DCMA Manual 4503-02

Programming

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Office of Primary Responsibility	**Corporate Governance Capability**
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Purpose: This issuance, in accordance with the authority in DoD Directive 5105.64, "Defense Contract Management Agency (DCMA)":

- Implements policy established in DCMA Instruction 4503, "Planning and Resourcing"
- Assigns responsibility and prescribes procedures for the management, execution, and oversight of the DCMA Programming Process in accordance with DoD Directive 7045.14, "Planning, Programming, Budgeting, and Execution Process (PPBE)"

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SECTION 1: GENERAL ISSUANCE INFORMATION

1.1. APPLICABILITY. This issuance applies to all DCMA activities unless higher-level regulations, policy, guidance, or agreements take precedence.

1.2. POLICY. It is DCMA policy to:

a. Establish and implement a process for Programming as part of the Programming phase of the Planning, Programming, Budgeting, and Execution (PPBE) Process, outlined and required to DoD Directive (DoDD) 7045.14, "Planning, Programming, Budgeting, and Execution Process (PPBE)."

b. Develop proposed programs consistent with the planning guidance, programming guidance, and fiscal guidance.

c. Provide DoD with the most effective mix of forces, equipment, manpower, and support attainable within fiscal constraints.

d. Implement programming changes reflecting Agency leadership's validated, prioritized, and approved requirements based on mission changes associated with strategic goals, objectives, and initiatives.

e. Maintain data and prevent unauthorized disclosure of sensitive pre-decisional information, in accordance with (IAW) federal statute, regulation, DoD Directive 7045.14 and other annual guidance, and mandate utilization of the Secret Internet Protocol Router Network (SIPRNet) to secure Departmental originated data and related decision prior to public release of that data and information.

f. Execute this Manual in a safe, efficient, effective, and ethical manner.

SECTION 2: RESPONSIBILITIES

2.1. DIRECTOR, DCMA. The Director, assisted by the Senior Leadership Team (SLT) and Capability Boards (Cap Bds), will:

a. Represent the Agency with DoD leadership, receive guidance, and provide overarching programming direction for the Agency's missions.

b. Define Agency strategy and provide guidance regarding priorities, affordability, balanced risk, feasibility, and cost effectiveness needed to direct, manage, and allocate resources across the Agency's mission areas.

c. Certify required documents for submission to OSD Cost Assessment and Program Evaluation (CAPE).

2.2. DEPUTY DIRECTOR. The Deputy Director will:

a. Manage the day-to-day activities supported by the Corporate Governance and Stewardship Cap Bds and headquarters elements executing programming responsibilities.

b. Chair the Workload and Resourcing (WAR) Room that reviews and makes recommendations regarding requests for new and changing labor resource requirements.

2.3. SENIOR LEADERSHIP TEAM. The SLT will collaboratively deliberate and make Agency-level decisions, including capabilities requirement validation, resource allocation, and Agency budget and finance strategies.

2.4. CAPABILITY MANAGERS. The Capability Managers (CMs) will:

a. Continuously monitor all allocated resources across the Future Years Defense Program (FYDP) to determine excess and deficient resourcing based on mission requirements.

b. Conduct capability gap analyses and propose Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities and Policy (DOTMLPF-P) solutions. Solutions will be submitted via the Intake System. The Intake System, the Agency's system of record for accepting proposals and performing requirements validation as set forth in paragraph 3.3.b.(3) and IAW DCMA Instruction (DCMA-INST) 4502, "Corporate Governance," and associated Manual series supports the programming process.

2.5. CORPORATE GOVERNANCE CAPABILITY MANAGER. In addition to the responsibilities in paragraph 2.4., the Corporate Governance CM will:

a. Manage the Strategic Planning Process that facilitates the development, execution, management, and maintenance of the DCMA Strategic Plan's Goals, Objectives, and Initiatives IAW DCMA Manual (DCMA-MAN) 4503-01, "Strategic Planning."

b. Ensure Agency strategic plan initiatives provide sufficient detail, with analysis, to successfully identify new and/or changing requirements across the FYDP.

c. Implement and maintain the framework to introduce proposed requirements into the governance and decision-making process, utilizing the Intake System for collecting, processing, reviewing, and prioritizing all new and recurring Agency requirements IAW DCMA-MAN 4502-01, "Corporate Governance Structure and Procedures."

d. Establish processes for execution reviews and progress reporting in IAW draft DCMA-MAN 4503-03, "Execution Review, Assessment and Performance Evaluation."

