will use Paragraph 1.1. to establish the applicability of the issuance. Enter a statement as to whom the issuance applies in accordance with Section 5 of the DoD Issuance Style Guide.

##### **b. Policy.**

The AO will use Paragraph 1.2. to describe Agency policy as related to the issuance (See Figure 4 for example policy statements).

##### **(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, 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 by higher-level policy, regulation, or law. DCMA-INSTs must be coordinated and approved for publication by the DCMA Director.

(a) Briefly and precisely state the activity governed by the issuance, its requirements, and the reason for them. Think of the policy statement as the "why" for the issuance; it must answer why is it necessary to assign these responsibilities, to develop 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 issuances that establish the policy.

(c) Include the statement: "Execute this Instruction/Manual in a safe, efficient, effective, and ethical manner within DCMA workplaces."

(d) Do not include responsibilities or procedures in the Policy Paragraph.

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

##### **(2) DCMA-MAN.**

A DCMA-MAN will implement policy established in the parent DCMA-INST, and will include specific, procedural information; assign detailed responsibilities, and provide step-by-step procedures for executing the process. For multi-volume DCMA-MANs, the policy section may also contain volume-specific statements.

### c. Forms and Information Collection.

If an issuance prescribes forms or information collection, the AO will include the prescribed forms information in accordance with DCMA-MAN 4501-06, and information collection requirements in Paragraph 1.3. (See Paragraph 1.3. for an example).

**Figure 4. Example Policy Statement**

<p><b>1.2. POLICY.</b></p> <p>It is DCMA policy to:</p> <ul style="list-style-type: none"> <li>a. Establish and maintain DCMA Issuances, hereafter referred to as “issuances,” in accordance with DoD Instruction (DoDI) 5025.01.</li> <li>b. Execute this Manual in a safe, efficient, effective, and ethical manner within DCMA workplaces.</li> </ul>
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### d. Summary of Changes.

The AO will include a summary of changes for all rewrites, substantive changes, or administrative changes. Insert the summary of changes as the last paragraph of Section 1, if applicable. It will describe the purpose of the rewrite or substantive change and then list the most notable issuance changes (See Figure 5).

**Figure 5. Example Summary of Changes**

<p><b>1.4. SUMMARY OF CHANGES.</b></p> <p>This Manual has been re-written and must be reviewed in its entirety. The most notable changes are:</p> <ul style="list-style-type: none"> <li>• Changed Manual title from “Corrective Action Plan Process for External and Internal Inspections, Assessments, Evaluations, and Audits” to “Inspector General: Internal Inspections and Evaluation and Agency Corrective Action Process”</li> <li>• Added process for preparing, conducting, and completing internal inspections and evaluation Added definitions for all review results to include observations, policy gaps, notables, and commendables</li> </ul>
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## 4.10. SECTION 2: RESPONSIBILITIES.

Responsibilities are required; list them in Section 2 of the issuance. Follow the general Responsibilities Section standards in accordance with Section 6 of the DoD Issuance Style Guide. DCMA-INSTs will contain high-level responsibilities. A DCMA-MAN may expand responsibilities listed in the DCMA-INST. For multi-volume issuances, the responsibilities must be volume specific.

a. The AO will identify the key officials who will carry out the policy and procedures in the issuance and list the overarching duties and obligations of each. Section 2 will assign responsibilities to officials by title, not their office or organization (i.e., Director, TF vs. TF).

Assign DCMA-INST responsibilities at a high level and below the CMO Commander/Director or Center Director level. Issuances must not assign responsibilities that will unnecessarily hamper the Cap Bd Manager or Component Head in their efforts to efficiently manage their Cap Bd or Component.

b. In assigning responsibilities, the AO will be specific and concise. Do not include procedures in Section 2. State what the official is responsible for, 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 “will the individual actually be doing this?” If not, the responsibility must be moved to the appropriate level official, or to a procedural section and tasked to the organization. The individual will ensure implementation of those procedures.

c. Do not introduce or repeat responsibilities in the subsequent sections.

d. List the officials being assigned responsibilities in the following order:

(1) The DCMA Director, if applicable.

(2) The OPR Cap Bd Manager or Component Head.

(3) Other key officials within the OPR Cap Bd or Component according to their levels.

(4) Individual Cap Bd Manager or Component Head. If responsibilities are also assigned to Cap Bd Managers and Component Heads collectively in the issuance, use the following language for individual responsibilities: “In addition to the responsibilities in Paragraph #.#., the ##### Cap Bd Manager or Component Head will:” then list the official’s assigned responsibilities.

(5) Officials subordinate to any of the above, using the proper statement in accordance with Section 6.9. of the DoD Issuance Style Guide.

#### **4.11. CITING REFERENCES.**

Cite applicable references in accordance with Section 8 of the DoD Issuance Style Guide.

##### **a. Citations in Text.**

Identify DCMA references the first time cited with the publication type, number, and title (e.g., DCMA-MAN 4501-01, “DCMA Issuance Program”). If referenced again, identify the publication with the document type and number (e.g., DCMA-MAN 4501-01). Follow the procedures and see examples in accordance with Section 8 and Table 7 of the DoD Issuance Style Guide.



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

List all cited references in the reference list, the last page of the issuance. Follow the procedures and see examples in accordance with Section 8 and Figure 30 of the DoD Issuance Style Guide.

**c. Citing DCMA Publications.**

Prior to citing an issuance, the AO will consult with the cited issuance AO. Consider upcoming changes to the cited issuance and ensure the cited issuance AO is aware of what is cited.

**d. Citing Military Department and Joint Service Publications.**

Do not cite military department or joint service publications in issuances unless it is the only document that establishes or implements a crucial policy.

**e. Legal Citations.**

Cite the United States Code, Code of Federal Regulations, Public Law, and other legal references in accordance with Section 8 and Table 7 of the DoD Issuance Style Guide.

**4.12. GLOSSARY.**

The Glossary is required for all issuances over two pages that define terms or establish abbreviations and acronyms. Place the glossary as the second to last section in an issuance. The glossary will be broken up into two parts: “G.1. ABBREVIATIONS AND ACRONYMS” and “G.2. DEFINITIONS,” as appropriate in accordance with Section 7 of the DoD Issuance Style Guide. The Template provides the glossary format.

**4.13. REFERENCE SECTION.**

A reference list is required for all issuances that refer to other issuances or sources in accordance with Section 8 of the DoD Issuance Style Guide. The Template provides the reference page format (See Figure 6 for examples).

**Figure 6. Example Reference List**

References
Code of Federal Regulations, Title 32, Part 40 DCMA Instruction 1001, “Instruction Title,” October 1, 2023, as amended DCMA Manual 1001-01, “Manual Title,” November 1, 2023 Defense Federal Acquisition Regulation Supplement (DFARS), current edition DoD Directive 5105.64, “Defense Contract Management Agency (DCMA),” January 10, 2013, as amended DoD Instruction 5025.01, “DoD Issuances Program,” August 1, 2016, as amended DoD Manual 8910.01, Volume 1, “DoD Information Collections Manual: Procedures for DoD Internal Information Collections,” June 30, 2014, as amended

**Figure 6. Example Reference List, Continued**

References
<p>Executive Order 13392, “Improving Agency Disclosure of Information,” December 14, 2005</p> <p>Federal Acquisition Regulation (FAR), current edition</p> <p>Joint Chiefs of Staff Joint Publication 1-02, “Department of Defense Dictionary of Military and Associated Terms,” November 8, 2010, as amended</p> <p>Memorandum of Understanding Between the Department of Defense and the Department of Education, August 16, 1982</p> <p>Public Law 102-172, Section 8070, “The Department of Defense Appropriations Act for Fiscal Year 1992,” November 26, 1991</p> <p>Secretary of Defense Memorandum, “Regulatory Relief Task Force,” October 15, 2006</p> <p>United States Code, Title 10, Chapter 47 (also known as the “Uniform Code of Military Justice”)</p> <p>United States Code, Title 14, Section 1234</p>

## **SECTION 5: STAGE 1 – DEVELOPMENT AND INFORMAL COORDINATION**

### **5.1. REQUIRED DOCUMENTS.**

Use the following documents to complete Stage 1:

#### **a. Issuance Preparation Checklist.**

Use the Issuance Preparation Checklist for new, rewritten, and substantive changes as a guide through the process.

#### **b. Issuance Template.**

Use the appropriate template for developing the issuance.

#### **c. Current Issuance.**

(1) Changes may only be made to an approved, published issuance maintained by the IPO.

(2) For rewrites and changes, the AO will request the current issuance via the IPO Inbox. Include the policy number and title and indicate whether a re-write, substantive change, or administrative change is planned.

(3) The IPO will respond with the currently published issuance in MS Word format.

#### **d. Additional Resources.**

Additional tools and resources are available on the resource page for this Manual and on the DoD Issuances website.

### **5.2. IDENTIFY REQUIREMENT.**

#### **a. New Requirement Identified.**

When new processes are established in the APL, a process owner is identified. The OPR will decide if the new process will require development of a new issuance, a substantive change to or a rewrite of an issuance, or no action required.

#### **b. OPR.**

(1) The OPR will determine if cross-functional collaboration is required and will coordinate with applicable cross-functional or operational unit representatives, SMEs, and others to determine if supporting other publications, Agency authorized capabilities, or training will be required or require updating.

(2) If the OPR determines the process does not need an issuance action, the OPR will provide reasoning for the decision and the process ends.

**c. AO.**

The OPR will formally assign the APL process owner as the issuance AO.

**d. Issuance Team.**

The AO will consult with the OPR, then form and lead the Issuance Team to draft or edit an issuance. The Issuance Team should consist of the AO, Business Capability Framework team leads, cross-functional or operational unit representatives, SMEs, regional command staff, and CMO representatives. The SMEs may come from throughout the organization. Issuance Team members will provide input representing their area of expertise, Cap Bd, or Component and assist the AO in the issuance process.

**e. Kickoff Meeting.**

The OPR will conduct a kickoff meeting with the Issuance Team, providing the task, timeline, and expectation of the issuance development.

**5.3. PLAN, WRITE, INFORMAL COORDINATION.**

**a. Plan.**

The Issuance Team will develop an issuance concept and preliminary plan for development, editing, approval, and publication of an issuance. The plan will include a timeline with major milestones, single or multifunctional Cap Bd and Component approach, whether a pilot is expected, and if there is a conflict with other issuances. The AO may develop and track the milestones and detailed actions on an integrated master schedule. The integrated master schedule may be in MS Excel, MS Project format, or any other tool that helps the AO manage the effort. An Integrated Master Schedule Template is posted on the resource page for this Manual. The AO will:

- Obtain OPR concept approval
- Review this Manual in its entirety
- Develop the project plan
- Identify all processes which influence reasonable controls to mitigate risk
- Research related guidance, policies, manuals, etc.
- Consult higher level guidance, policies, manuals, etc.
- Develop ICPs for each process the issuance addresses
- Identify applicable budget requirements
- Identify resource requirements
- Identify applicable Agency authorized capabilities
- Identify applicable training requirements

**b. Issuance Number.**

A changed or rewritten issuance will keep its assigned number. For a new issuance, the AO will request a new number by submitting an email to the IPO with the following information:

- Type of issuance (i.e., DCMA-INST, DCMA-MAN, or DCMA-PTM)
- If a DCMA-MAN, list the parent DCMA-INST the manual implements or is tied to
- Issuance Title
- OPR
- AO with contact information

**c. Draft Issuance.**

The Issuance Team will prepare the draft issuance using the appropriate template. They will keep the OPR and constituents informed of issuance content and status during development. The Issuance Team will:

- (1) Consult with SMEs that are not regular Issuance Team members as needed.
- (2) Consult with the RMIC Coordinator, Assessable Unit Administrator, Financial Improvement and Audit Remediation Branch representatives.
- (3) Coordinate with all offices given responsibilities in Section 2.
- (4) Coordinate with AOs responsible for related issuances that are also being drafted or coordinated.
- (5) Coordinate with the AO responsible for all cited issuances.

**d. Informal Coordination.**

Informal Coordination will only be used for new or rewritten DCMA-INST/MANs.

(1) When the AO considers the draft issuance complete and ready for Informal Coordination, and the OPR has concurred, the AO will prepare the Informal Coordination Package.

(2) The Informal Coordination package will consist of:

- Draft Issuance in Portable Document Format (PDF)
- DCMAF 4501-01-2
- Draft ICP

(3) The AO and OPR will decide which Cap Bds and Components to task for informal coordination.

(4) The AO will forward the informal coordination package to the Correspondence Control Team (CCT), who will in turn send it out for informal coordination to the identified respondent Cap Bd and Component OCRs.

(5) GC and Corporate Operations will respond to all informal coordination taskers.

(6) The OPR may request CCT to send the informal coordination to other reviewers outside the normal OCR list.

(7) Informal coordination OCRs will use the DCMAF 4501-01-2 to gather, consolidate, and report their comments. The Comment Category Column will not be used.

(8) The Issuance Team will adjudicate the comments received and update the issuance accordingly. The Issuance Team may reach out to commenters on comments that require discussion to resolve.

#### **5.4. REQUEST FORMAL COORDINATION.**

When the AO considers the issuance final and suitable for use within the Agency, the AO will submit the issuance and applicable ICP to the IPO for Round 1 Formal Coordination (See Paragraph 6.2.).

## SECTION 6: STAGE 2 – FORMAL COORDINATION

### 6.1. OVERVIEW.

New or rewritten DCMA-INSTs, DCMA-MANs, DCMA-PTMs, and substantive changes to issuances must be formally coordinated and reviewed by the OCRs prior to approval and publication. Formal coordination will also be required to cancel an issuance not incorporated into another issuance (See Section 13). The issuance is ready for formal coordination when the OPR and the AO consider the issuance final, suitable for Agency use, and all items identified as being located on the resource page (e.g., related documents, links, other publications, ICP, training materials) have been uploaded. Respondent OCRs will validate their concurrence with a new or revised issuance, as well as their agreement that the required resources for implementation are available.

### 6.2. ISSUANCE COORDINATION.

#### a. Prepare Required Documents.

The AO will download and use the appropriate templates, forms, the checklist, and the timeline from the resource page of this Manual. The formal coordination package consists of the following documents:

- Issuance Preparation Checklist
- Action Memorandum Template
- Issuance in MS Word format
- Applicable ICP in MS Excel format
- Applicable Agency-level other publications
- DCMAF 4501-01-1
- DCMAF 4501-01-2

#### (1) Prepare the Issuance.

##### (a) Clean Document.

1. The AO will remove all comments, accept all changes, and turn off change tracking.

2. The AO will remove all non-standard fonts or markings from the draft as required (e.g., remove editing marks, leave in red strikeouts and red italics for changes, leave in yellow highlighting for substantive changes).