2.6. STEWARDSHIP CAPABILITY MANAGER. In addition to the responsibilities in paragraph 2.4., the Stewardship CM will support the Corporate Governance CM by leading the Budgeting and associated portion of Execution Review for the PPBE process.

2.7. DIRECTOR, BUSINESS PLANNING, PROGRAMS & ANALYSIS DIVISION. The Director of the Business Planning, Programs & Analysis Division (FBP) will serve as the Agency lead for the programming element of the PPBE process, pursuant to DoDD 7045.14. The Director will:

a. Support Component development and submission of programmatic resource changes across Budget Years (BY) +1 through +4.

b. Receive, review, and analyze the middle four years of the FYDP construct, BYs +1 through +4, to ensure Agency resource requirements are reflected as requested and approved by Agency leadership.

c. Interact with CAPE, to include facilitating the dissemination, review, and response to programmatic Resource Management Documents potentially impacting the resourcing of Agency missions.

d. Satisfy reporting requirements for the Program Objective Memorandum (POM), review programmatic issue justification papers, prepare and provide briefings for Agency leadership and presentation to OSD leadership, and review and prepare various Select and Native Programming (SNaP), as referenced in paragraph 3.4.h.(3), infra, exhibits in coordination with the responsible Component within the Agency.

e. Ensure, where applicable, Programming documentation will be managed IAW DCMA-MAN 4501-04, "Records Management."

2.8. DIRECTOR, MANPOWER AND ORGANIZATIONAL MANAGEMENT DIVISION. The Director will maintain the Agency's official records of manpower requirements and allocation of authorizations for each Component and all subcomponents across the FYDP, utilizing the OSD Fourth Estate Manpower Tracking System IAW DCMA-MAN 4301-09, "Manpower and Mission Analysis."
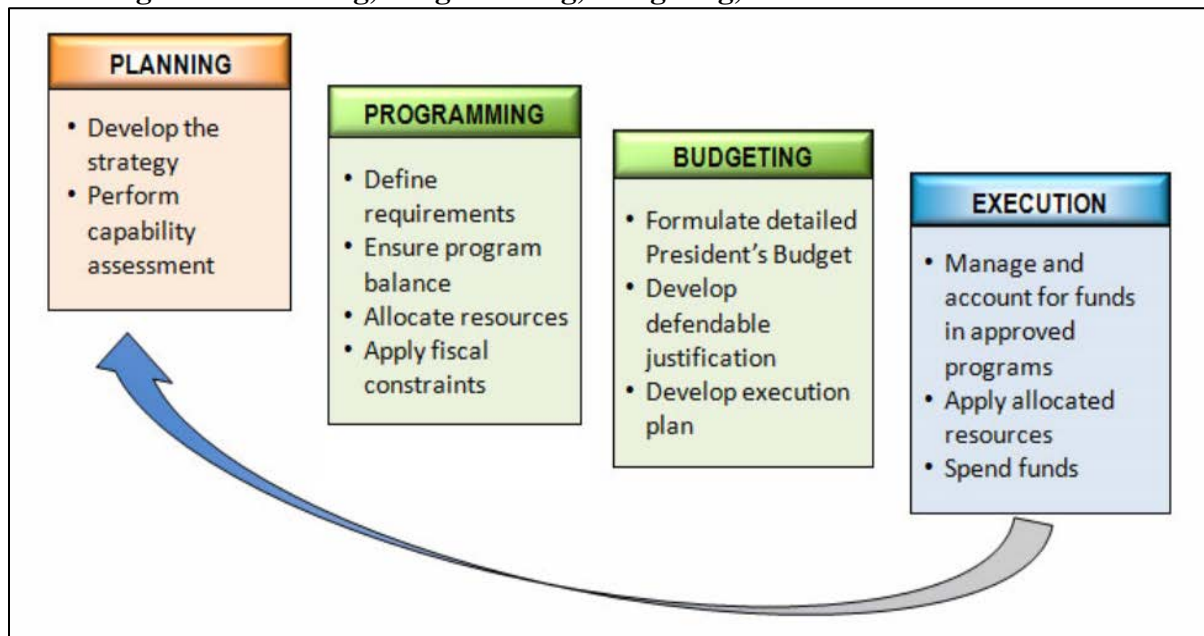
SECTION 3: PROCEDURES

3.1. PLANNING, PROGRAMMING, BUDGETING, AND EXECUTION REVIEW OVERVIEW. The PPBE process is DoD's method of aligning resources against validated requirements across the FYDP, executing those resources, and evaluating performance of programs within a quadrennial planning cycle. The main objective of the PPBE process is to establish, justify, and acquire the fiscal and manpower resources needed to accomplish the Agency's assigned missions in executing the National Military Strategy. Programs (by Cap Bd) and budgets (by Component) must be formulated annually and address all resources provided to DCMA from the Under Secretary of Defense for Acquisition and Sustainment (USD (A&S)). Implemented successfully in its four phases (See Figure 1, infra), PPBE enforces sound management practices and plays an important role in achieving business and mission objectives, to include:

   a. Supporting the objective to provide the DoD with the most effective mix of forces, equipment, manpower, and support attainable within fiscal constraints.

   b. Facilitating the alignment of resources to prioritized capabilities based upon an overarching strategy that requires balancing necessary warfighting capabilities with risk, affordability, and effectiveness.

   c. Providing mechanisms for making and implementing fiscally sound decisions IAW the National Security Strategy and National Defense Strategy.

   d. Facilitating execution reviews of past decisions and actions. The reviews will assess actual execution performance based on goals and strategic objectives. Recommendations from these reviews will be linked to decisions on future resource allocations.

Figure 1. Planning, Programming, Budgeting, and Execution Review Process

PLANNING
- Develop the strategy
- Perform capability assessment

PROGRAMMING
- Define requirements
- Ensure program balance
- Allocate resources
- Apply fiscal constraints

BUDGETING
- Formulate detailed President's Budget
- Develop defendable justification
- Develop execution plan

EXECUTION
- Manage and account for funds in approved programs
- Apply allocated resources
- Spend funds

3.2. PLANNING PROCESS.

a. The Strategic Plan is the foundation of the Agency's planning system and provides direction for all programmatic and management functions used to execute the strategies necessary to accomplish the mission. It serves as a valuable tool for communicating a vision for the future to Agency managers, employees, delivery partners, suppliers, DoD, other federal agencies, and the general public.

b. The Strategic Plan will include, but may not be limited, to these elements:

(1) Strategic Goals. General, outcome-oriented, long-term goals for the major functions and operations of the Agency. The strategic goals must address the broader impact that is desired by the organization.

(2) Strategic Objectives. Reflects the outcome or management impact the Agency is trying to achieve and generally include the Agency's role. Objectives are tied to a set of performance goals and indicators established to help the Agency monitor and understand progress. Strategic objectives serve as the primary unit of Analysis for Agency assessment of how the Agency is achieving its mission. Strategic objectives can support the Agency in managing across goals contributing to common outcomes.

(3) Initiatives. Detailed description of the actions that will support the fulfillment of an objective. The initiatives are the drivers for changes in requirements and contain sufficient detail to identify the resources necessary to achieve success. These could take the form of human capital, training, technology, and/or other resources critical to mission delivery.

c. The Planning Process, executed IAW DCMA-MAN 4503-01, will ensure:

(1) Performance of annual reviews of the Agency Strategic Plan, IAW guidance and information from a wide range of sources. These sources include, but are not limited to:

(a) External Sources:

- Defense Planning Guidance
- National Defense Strategy
- National Defense Business Operations Plan

(b) Internal Sources:

- Director's Strategic Guidance
- Portfolio Management and Business Integration Industry and Services Insights
- Strategic Plan Review
- Execution and Performance Reviews
- Capability Gap Analysis

(2) Alignment of resources to prioritized capabilities based on an overarching strategy that requires balancing necessary mission and support capabilities with affordability, risk, feasibility, and effectiveness.