##### (b) Line Numbers.

The AO will insert line numbers on the left side of the entire issuance using the MS Word menus (i.e., Layout > Line Numbers > Continuous). Verify the numbers appear sequentially from the beginning to the end of the issuance draft.

(c) Title Page Header Line 1.

The AO will enter type of coordination (e.g., Informal, Round 1 Formal, Round 2 Formal) as shown on the Template.

(d) Title Page Header Line 2.

The AO will identify the AO.

(2) ICP.

The AO will include a link to the current ICP on the issuance resource page.

(3) DCMAF 4501-01-1.

The AO will complete subject line as indicated with the issuance number, title, and type of coordination (e.g., DCMA-MAN 4501-01, “Agency Issuance Program,” Round 1 Formal Coordination).

(4) DCMAF 4501-01-2.

The AO will complete subject line as indicated with the issuance number, title, and type of coordination (e.g., DCMA-MAN 4501-01, “Agency Issuance Program,” Round 1 Formal Coordination).

**b. OPR Approval.**

The AO will submit an action memorandum with the Issuance Coordination Package to the OPR for formal coordination approval. The OPR will approve or disapprove coordination by signing the action memorandum. The AO will route the approved package to the IPO. The IPO Inbox address is posted on the resource page for this Manual.

**6.3. IPO PRE-COORDINATION REVIEW.**

Upon receipt of the formal coordination package, the IPO will perform a pre-coordination review of the draft issuance.

**a. Review and Comments.**

The IPO:

(1) Will review the issuance for compliance with this Manual and DoD requirements.

(2) Will identify required edits (e.g., formatting, grammar, punctuation, spelling, writing style errors), or may correct minor errors.



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

(4) Will return the issuance to the AO and suspense for corrections if necessary.

**b. Incorporate Edits.**

The Issuance Team will accept or reject the recommendations and revise the issuance if applicable.

**6.4. FORMAL COORDINATION.**

**a. Issuance Formal Coordination Package.**

(1) Once the IPO review is complete, and the issuance is considered ready for publication, the AO will convert the MS Word copy of the issuance to PDF and proof-read for conversion errors.

(2) The AO will route the formal coordination package, the AO's name, email address, and phone number to the IPO and request the coordination to be tasked to all OCRs.

**b. Coordination Outside DCMA.**

When applicable, the OPR will distribute coordination requests directly to applicable external stakeholders who do not have access to the DCMA coordination site.

**c. Mandatory Respondents.**

OCR Cap Bd Managers and Component Heads identified in the coordination tasker, TF, GC, and Corporate Operations (i.e., Security and Strategic Communications) must coordinate on the issuance by the suspense date.

**d. Comment Generation.**

OCRs will verify the issuance correct as written, and the resources for implementation are available. Prior to submission, the OCR will consolidate comments, check for duplicates, evaluate comment validity, etc. then record their response and sign the DCMAF 4501-01-1. If coordination is not received by the suspense date, the AO will note a "No Response" and continue with the issuance process (See Paragraph 6.4.f.(3)).

**e. Authorized Signer.**

An authorized signer is the OPR, or their delegated representative. The CCT maintains a list of authorized signers. Each OCR must record their response on DCMAF 4501-01-1 by the suspense date. Signatures on a nonconcur coordination response will not be delegated below the OCR's deputy.

**f. Suspense Date.**

The coordination period will begin when CCT tasks the OCR inboxes for review and comment. The CCT will base the suspense date on the Stages and Timelines Chart, or the specific timelines agreed to between the OPR and the IPO and include the suspense date on the coordination notification.

(1) Extension.

An OCR may request a suspense date extension by sending a request via email to the issuance AO, including adequate justification for the extension. If the AO approves the extension, the AO will notify the CCT and the IPO. The CCT will set the new suspense date and update the CCT Coordination Tracker, then notify the OCR and the IPO. If the same OCR needs a second extension, the OCR must submit a request and adequate justification via action memorandum to the DCMA Deputy Director.

(2) Late Coordination Response.

(a) If an OCR provides a coordination response and comments after the suspense date, they will notify the AO via email. The AO must make every effort to consider the coordination and comments. However, the OCR's comments may not be considered if it significantly delays issuance approval and publication.

(b) When the OPR requests issuance approval, they must acknowledge on the action memorandum receipt of the late coordination and explain why they proceeded without including the comments so the approving authority can make an informed decision to approve or disapprove the issuance (See Section 7). The OPR will consider incorporating the late comments in the next update to the issuance.

(3) No Response.

Mandatory respondent OCRs must review and comment (See Paragraph 6.4.c.). The AO should contact mandatory respondent OCRs who have not responded by the due date. When a mandatory respondent OCR does not respond by the suspense date or ask for an extension prior to the suspense date, then by default, the AO will consider mandatory respondent OCRs other than TF or Corporate Operations to have concurred without comment. The OPR must justify continuing without a mandatory respondent OCRs signature in the action memorandum. **Do not** proceed without TF and Corporate Operations responses showing union review and releasability responses.

**g. DCMAF 4501-01-1.**

An authorized signer from each OCR will record their formal coordination response and digitally sign the DCMAF 4501-01-1 by the suspense date. Choose the coordination response from the drop-down menu:

(1) Concur Without Comment.

Concur without comment indicates the OCR agrees with the content of the issuance as written from a functional perspective.

(2) Concur With Comment.

Concur with comment indicates the OCR 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 will not be included, as critical comments indicate the OCR does not concur.

(3) Nonconcur With Comment.

Nonconcur with comment indicates the OCR 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 available. A nonconcur will only be used when an issuance contains a violation of the law or contradiction of existing policy; creates an unnecessary risk to safety, life, limb, or DCMA materiel; will result in waste or abuse of DCMA appropriations; or impose an unreasonable burden on a Cap Bd or Component's resources.

(a) OCRs must specify which comments include grounds for a nonconcur on DCMAF 4501-01-2 and provide references.

(b) OCRs must designate a POC to speak on behalf of the OCR during initial adjudication discussions. Add the POC information to Block 7.d. on the DCMAF 4501-01-1.

(4) No Comment.

OCRs with no comments will sign the form and update the Agency Coordination Tracker with their status.

(5) No Response.

The AO will document a “No Response” indicating the mandatory OCR did not respond by the suspense date or ask for an extension and by default, concurs without comment (See Paragraph 6.4.c.).

(6) No Stake.

OCRs with no stake will sign the form and update the Agency Coordination Tracker with their status.

**h. DCMAF 4501-01-2.**

Contributing commenters will submit their coordination comments to their OCR on the provided DCMAF 4501-01-2. OCRs will use the DCMAF 4501-01-2 to combine and review submitted comments then submit final, consolidated comments to the AO. Comments must be fact based, include citations, be respectful, etc. and documented in accordance with the DCMAF 4501-01-2 instructions:

(1) Administrative.

OCRs will submit an administrative comment for grammar, punctuation, style, formatting errors, and other administrative errors covering non-substantive aspects of the issuance (e.g., dates of reference, organization symbols, format, punctuation, style, spelling, and grammar). Administrative comments may also be used for other suggestions to change the content, not rising to the level of Substantive or Critical comments.

(2) Substantive.

OCRs will submit a substantive comment to document incorrect material, when part of the issuance seems unnecessary, incorrect, misleading, confusing, or inconsistent with other sections, or if there is a disagreement with the proposed responsibilities, requirements, or procedures. One substantive comment is not normally sufficient justification for a nonconcur response. Multiple substantive comments may be grounds for a nonconcur response.

(3) Critical.

OCRs will submit a critical comment for a contentious issue that will cause nonconcurrence with issuance. OCRs will include justification for critical comments. Justification will identify violations of law, contradiction to DoD or DCMA policy; unnecessary risks to safety, life, limb, or DoD resources, waste or abuse of DCMA appropriations, or imposition of an unreasonable burden on a Cap Bd or Component's resources. The OCR must provide reference citations for critical comments. When an OCR has one or more critical comments, their response will be an automatic "nonconcur with comment." Each OCR will review critical comments to ensure they meet the criteria for a critical comment.

**i. Nonconcur Decision.**

OCRs must include comments explaining the rationale for a nonconcur decision. These comments must indicate if information in the issuance, or the issuance itself, appears to be or is potentially unnecessary, incorrect, misleading, confusing, or inconsistent; and address an OCR's disagreement with the proposed responsibilities, requirements, or procedures. If an OCR signs as nonconcur, they will specify which of their comments are the basis for the nonconcur. If the coordination is returned as a nonconcur without any critical comments, the OCR will clearly identify the determining factors and comments that warrant a nonconcur.

**j. Coordination Duration.**

Issuances exceeding the timeline in the Stages and Timelines Chart risk becoming obsolete with current DCMA, DoD, and U.S. policy. To prevent this from happening, coordination will be valid for a limited time as follows:

(1) DCMA-INST and DCMA-MAN.

Up to 60 business days from the date of the last coordination suspense.

(2) DCMA-PTM.

Up to 50 business days from the date of the last coordination suspense.

**6.5. COMMENT ADJUDICATION.**

**a. Comment Adjudication.**

The Issuance Team will consolidate all DCMAF 4501-01-2 comments onto one form, then sort by line numbers. If the adjudicating AO identifies comments that were labeled as critical but do not meet the criteria for a critical comment, the AO will correct the comment category and notify the issuance OPR and the OCR (See Paragraph 6.4.h.). The Issuance Team then reviews and adjudicates all comments. The Issuance Team will document adjudication decisions and revise the issuance accordingly. The Issuance Team will reach out to OCRs or their POC on critical comments, and substantive comments that require more input or discussion to resolve. The Issuance Team will enter adjudication decisions as follows:

- Accept - Enter code “A”; no rationale required
- Reject - Enter code “R”; rationale required for rejection
- Partially Accepted - Enter code “P”; rationale required for modification

**b. Nonconcur Adjudication.**

The AO must first attempt to resolve the DCMAF 4501-01-2 nonconcur response before proceeding. Resolving a nonconcur consists of the following:

(1) The Issuance Team will engage with OCRs who sent the comments leading to the nonconcur to resolve the issue. The OCR must designate a POC for adjudication discussions on the DCMAF 4501-01-1. If the AO is unable to resolve the nonconcur with the OCR or POC, the AO must request OPR assistance to resolve the nonconcur.

(2) The OPR must contact the nonconcurring OCR to try to resolve the nonconcur. If it cannot be mutually resolved, the OPR must either decide to proceed with the unresolved nonconcur, or request assistance from the DCMA Deputy Director.

(3) If the OPR chooses to involve the DCMA Deputy Director, the OPR will contact the nonconcurring OCR and request the Deputy Director facilitate resolution. If it is not mutually resolved, the Deputy Director may advise the OPR to proceed with the unresolved nonconcur.

(4) The AO will submit the issuance signature package to the DCMA Director for resolution. The nonconcur and the steps taken to resolve the nonconcur must be addressed in the action memorandum. Both sides of the disagreement must clearly and succinctly be addressed in the action memorandum, along with a recommendation for the Director.

**c. Nonconcur Resolution.**

Once a nonconcur has been resolved, the nonconcurring OCR must submit an updated DCMAF 4501-01-1 “Concur” response to the AO.

**d. Nonconcur Revision.**

When adjudication of an OCR’s nonconcur requires edits to the issuance, or when the overall comment adjudication results in substantial changes to the issuance, the Issuance Team will document substantial changes in yellow highlighted text. Upon adjudication completion the AO will submit the issuance for additional formal coordination. Substantial edits are those which change an essential section of an issuance that appears to be or is potentially unnecessary, incorrect, misleading, confusing, or inconsistent with other sections.

**6.6. ADDITIONAL COORDINATION.**

a. AOs will use Round 2 Formal Coordination when the Issuance Team makes substantive changes to the issuance during their Round 1 Formal Coordination adjudication, or as a result of nonconcur responses.

(1) Round 2 coordination may not be necessary if there were no substantial edits to the issuance, and nonconcurrs were resolved without editing the manual.

(2) Round 2 Formal Coordination review and comments must be limited to substantive changes identified by yellow highlighted text. The GC review and comments will not be limited to the changes identified in yellow highlighted text.

b. The OPR may limit Round 2 and subsequent coordination to OCRs who had Substantial or Critical comments during Round 1.

c. Round 2 Formal Coordination follows the same procedures as Round 1 Formal Coordination (See Paragraph 5.4. and Section 6). Indicate Round 2 where applicable. The AO will issue a new DCMAF 4501-01-1 and DCMAF 4501-01-2.

d. Additional Formal Coordination rounds will only be used when necessary (See Paragraph 6.6.a.). The AO will follow the same procedures as Round 2.

## SECTION 7: STAGE 3 – SIGNATURE PACKAGE

### 7.1. REQUIRED DOCUMENTS.

The AO will download and use the following documents from the resource page to complete Stage 3:

- Issuance Preparation Checklist
- Action Memorandum Template
- Policy Notice Memorandum Template

### 7.2. PACKAGE SUBMISSION.

After completion of the required Agency coordination and adjudication of comments, and the OPR considers the issuance final, the AO will prepare and submit the signature package to the IPO Inbox.

#### a. Signature Package.

The signature package consists of the required documents with TAB identifiers within the file name (See Paragraph 7.2.b. for file naming conventions). The AO will forward the signature package to the IPO and the IPO will maintain the package as part of the issuance's permanent record. The signature package consists of:

##### (1) Action Memorandum.

The AO will submit the action memorandum signed by the OPR. Include the TF, Labor Relations Office (LRO) statement; appropriate recommendation line; and DCMA Director's signature block. Since DCMA-INST/MANs no longer show the signature, the signed action memorandum will serve as the official record of approval and will be kept in the permanent records.

##### (2) TAB A – Issuance.

When the issuance is ready for the DCMA Director's approval, the AO will remove the line numbers, coordination headers, comments, and markups then save the issuance in PDF.

##### (3) TAB B – Policy Notice Memorandum.

Submit the policy notice memorandum in PDF, with the DCMA Director's signature block. This document will notify the workforce the issuance has been published and will include a training plan (i.e., Planned dates and times for issuance training sessions).

##### (4) TAB C – ICP.

If applicable, submit a copy of the ICP.

(5) TAB D – Superseded Issuance.

When applicable, submit a copy of the issuance being replaced. If a superseded issuance is not applicable, then adjust the tab lettering accordingly (e.g., TAB E becomes TAB D, TAB F becomes TAB E).