(3) Performance of a gap analysis IAW DCMA-MAN 4502-01, environmental scan, and initial risk profile assessment to determine potential Agency impacts based on the new guidance.

(4) Analysis of programs by Component heads and a risk assessment based on the ability of the Component to execute the strategy approved during the planning phase.

(5) Collaboration with the Strategic Communications Division to publish the Agency Strategic Plan and/or Annual Performance Plan and make accessible to all employees and external stakeholders.

(6) Development of a formal report detailing the execution progress of each Strategic Goal as a result of the Quarterly Performance Review.

3.3 REQUIREMENTS DEVELOPMENT AND VALIDATION PROCESS.

a. The goal of requirements development and validation is for the Agency to identify capability gaps and to develop the associated capability requirements to accomplish assigned functions, roles, missions, and operations. Development of the capability gaps is based on the analysis of the internal and external information included in the planning process and used to update the Strategic Plan.

b. The Requirements Development and Validation Process, executed IAW DCMA-MAN 4502-01, will ensure:

(1) The requirements development and refinement process does not presuppose a specific capability solution or end items, but does provide data related to a potential form, fit, and function-based solution. The final recommendations will include a focused and concise justification for the proposed action.

(2) The DOTMLPF-P analysis is performed to provide consideration of a full array of solutions.

(3) Intake is the system for processing, coordinating, and archiving unclassified capability requirement documents, validation memorandums, and related action items. Consistently using this system will ensure reliable handling, processing, transparency, cross-functional review and management of all proposed and validated requirements.

(4) A Business Case (BC) is published. The BC is the Intake System's requirements validation document that provides the information for decision-makers to make sound investment decisions as well as subsequent planning, resourcing, and acquisition decisions. The BC:

(a) Provides the rationale for investing in a requirement by describing a problem that needs to be solved and capturing the impact that solving the problem will have on the Agency's mission effectiveness.

(b) Demonstrates traceability between strategic guidance, operational mission, and the roles and responsibilities of the Agency's components, commands, and offices.

(c) Is a key element in the Integrated Priority List (IPL) score. The IPL is the Agency's single, integrated capability gaps list, prioritized in order of risk and value to the Agency towards meeting its assigned roles, missions and functions. The IPL is maintained by the Corporate Governance Cap Bd.

(d) Includes required resources that cover the full spectrum of potential costs (for example: Facilities, Information Technology Infrastructure, Human Capital, and Training).

(5) A senior governance structure, as detailed in DCMA-MAN 4502-01, is identified as the venue for requirements review. The senior governance structure provides a tiered mechanism for intra-Agency review and integrating Agency-level policies, programs and initiatives. Broad descriptions of the structure elements include:

(a) Cap Bds to conduct first-level reviews and to serve as proponents in examining new or changing capability requirements which will be developed into a BC.

(b) M-Level Committees to represent Mission Operations (East, West, Central, International, Special Programs, Cost and Pricing, and Business Operations), Mission Function (Contracts, Technical, Portfolio Management, and Aircraft Operations Directorates) and Mission Enabling (Human Capital, Finance and Business, Information Technology, and Corporate Operations Directorates) Equities. They are high-level teams chartered to ensure that all requirements developed and endorsed by the Cap Bds reflect Agency strategic and near-term needs. M-Level Committees provide recommendations to the DCMA Requirements Oversight Council (DROC), SLT, and Agency Director on proposed requirements.

(c) DROC receives and reviews non-labor capability requirements from the M-Level Committees and forwards requirements to the SLT.

(d) DCMA WAR Room receives and reviews labor capability requirements and forwards requirements to the SLT.

(e) SLT reviews and validates prioritized requirements as submitted by the M-Level Committees, DROC, and the WAR Room and establishes final prioritized requirements.

(6) The results of the requirements development and validation process will inform the Agency PPBE functions/elements/sub-processes pursuant to DCMA-INST 4503, "Planning and Resourcing," series and the DCMA-INST 4301, "Stewardship," series.