(6) TAB E – DCMAF 4501-01-1.

Submit DCMAF 4501-01-1 with either a “Concur,” “No Comment,” or “No Response” indicated in the Response Column for each OCR. If additional rounds of coordination were conducted, submit all of the coordination rounds with the most current on top. If coordination is received on separate DCMAF 4501-01-1 forms, the documents must be combined in a portfolio before submission.

(7) TAB F – DCMAF 4501-01-2.

Submit DCMAF 4501-01-2 showing all comments and the adjudication remarks. Include comments from all Rounds, with the most current on top.

(8) TAB G – Communication Plan.

Submit a communication plan (See Paragraph 7.5.a.).

(9) TAB H – Training Plan.

Submit an issuance training plan (See Paragraph 7.5.b.).

(10) TAB I - Director’s Brief.

Submit a Director’s Brief outlining what is new, significant changes, deletions, and other applicable topics (See Paragraph 8.1.a.).

**b. Sample Signature Package Document List.**

The action memorandum will serve as the primary document and will list the applicable attachments with file names as depicted:

- TAB\_A\_DCMA-MAN\_XXXX-XX\_Title\_Rewrite.pdf
- TAB\_B\_DCMA-MAN\_XXXX-XX\_Policy\_Notice\_Memorandum.pdf
- TAB\_C\_DCMA-MAN\_XXXX-XX\_ICP.xlsx
- TAB\_D\_Superseded\_DCMA-MAN\_XXXX-XX\_Title\_dated\_Month\_Day\_Year.pdf
- TAB\_E\_DCMA-MAN\_XXXX-XX\_DCMAF\_4501-01-1\_Rounds\_1\_and\_2\_consolidated.xls
- TAB\_F\_DCMA-MAN\_XXXX-XX\_DCMAF\_4501-01-2\_Rounds\_1\_and\_2\_consolidated.pdf
- TAB\_G\_DCMA-MAN\_XXXX-XX\_Communication\_Plan.pdf



- TAB\_H\_DCMA-MAN\_XXXX-XX\_Training\_Plan.pdf
- TAB\_I\_DCMA-MAN\_XXXX-XX\_Director\_Brief.pptx

### **7.3. IPO PRE-SIGNATURE REVIEW.**

Upon receipt of the signature package, the IPO will conduct a thorough pre-signature issuance review (See Paragraph 6.3.). Once the package is error free, the IPO will prepare and submit the package to the approval authority.

### **7.4. IPO SIGNATURE PACKAGE SUBMISSION.**

The IPO will submit the signature package to the DCMA Director for approval via the action memorandum.

### **7.5. ISSUANCE AND OTHER PUBLICATION TRAINING.**

Once an issuance is ready for publication the workforce must be made aware of the new guidance. To prepare for this task, the AO will prepare and submit the communication plan and training plan with the signature package.

#### **a. Communication Plan.**

The AO will develop a communication plan to promulgate awareness of the new issuance. Communication plans must be developed prior to signature submission, posted on the resource page, and may include:

##### **(1) Established Goals.**

Establish a set of clear and measurable goals. The primary goal is to familiarize the Agency with the issuance.

##### **(2) Audience Definition.**

Establish the targeted audience with the goal of educating the stakeholders about the issuance.

##### **(3) Outreach Plan.**

Develop a plan for getting the message out (e.g., newsletters, conference calls, brown bags, staff meetings, town halls, internet). Consider the media the workforce is most likely to encounter.

##### **(4) Timeline.**

Develop a timeline for issuance publication, training sessions, and other activities leading up to and immediately following issuance approval.

(5) Post Study.

Include a plan to look back at the roll-out, identify successes, analyze challenges for future improvement.

**b. Training Plan and Materials.**

(1) Plan.

The AO will develop a training plan outlining topics to be trained, training dates and frequency, training audience, etc.

(2) Message.

The AO will develop a concise, compelling message for the workforce. Consider the applicable audience, why is the message important, what are the benefits, what are the requirements, what materials are required, and include a call to action. Include key facts and procedures introduced in the issuance, and any other material deemed important by the OPR.

(3) Materials.

The AO will develop training materials and post them on the issuance resource page. In addition to the issuance itself, consider developing newsletter articles, videos, slide presentations, and other pertinent materials.

(4) Documentation.

The AO or trainer will document completion of the training on the issuance resource page.

**c. Other Publications.**

The AO will include Agency-level other publications in the communication and training plans. Local level other publications also require appropriate level communication and training plans.

## **SECTION 8: STAGE 4 – APPROVAL AND PUBLICATION**

### **8.1. DIRECTOR REVIEW.**

The DCMA Director will review the issuance and respond via the action memorandum.

#### **a. Director’s Brief.**

The AO must prepare, schedule, and present a briefing for the Director outlining the new issuance or changes to the existing issuance. The OPR and Issuance Team should be invited to attend. A sample Director’s Brief is posted on the resource page for this Manual.

#### **b. Director Decision.**

The Director will review and approve or disapprove the issuance by signing the action memo. If approved, proceed to Paragraph 8.1.d.

#### **c. Director Returns with Questions.**

If the Director returns the issuance with questions, or requested edits, the issuance must be processed for resubmission (See Section 9 for Director Resubmissions).

#### **d. Union Review Required.**

If TF indicated that no union review is required on the DCMAF 4501-01-1, proceed to Paragraph 8.2. If union review is required, the action memorandum will state: “TF indicated on DCMAF 4501-01-1 that union review is required.” Once the Director has approved the issuance and releases it for union review by signing the action memorandum and the policy notice memorandum, the package will be returned to the IPO. The LRO will coordinate with the OPR, AO, and IPO then submit the issuance for union review (See Section 10).

### **8.2. PUBLICATION.**

When the issuance is approved for publication, the IPO will date the issuance, insert the DCMA emblem to authenticate the issuance, remove yellow highlights if applicable, save the issuance in PDF, and publish the issuance on the DCMA Issuance Site according to the releasability statement on the title page.

### **8.3. POLICY NOTICE MEMORANDUM.**

The IPO will process the release of the policy notice memorandum, notifying the DCMA workforce of the issuance.

### **8.4. FILE DOCUMENTS.**

The IPO will file the signature package in the official policy records.

## SECTION 9: DIRECTOR RESUBMISSION

### 9.1. REQUIRED DOCUMENT.

Download and use the Director's Return Action Memorandum Template from the resource page of this Manual.

### 9.2. DIRECTOR RETURN.

The DCMA Director or Deputy Director may return the signature package to the IPO with questions or comments.

#### a. OPR and AO Notified.

The IPO will notify and return the package to the OPR and AO for resolution of the Director or Deputy Director's comments.

#### b. Highlight Changes.

Applicable changes to the issuance must be identified in yellow highlights.

#### c. New Action Memorandum.

Generate a Director's Return Action Memorandum to address the Director or Deputy Director's comments. The OPR must approve the changes and sign the action memorandum.

#### d. GC Review.

GC must conduct a resubmission review when significant changes have been made or when requested by the OPR.

#### e. Package Resubmission.

The AO will resubmit the signature package to the IPO (See Paragraph 7.2.b. for file naming conventions). The package will include the original documentation submitted (See Paragraph 7.2.a.), with the addition of:

- (1) Action Memorandum – Response to Director/Deputy Director Comments.

This will be the new action memorandum addressing the Director or Deputy Director's comments.