3.4 PROGRAMMING PROCESS.

a. The Programming phase begins with the development of the Agency POM. This development seeks to construct a balanced set of programs that respond to the guidance and priorities of the Joint Programming Guidance within fiscal constraints. When completed, the POM provides a detailed and comprehensive description of the proposed programs, including a time-phased allocation of resources (forces, funding, and manpower) by program projected five years into the future. The POM is an input to the budgeting phase. Through programming, DCMA's priorities for requirements and resources are established to distribute projected manpower, dollars, and materiel according to Agency resource allocation policy and priorities, ensuring resources are defensible and executable.

b. Programming utilizes guidance from a variety of sources, both internal and external, in developing data for the POM submission. Guidance includes, but is not limited to:

    (1) External Sources:

- USD(A&S) Program and Budget Review (PBR) Kick-Off Meeting
- Fiscal Top-line Guidance from USD(A&S)
- CAPE-Comptroller Integrated PBR
- DoD Chief Information Officer (CIO) Capability Planning Guidance

    (2) Internal Sources:

- Strategic Planning Guidance
- Approved Prioritized New and Updated Requirements from the SLT
- Program Control Document (PCD)
- Agency Annual Execution Plan

c. Development of the Agency annual FYDP PBR brief begins with the receipt of the USD(A&S) Fiscal Top-line Guidance, titled "POM FYXX-YY Fiscal Guidance/Funding Justification." In addition to providing the top-line funding, the memorandum directs the scheduling of a briefing for the USD(A&S) from the Agency Director. The briefing details how DCMA will support OSD across the FYDP, and how resources will be used to achieve the Agency's mission. In addition, the briefing also identifies any issues/challenges DCMA may encounter. Input from Cap Bds and Components will be essential for the development of an effective document.

d. Two documents from OSD will drive the development of the data and exhibits for the PBR cycle:

    (1) OSD, CAPE and OSD, Comptroller-Issued Integrated PBR Guidance. This memorandum provides guidance for submission of data and justification material supporting the Agency's resourcing requirements. The document includes information pertaining to:

        (a) Timeline for Milestones and Submissions.

(b) General Instructions.

(c) Electronic and Exhibits Submission Requirements.

(d) Program Review Instructions.

(e) Budget Review Instructions.

(f) Military Personnel.

(g) Appropriations Justification Materials.

(2) DoD CIO Capability Planning Guidance. This guidance conveys DoD priorities for investment and resource planning, within the CIO portfolio of capabilities, in support of the National Defense Strategy. Identifying Agency compliance is critical in preparation for briefings and database submissions during the PBR cycle. Additionally, this information also influences the DoD CIO's Budget Certification to the OSD which documents whether each Military Department and Defense agency budget adequately addresses CIO responsibilities under Section 142 of Title 10, United States Code, "Chief Information Officer."

e. During the development of the PBR Position for the POM, the Budget Estimate Submission (BES), the President's Budget, internal and external guidance, Agency data, input from the Cap Bds and Components, and leadership direction are synthesized into finalized submissions. Actions supporting this process include:

(1) FBP, with support from the Financial, Business and Budget Division (FBB) and Component points of contact, reviews and coordinates guidance for forecasting from the CAPE and Comptroller Integrated PBR Guidance. This information, along with current year execution and prior year PB data, will update the baseline labor resources and non-labor funding allocations across the FYDP. This will be used to make any adjustments to the PCD.

(2) The PCD is the tool DCMA utilizes to document the Agency's future resourcing strategies, obtain approval from leadership, and identify the data for the PBR submission to OSD and Congress. The PCD covers the previous budget year, current budget year, and the FYDP outyears. The critical data elements include, but are not limited to, the IPL Score, Appropriation, Program Element (PE), Object Class, and resourcing requirements for each year of the FYDP.

(a) Updates to the PCD resourcing requirements across the FYDP can originate in four ways during the PBR cycle:

1. Information in the CAPE and Comptroller Integrated PBR Guidance.

2. Guidance received by the CAPE Program and Comptroller Budget Issue Team Reviews.

3. SLT approved new and changing requirements processed through the Intake System.

4. Congressional updates.

(b) All data and exhibits must be certified as accurate by the Executive Director or Director of the office of primary responsibility.

(c) Once all updates to the PCD have been documented, it will be presented to the SLT for approval before the associated databases are updated and documents submitted. At this time, the PCD will be locked until additional updates are required as detailed in paragraph 3.4.e.2.(a).