- (2) TAB A – Revised Issuance.

Submit the revised issuance with changes in yellow highlights.

### **9.3. IPO REVIEW.**

After receiving the resubmission package, the IPO will conduct a thorough review (See Paragraph 6.3.).

### **9.4. IPO PACKAGE SUBMISSION.**

Once the package is error free, the IPO will prepare and submit the package to the DCMA Director for approval. If the Director approves, proceed to publication (See Paragraph 8.2.). If not approved, repeat Section 9.

## SECTION 10: UNION REVIEW

### 10.1. UNION REVIEW.

An issuance requires Union review when TF indicates so on the DCMAF 4501-01-1 during formal coordination.

#### a. Director's Union Review.

has been approved by the DCMA Director, the IPO will submit the issuance to TF requesting union review.

#### b. Union Notification.

The LRO will send the approved issuance to the Union requesting review.

#### c. Union Review.

The union review will result in a request for negotiation, or the return of the document with no request for negotiation.

##### (1) Union Negotiation.

If the Union requests to negotiate issuance changes, the LRO and union representatives will negotiate; the LRO will work with the OPR and AO to answer questions or make negotiated changes to the issuance.

##### (a) Changes.

The AO will make negotiated changes to the issuance with edits identified with yellow highlights. The AO will consult the LRO and GC if needed.

##### (b) LRO Release.

Once the union negotiations are completed, the LRO will notify the AO in writing, authorizing the release of the issuance.

##### (c) Package Resubmission.

The AO must resubmit the signature package to the IPO for resubmission to the DCMA Director. The package will consist of:

##### 1. Action Memorandum.

Submit a new action memorandum describing negotiated changes.

2. TAB A – Issuance.

Submit the issuance with negotiated changes in yellow highlights.

3. TAB B – Policy Notice Memorandum.

Submit a new, unsigned policy notice memorandum with the DCMA Director's signature block.

4. TAB C – Release Notification.

Submit a copy of the LRO notification denoting completion of union negotiation.

(2) Union Concurs.

If the Union does not request negotiation, the LRO will notify the AO in writing authorizing release of the issuance. The AO will provide the IPO with the LRO notification, and the IPO will publish the issuance (See Paragraph 8.2.). The IPO will maintain this notification as part of the permanent record.

**10.2. IPO Review.**

After receiving the resubmission package with negotiated changes, the IPO will conduct a thorough review (See Paragraph 6.3.).

**10.3. IPO PACKAGE RESUBMISSION.**

Once the package is error free, the IPO will prepare and resubmit the package to the DCMA Director for approval (See Paragraph 9.4. for details). If the Director does not approve the issuance, the IPO will contact the OPR, AO, and LRO; repeat Section 10.

## **SECTION 11: SUBSTANTIVE CHANGE**

### **11.1. REQUIRED DOCUMENTS.**

Download and use the following documents from the resource page of this Manual:

- Issuance Preparation Checklist
- DCMAF 4501-01-1
- DCMAF 4501-01-2
- Action Memorandum Template
- Policy Notice Memorandum Template

### **11.2. SUBSTANTIVE CHANGE.**

A substantive change amends an existing issuance and will have the full authority of the issuance. This type of major change edits an essential section of an issuance that appears to be or is potentially unnecessary, incorrect, misleading, confusing, or inconsistent with other sections. The Issuance Team will follow the Issuance Preparation Checklist, and the Stages and Timelines Chart for general guidance.

a. The AO will:

- (1) Only execute the change process when approved by the OPR.
- (2) Prepare the change following the Stages and Timelines Chart.
- (3) Include a summary of changes paragraph in Section 1.
- (4) Amend less than 25 percent of the content of an existing issuance; determine the 25 percent limit by calculating the number of changed lines.
- (5) Convert the change to a rewrite when a revision clutters the issuance making it difficult to read due to major changes or structure or exceeds the 25 percent limit (See Paragraph 11.2.a.(4)).
- (6) Amend essential sections of an issuance that appear to be or are potentially unnecessary, incorrect, misleading, confusing, or inconsistent with other sections.
- (7) Change an issuance to clarify or alter policy, applicability, responsibilities, purpose, information requirements, or implementation of the affected issuance.
- (8) Certify the entire issuance current as of the approval date.
- (9) Draft the change maintaining the original issuance number, publication date, and approval authority.



b. The IPO will:

(1) Convert the issuance back to black font, remove the strikethroughs, and clean up any other editing marks upon completion of coordination.

(2) Ensure the issuance is approved for publication by the DCMA Director.

(3) Publish superseded versions of the issuance on the resource page Policy History section.

### **11.3. PROCEDURE.**

#### **a. Request Current Issuance.**

The AO will request the currently published issuance from the IPO (See Paragraph 5.1.c. for the procedure).

#### **b. Stages and Timelines.**

Follow Stages 1 through 4 of the Stages and Timelines Chart and procedures documented in Sections 5 through 10 of this Manual.

#### **c. Change Standards.**

(1) Identify deleted text on the issuance coordination draft with ~~red-strikethrough~~ font, and replacement or new text in *red italics* font.

(2) Do not use the “Track Changes” feature to revise an issuance.

### **11.4. COORDINATION.**

The AO will follow the same formal coordination procedures for a rewrite or new issuance (See Section 6). Comments must be limited to the changes identified by red strikethroughs and red italics. The Issuance Team may consider other comments or mark them for review during the next update. GC will review and may comment without being limited to the identified changes.

### **11.5. SIGNATURE PACKAGE.**

Follow the same signature process for a rewrite or new issuance (See Sections 7 through 10).

## **SECTION 12: ADMINISTRATIVE CHANGE**

### **12.1. REQUIRED DOCUMENT.**

Download and use the Administrative Change Memorandum Template from the resource page.

### **12.2. ADMINISTRATIVE CHANGE.**

Only the OPR can initiate a change to their issuance. An administrative change:

a. Will alter only non-substantive portions of the issuance, such as:

- Dates of references
- Organizational names and symbols
- Contact information
- Grammatical errors
- Formatting errors

b. Will not change:

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

c. Requires GC review prior to publishing.

### **12.3. PROCEDURE.**

#### **a. Request Current Issuance.**

The AO will request the currently published issuance from the IPO (See Paragraph 5.1.c. for the procedure).

#### **b. Change Standards.**

Make changes in the same manner as a substantive change (See Paragraph 11.3.c.).

**c. Package Submission.**

The AO will send an administrative change package to the IPO Inbox. The package will include:

- (1) An administrative change memorandum signed by the OPR approving the administrative change.
- (2) The revised issuance in MS Word format.

**d. GC Review.**

IPO will review the package and if correct, will request a GC review. This review and suggested edits will not be limited to the administrative changes identified in red strikethroughs and red italics.

- (1) Concur.

If GC concurs, GC will send an email to the IPO approving the issuance for publication.

- (2) Nonconcur.

If GC nonconcurrs, GC will notify the OPR and IPO. The AO will work with GC to resolve the issues and then resubmit the issuance to GC and the IPO for review.

**e. Publication.**

Once GC approves the package:

- (1) The IPO will remove all strikethroughs, red italics, and ensure all text is black prior to publication.
- (2) The IPO will date the issuance, convert the file to PDF, publish the change, and file the change package in the issuance permanent record.