(d) Following the approval of the PCD, the remaining unfunded requirements will need to be reviewed by leadership and a determination made if any of the unfunded requirements will require the development of an issue paper for submission to USD(A&S). Issue Papers are addressed in paragraph 3.4.e.(5), infra.

(e) The databases, identified in subparagraph 3.4.h, infra will be updated IAW the PCD document for the current portion of the PBR cycle.

(3) FBP will provide the updated FYDP resourcing data to FBB.

(4) One of the critical submissions includes the SNaP Exhibits. Guidance is provided in the CAPE & Comptroller Integrated PBR Guidance and is received from the CAPE SNaP Administrator. The data for the exhibits will be certified by the Executive Director, or Director of the Component, prior to submission. In addition, the Agency Executive Summary, signed by the DCMA Director, is submitted in the SNaP Tool. During the PB submission, the exhibits are updated based on any changes resulting from the POM/BES cycle and Issue Team updates. The Exhibits are grouped in three categories:

(a) Manpower and Personnel.

(b) Forces.

(c) Infrastructure – Installations & Environmental.

(5) If the Agency leadership identifies unfunded resource requirements and determines that a request for additional funding is warranted, then these events occur:

(a) An issue paper is developed and submitted to the USD(A&S), through the office of the Assistant Secretary of Defense for Acquisition.

(b) A briefing is provided to the USD(A&S) detailing the Agency's changing mission and correlating resource requirements.

(c) If the USD(A&S) and CAPE cannot internally resource the requirements, approval may be given to submit the issue paper(s), via the CAPE Issue Nomination System, for review by the Secretary of Defense.

(d) If the issue paper is accepted by the Secretary of Defense, then it is assigned to either a Program Issue Review Team or the Comptroller for analysis and recommendation for approval or denial during the PBR.

f. The CAPE/Comptroller Review begins after the submission of the POM/BES and the issue papers. Whether the Agency submits an issue paper or not, participation with the Program Issue Review Teams and/or the Comptroller is critical to protecting the resources currently programmed for DCMA. The elements associated with the review include:

(1) The PBR Teams:

(a) The CAPE Program Review will consider changes to the Components' Program and Budget submissions based on strategic capability balancing and compliance with prior guidance. The primary focus of the review will be to align the National Defense Strategy implementation and ongoing Strategic Portfolio Reviews with the program and ensure alignment with Defense Planning Guidance.

(b) The Budget Review, conducted jointly by the Comptroller and Office of Management and Budget, will evaluate justification material submitted by the Components for the program and budget submissions based on pricing, ability to execute, and compliance with fiscal, program, performance, and legislative guidance.

(2) Participation with the PBRs:

(a) CAPE will institute a number of Program Issue Review Teams, each of which will cover a specific topic. These subjects, for instance, include the following: Manpower; Nuclear Command, Control, Communications, and Computers; Munitions, Missile Defense, and Major Defense Acquisition Program. As the Teams are announced, they will be forwarded to the Cap Bds for review. If DCMA has an equity associated with the team, the Cap Bd will make a recommendation for a subject matter expert (SME) to attend.

(b) Comptroller will initiate reviews of issues identified as Budget Issues. As the Teams are announced, they will be forwarded to the Cap Bds for review. If DCMA has an equity associated with any issue, then the Cap Bd will make a recommendation for a SME to participate.

(c) In the event an Issue Review Team is adjudicating an issue submitted by DCMA, the SMEs will need to be prepared to defend the issue paper and respond to any questions submitted.

(3) The results of the Review Teams are communicated in the form of Resource Management Decisions or Program Decision Memorandum. The documents are released as "Draft," "Tentatively Approved," and "Approved." For issues impacting DCMA, a response will

be required. The response will be either "Concur," "Non-Concur," or "No Comment." For a response of Non-Concur, a reclama will be submitted as justification. The justification will need to be supported by analysis and clearly articulate the negative impact to the Agency's ability to support the OSD mission. To ensure access to the documents, such documentation will be stored on the "FBP Y" Shared Drive on the SIPRnet.

g. The last phase of the PBR cycle is submission of the PB. The basis is the POM/BES data. The events in the development of the submission include:

(1) Incorporation of resourcing changes based on updates from:

(a) The PBRs.