## **SECTION 13: CANCEL AN ISSUANCE**

### **13.1. REQUIRED DOCUMENTS.**

Download and use the following documents from the resource page:

- DCMAF 4501-01-1
- DCMAF 4501-01-2
- Action Memorandum - Cancellation Template
- Policy Notice Memorandum Template

### **13.2. CANCELLATION.**

When the OPR decides the issuance has served its purpose, is no longer needed, and is not appropriate for incorporation into a new or existing issuance, the OPR will initiate cancellation. There are two ways to cancel an issuance:

#### **a. Standard Cancellation without Replacement.**

An outright cancellation without incorporation or cancellation by another issuance. This method must go through the cancellation coordination process and will require the listed documents (See Paragraph 13.1.). The action memorandum must include adequate justification for the cancellation and be signed by the DCMA Director.

#### **b. Non-standard Cancellation via Replacement.**

When an issuance is fully incorporated into another issuance and that action subsequently results in its cancellation, the formal cancellation coordination process will not be required.

### **13.3. COORDINATION PACKAGE.**

#### **a. Coordination.**

The AO will submit a cancellation coordination package to the IPO Inbox, and the IPO will request Agency-wide coordination (See Section 6). The package will include the following:

- An email requesting coordination and the AO's contact information
- The canceled issuance in PDF
- DCMAF 4501-01-1
- DCMAF 4501-01-2

#### **b. Coordination Adjudication.**

(1) The AO will resolve any nonconcur responses before proceeding. If a respondent OCR does not concur with the cancellation, and the comment is substantiated, the AO will stop the cancellation process and seek other remedies.

(2) Once all respondent OCRs have concurred with the cancellation, the AO will proceed to final approval.

#### **13.4. SIGNATURE PACKAGE.**

After completion of the coordination, and each OCR has indicated “Concur” or “No Response” on DCMAF 4501-01-1, the AO will prepare the cancellation package for the Director’s approval. The AO will send the package to the IPO (See Paragraph 7.2.b. for file naming conventions). The package will consist of the following documents:

- Action Memorandum – Cancellation, signed by the OPR
- TAB A – Copy of the canceled issuance in PDF
- TAB B – Policy Notice Memorandum in PDF
- TAB C – Completed DCMAF 4501-01-1 signed by each OCR
- TAB D – DCMAF 4501-01-2 if applicable

#### **13.5. IPO REVIEW.**

The IPO will review the cancellation package and if correct, forward the package for DCMA Director approval. The IPO will return an incorrect package to the AO.

#### **13.6. DCMA DIRECTOR APPROVAL.**

a. When the DCMA Director approves the cancellation and signs the policy notice memorandum, the IPO will:

- Remove the issuance and associated resource page from the DCMA Publications Library
- Publish the policy notice memorandum
- File the package in the issuance’s permanent record

b. Upon notification of the approval, the AO will coordinate with Process Management and Optimization Division on the reassignment of, or removal of all applicable APL processes.

## **SECTION 14: TRANSFER**

### **14.1. REQUIRED DOCUMENT.**

Download and use the Transfer Memorandum Template from the resource page of this Manual.

### **14.2. TRANSFER.**

When an OPR decides an issuance no longer aligns within their Cap Bd's assigned capabilities a decision may be made to transfer primary responsibility for the issuance to a new OPR. This action must coincide with changes to the APL.

- a. The gaining OPR will generate a transfer memorandum. Both the gaining and losing OPRs must sign the memorandum.
- b. The gaining OPR will assign the APL process owner as the new AO, if applicable.
- c. The AO will submit the signed memorandum to the IPO.
- d. The IPO will record the transfer, update records, and file the memorandum in the issuance's permanent record.

## SECTION 15: POLICY-TYPE MEMORANDUM AND DIRECTOR'S POLICY STATEMENT

### 15.1. REQUIRED DOCUMENTS.

Download and use the following documents from the resource page of this Manual:

- DCMA-PTM Template
- DCMA-DPS Template
- Issuance Preparation Checklist
- DCMAF 4501-01-1
- DCMAF 4501-01-2
- Action Memorandum Template
- Policy Notice Memorandum Template

### 15.2. DCMA-PTM.

The DCMA-PTM:

a. Establishes or implements DCMA policy in accordance with existing issuances; assigns responsibilities; and may provide procedures. DCMA-PTMs:

b. Will be identified by a unique DCMA-PTM Number.

(1) The AO will provide the DCMA-PTM title, OPR, and AO contact information to the IPO and request a DCMA-PTM number.

(2) The IPO will assign a DCMA-PTM Number.

(3) The DCMA-PTM number will remain the same throughout the document life cycle, cancellation, and archiving.

c. 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. Time sensitive actions include:

(1) Directed by Executive order.

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

(3) A matter of urgent national security.

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

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

(6) Necessary in response to an Agency level Corrective Action Plan for OIA & IG Review Level III Findings, external audits, or equivalent reviews.

- d. Will not be used to permanently change or supplement existing issuances.
- e. Will be developed and coordinated in accordance with the 4 Stages in this Manual.
  - Stage 1: Development (See Section 5)
  - Stage 2: Coordination (See Section 6)
  - Stage 3: Signature Package (See Section 7)
  - Stage 4: Approval and Publication (See Section 8)
- f. Will be signed by the DCMA Director on the action memorandum and the DCMA-PTM.
- g. Will expire on the first anniversary of its signature date. An OPR may request DCMA Director approval of an extension, not to exceed 12 months, but must provide compelling justification to support the extension.
- h. Will be incorporated into an existing DCMA-INST or DCMA-MAN, converted into a new DCMA-INST/MAN, or canceled before the expiration date.
- i. Will be complied with, and the policies and procedures therein considered enforceable, inspectable, and auditable.
- j. May be changed when necessary.

(1) Administrative changes may correct minor issues.

(2) Substantive changes to DCMA-PTMs will only be authorized with compelling justification, as they are limited in duration and must be incorporated into a new or existing issuance within 12 months of the original signature.

### **15.3. DCMA-DPS.**

The DCMA-DPS:

- a. Communicates brief policy statements applicable to the workforce or to the public.
- b. Will be identified by a unique DCMA-DPS number.
  - (1) The AO will provide the DCMA-DPS title, OPR, and AO contact information to the IPO.
  - (2) The IPO will assign a DCMA-DPS number upon submission for signature.



(3) The DCMA-DPS number will remain the same throughout the document life cycle, cancellation, and archiving.

- c. Requires GC review.
- d. Will be signed on the action memorandum and the DCMA-DPS by the DCMA Director.
- e. Will be published on the DCMA Publications Library DoD365 page and is normally displayed on public area bulletin boards.
- f. Will be developed using DoD Plain Language standards and written on Agency letterhead in a standard memorandum format.
- g. Will be approved and published in accordance with Stages 3 and 4 in this Manual.
  - Stage 3: Signature Package (See Section 7)
  - Stage 4: Approval and Publication (See Section 8)
- h. Must be reissued by the OPR and signed by the new Director upon a DCMA change of command.

## SECTION 16: DEVIATION OR WAIVER REQUEST

### 16.1. REQUIRED DOCUMENT.

Download and use the Request for Deviation or Waiver Template from the resource page for this Manual.

### 16.2. DEVIATION/WAIVER.

a. A request for deviation or waiver will be a specific written request to depart from the specific requirements of a current, approved issuance.

(1) Deviation.

A deviation is a temporary departure from issuance requirements and is limited to a specific time period.

(2) Waiver.

A waiver is a permanent departure from issuance requirements.