(b) Any other reductions or increases.

(c) Input from the Components and Cap Bds which can be used to identify where the reductions will be taken and applied to the PCD.

(2) The updated PCD will be presented to the SLT for approval.

(3) The databases, identified in paragraph 3.4.h., infra, will be updated IAW the PCD document for the current portion of the PBR cycle.

(4) The required SNaP Exhibits are submitted and/or exhibits from the POM/BES submission are updated as necessary, as referenced in paragraph 3.4.e.(4), supra.

h. Electronic Databases and Tools Required for Submission of PBR Data and Exhibits:

(1) Program Resources Collection Process (PRCP). PRCP is a DoD web-based application designed to prepare, manage, and document direct program budget details pertaining to various appropriations and programs, including Operations & Maintenance (O&M); Procurement Defense-wide (PDW); Research, Development, Test & Evaluation (RDT&E); Construction; Military Personnel Programs; and Overseas Contingency Operations (OCO) funds, as well as supporting exhibits. Components are required to ensure all budget justification materials reconcile to the PRCP data system. This includes data entered for PE and object classes.

(2) Standard Data Collection Systems (SDCS). SDCS allows authorized users to submit FYDP data including manpower, Forces, and other data.

(3) SNaP Tool. SNaP is a mature, web-based application used to collect non-standard program and budget data requirements. These exhibits are in Manpower and Forces categories. It is managed by OSD and CAPE.

3.5 BUDGET FORMULATION PROCESS.

a. Budget formulation assigns resources to mission priorities, identifies the intended execution of those priorities, and requests appropriations from Congress. DCMA's budget formulation process requests resources to execute the Agency's mission based on leadership validated requirements.

b. The Budget Formulation Process, executed IAW DCMA-Manual 4301-02, Vol. 1, "Budget Formulation and Execution: Budget Formulation," will ensure:

(1) DCMA budgets reflect Agency leadership's validated, prioritized, and resourced requirements that have been vetted through the corporate governance process and programmed through the Program Budget Review process.

(2) Data from the current year of execution and prior year PB provides the basis for forecasting the baseline labor resources, funding and full time employees, and non-labor resources funding allocations through the FYDP.

(3) Data is provided as part of the Execution Review process to ensure the successful evaluation of performance.

3.6. EXECUTION REVIEW, ASSESSMENT AND PERFORMANCE EVALUATION PROCESS.

a. Assessment and Performance Evaluation is a critical part of Execution Review detailed in DoD's PPBE process. This process focuses management attention on Agency efficiency and effectiveness in the performance of the mission supporting the warfighter, compliance with DoD decisions and priorities, and financial execution.

b. The Execution Review, Assessment and Performance Evaluation Process, executed IAW DCMA-MAN 4503-03, will ensure:

(1) A consistent approach and standardized framework are used to measure and analyze organizational performance throughout the Agency. This will include:

(a) Ensuring the correct metrics are collected.

(b) Quarterly Performance Reviews.

(c) Focusing on efficient and effective performance and financial execution.

(d) Incorporating analysis of the process performance and the quality of the process outputs during the evaluation of performance.

(2) An alignment of resources to prioritized capabilities based on an overarching strategy. This requires balancing necessary mission capabilities with risk, affordability, and effectiveness.

(3) Execution reviews of past decisions and actions to assess performance based on the accomplishment of goals and objectives, influencing decisions on future resource allocations during the planning process.

GLOSSARY

G.1. DEFINITIONS.

Budget Estimate Submission. The two year DoD component's budget submissions to the Office of the Secretary of Defense (OSD) showing budget requirements for inclusion in the DoD budget during the Planning, Programming, Budgeting, and Execution (PPBE) process.

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

DCMA Requirements Oversight Council. The DROC is the forum for senior-level, enterprise-wide coordination and deliberation on both external and internal Agency issues impacting strategic planning, programming, policy, and program development. It oversees all integrated capabilities process activities. The DROC is chaired by the Corporate Operations Director.