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

c. The OPR will consult with other Cap Bd Managers and Component Heads who may be affected by the deviation or waiver. If the deviation or waiver is time sensitive and the Cap Bds or Components disagree concerning a deviation or waiver request, the OPR must consult with the DCMA Deputy Director before approving.

d. Waivers or deviations to an issuance will not be approved if they may expose personnel to hazards, pose an imminent danger to employees, increase risk, or may directly violate federal law. Deviations or waivers will not be approved to override safety requirements.

### 16.3. PROCEDURES.

Requestors must consult with the issuance OPR, AO, and GC during the deviation or waiver request development.

#### a. Deviation or Waiver Memorandum.

The requestor will prepare a request for deviation or request for waiver memorandum, including the following information:

(1) Issuance.

The issuance impacted by the deviation or waiver. List the issuance number, title, and specific paragraph numbers.

(2) Deviation or Waiver.

Describe the specific process, procedure, policy, timeline, or other requirement the requestor needs the deviation or waiver for.

(3) Justification.

Provide rationale for approval of the deviation or waiver. List benefits to be gained by granting the deviation or waiver, as well as plans for mitigating any risks.

(4) Effective Period.

(a) For a deviation, request specific beginning and ending dates.

(b) For a waiver, request only an effective date.

(5) Current Issuance.

Attach a copy of the current issuance in PDF to the request along with any pertinent background documentation.

**b. Coordination.**

The requestor will forward the signed deviation or waiver request up their chain of command to their Cap Bd Manager or Component Head with endorsement at each level. If the requesting Cap Bd Manager or Component Head concurs with the request, they will forward the request to the issuance AO and OPR.

**c. Approve or Disapprove.**

The AO and OPR will coordinate with affected Cap Bd Managers and Component Heads. The OPR will provide a preliminary response within 10 business days. The OPR will then approve or reject the deviation or waiver and notify the requestor's chain of command within 45 days.

(1) Approved.

Once the OPR approves the deviation or waiver request, has notified the requester, and sent the original request and approval to the IPO, the IPO will publish the deviation or waiver and file it in the permanent issuance records. The approved deviation or waiver remains in effect until any of the following occur:

- The effective period specified in the deviation approval expires

- The approval authority cancels the deviation or waiver in writing
- The issuance has been rewritten

(2) Rejected.

If the OPR rejects the deviation or waiver request, they must provide written justification for the rejection. The requestor may, after a review and recommendation by GC, appeal to the DCMA Director.

#### **16.4. DEVIATION AND WAIVER REGISTER.**

The IPO will maintain the Waivers and Deviations Register located on the DCMA Policy DoD365 page (internal), linked on the Resource Page for this Manual.

## GLOSSARY

### G.1. ABBREVIATIONS AND ACRONYMS.

ACRONYM	MEANING
AO	Action Officer
Cap Bd	Capability Board
CCT	Correspondence Control Team
CMO	contract management office
DCMA-DPS	DCMA Director's Policy Statement
DCMA-INST	DCMA Instruction
DCMA-MAN	DCMA Manual
DCMA-PTM	DCMA Policy-type Memorandum
DCMAF	DCMA Form
DCMAF 4501-01-1	Issuance Coordination Response Record
DCMAF 4501-01-2	Issuance Coordination Comments Matrix
DoDI	DoD Instruction
GC	General Counsel
ICP	Internal Control Plan
IPO	Issuance Program Office
LRO	Labor Relations Office
MS	Microsoft
OCR	Office of Coordinating Responsibility
OIA & IG	Office of Internal Audit and Inspector General
OPR	Office of Primary Responsibility
PDF	Portable Document Format
POC	point of contact
RMIC	Risk Management and Internal Control
SME	subject matter expert
TF	Total Force Directorate
TOC	table of contents

## G.2. DEFINITIONS.

TERM	DEFINITION
<b>APL</b>	The DCMA Director authorized list of DCMA processes with supporting tasks, tool, doctrine, training, and interdependencies is aligned to their governing capability board. Open to all to see & use, but tight version control is maintained.
<b>AO</b>	An APL process owner who serves as the primary focal point for an issuance and the associated resource page.
<b>Authenticate</b>	The IPO validates approved issuances processed in accordance with this Manual by inserting the DCMA emblem on the title page.
<b>Authorized Signer</b>	A Cap Bd Manager, Component Head, or an individual authorized in writing to sign for the respondent OCR.
<b>Business Rules and Practices</b>	Business rules and practices establish practices and prescribe procedures for a common practice based on DCMA's established interpretation of an issuance.
<b>Cap Bd Manager</b>	The individual identified by the DCMA Director as the proponent with advocacy for all Agency efforts under a given capability.
<b>Component</b>	An organization within DCMA. The leader (Component Head) reports directly to the Office of the Director, DCMA. Components are identified in accordance with DCMA-MAN 4501-02.
<b>Component Head</b>	Leader of a DCMA organization that has been assigned oversight responsibility for processes within their functional area. Directly reports to the DCMA Director.
<b>Guidebook</b>	A publication that serves as an extension of policy and provides guidance for the use of a specific tool (e.g., system, database, equipment).
<b>ICP</b>	A formalized strategy that is a single source for an executed process to include applicable sub-processes pursuant to in accordance with Volume 1 of DCMA-MAN 4301-11, "Management Controls: Managers' Internal Control Program.

<b>Immediate Policy Change</b>	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. This type of issuance will no longer be used.
<b>Issuance Team</b>	Stakeholders empowered to represent and make decisions on behalf of the Issuance OPR during cross and multi-functional integrated and collaborative development of issuances. The Issuance Team is led by the AO, and generally consists of SMEs, Business Capability Framework Team Leads, and any applicable CMO representatives.
<b>Job Aid</b>	A publication that provides additional advisory support or localized guidance or clarifies policies and procedures to assist in the accomplishment of issuance requirements. A cross-functional Job Aid elaborates on a process as it crosses between manuals, processes, and Functional Specialists, interprets policy, and connects the dots between one process and another.
<b>No Stake</b>	A coordination response from an entity that has nothing to gain or lose or will not experience other effects on their organization.
<b>OCR</b>	The Cap Bd Manager, Component Head, GC, or other official with primary responsibility for reviewing and commenting on an issuance coordination request and rendering the decision to concur or nonconcur.
<b>OPR</b>	The Cap Bd Manager, GC, or other official with primary responsibility for the drafting, editing, publication, review, and currency of an issuance.
<b>Process Management and Optimization Division</b>	Agency Division that partners with Policy/Process owners in the conduct of Business Process Re-engineering efforts, Agency Continuous Process Improvement events, and managing the Agency's Authoritative Process List Process Attribute Library.
<b>Resource Page</b>	A resource page is a curated DoD365 page that links to helpful resources, tools, apps, services, media, websites, tools, etc. that employees may find useful for following the

policies and procedures prescribed in a specific issuance. The resource page link is provided on the issuance title page and is available to the right of the issuance link on the policy page.

**Respondent OCR**

The Cap Bd Manager or Component Head responsible for issuance coordination responses.

**SME**

A person with expert knowledge and deep understanding of a process and function and who is an authority in a particular area or topic.

**Stakeholder**

An entity that has something to gain or lose, or some other effect on their organization, or is directly impacted by operations, actions, or outcomes.

**Team Lead**

Individual appointed by a Cap Bd Manager to lead/co-lead a team.



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