DOTMLPF-P Analysis. DOTMLPF-P analysis is the first step in the analysis of an identified capability gap. It determines/recommends if a non-material approach or a materiel approach is required to meet the need. The materiel solution is not always the most important option available, and other options must be examined first to see if a typically less costly change in Doctrine, Organization, Training, Leadership, Personnel, Facilities and/or Policy could meet the need.

Future Years Defense Program. Program and financial plan for the DoD as approved by the Secretary of Defense. The FYDP arrays cost data, manpower, and force structure over a five year period (force structure for an additional three years), portraying this data by major force program for DoD internal review for the program and budget review submission. It is also provided to the Congress annually in conjunction with the President's budget.

IPL. A list of a DCMA's highest priority requirements, prioritized across Capability and functional lines, defining shortfalls in key programs that, in the judgment of the DCMA, may adversely affect the Agency's ability to accomplish its assigned mission.

M-Level Committee. Senior-level teams chartered by the Agency to ensure that all requirements developed and endorsed by the Cap Bds reflect Agency strategic and near-term needs. They provide recommendations to the DCMA Requirements Oversight Council (DROC), SLT, and Agency Director on proposed requirements.

Planning, Programming, Budgeting, and Execution. An annual Department of Defense (DoD) process for allocating resources. It serves as the framework for DoD civilian and military leaders to decide which programs and force structure requirements to fund based on strategic objectives.

Program Control Document. An interactive DCMA SharePoint tool and a key enabler to the Program Budget Review process. Maximizes fiscal and programmatic management efficiencies for an organization with a complex set of missions to execute and a limited set of resources with which to accomplish its missions and supporting functions and tasks.

Program Element. The primary data element in the Future Year Defense Program (FYDP) and is the foundation of the PPBE Process. Each program and entity within the defense portfolio has its own PE and is the specific allocation of resources for those entities from the Secretary of Defense.

Program Objective Memorandum. The final product of the programming process within DoD that displays the resource allocation decisions in response to and IAW planning and programming guidance.

Program Resources Collection Process (PRCP). A DoD web-based application designed to prepare, manage, and document direct program budget details pertaining to various appropriations and programs, including O&M; PDW; RDT&E; Construction; Military Personnel Programs; and OCO funds, as well as supporting exhibits.

Select and Native Programming. SNaP is a mature, web-based application used to collect non-standard program and budget data requirements. It is managed by the Office of the Secretary of Defense, Cost Assessment and Program Evaluation (OSD CAPE). There are parallel web sites on the SIPRNet and NIPRNet.

Standard Data Collection System. A secure data collection system which allows authorized users to submit FYDP data including manpower, Forces, and other critical data.

Workload and Resourcing. The Agency WAR Room is identified as a subordinate organization to the DROC. The purpose of the Agency WAR Room is to facilitate decisions related to workload requirements and manpower authorizations in the current and upcoming years.

GLOSSARY

G.2. ACRONYMS.

BC	Business Case
BES	Budget Estimate Submission
BY	Budget Year
CaP Bd	Capability Board
CAPE	Cost Assessment and Program Evaluation
CIO	Chief Information Officer
CM	Capability Manager
CONOPS	Concept of Operations
DCMA	Defense Contract Management Agency
DCMA-INST	DCMA Instruction
DCMA-MAN	DCMA Manual
DoD	Department of Defense
DoDD	Department of Defense Directive
DOTMLPF-P	Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities - Policy
DROC	DCMA Requirements Oversight Council
FBB	Financial and Business - Budget
FBP	Financial and Business - Business Planning, Programming and Analysis
FYDP	Future Years Defense Program
IAW	In Accordance With
IPL	Integrated Priority List
OCO	Overseas Contingency Operations
O&M	Operations and Maintenance
PBR	Program and Budget Review
PCD	Program Control Document
PDW	Procurement Defense-Wide
PE	Program Element
POM	Program Objective Memorandum
PPBE	Planning, Programming, Budgeting, and Execution
PRCP	Program Resources Collection Process
RDT&E	Research, Development, Test and Evaluation
SDCS	Standard Data Collection System
SIPRNet	Secret Internet Protocol Router Network
SLT	Senior Leadership Team

SME	Subject Matter Expert
SNaP	Select and Native Programming
USD (A&S)	Under Secretary of Defense for Acquisition and Sustainment
WAR	Workload and Resourcing

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