



## DEFENSE CONTRACT MANAGEMENT AGENCY

3901 ADAMS AVENUE, BUILDING 10500  
FORT LEE, VA 23801-1809

MEMORANDUM FOR COMPONENT HEADS

January 29, 2026

SUBJECT: DCMA Policy-type Memorandum 25-005, “Business Capability Framework Capability Board Resourcing”

References: (1) DCMA Manual 4502-01, “Corporate Governance Structure and Procedures,” July 22, 2019  
(2) DCMA Manual 4501-01, “Agency Issuance Program,” March 18, 2024, as amended

### **Purpose.**

This DCMA policy-type memorandum (DCMA-PTM):

- Implements policy established in DCMA Instruction 4502, “Corporate Governance,” and amends DCMA Manual (DCMA-MAN) 4502-01, “Corporate Governance Structures and Procedures,”
- Amends responsibilities and provides guidance for integrating personnel into the Business Capability Framework (BCF) capability boards to foster leadership development, knowledge sharing, and improve agency performance.
- Aims to leverage skills and experience gained through development programs and provide opportunities for employees to contribute to strategic goals.
- Adds Section 7 to DCMA-MAN 4502-01 to describe the responsibilities and steps for resourcing the BCF capability boards.

### **Applicability.**

This issuance applies to all DCMA activities and personnel, including civilian and military, unless higher-level regulations, policy, guidance, or agreements take precedence.

### **Policy.**

It is DCMA policy to foster growth opportunities and support succession planning within the agency.

### **Responsibilities.**

The following are new or additional responsibilities:

- Executive Directors and Directors, Headquarters.

Headquarters executive directors and directors must identify non-process owner policy writers and assign them to support capability boards.

- Capability Board Managers.

Capability board managers must:

- a. Assign resources to fill roles within the capability board.
- b. Recognize Authoritative Process List (APL) process owners as members of assigned capability board.
- c. Advertise to encourage general membership.
- d. Define and oversee the desired outcomes for developmental assignments within their purview.

- Program Manager (PM), BCF.

The BCF PM must establish and maintain a functional leaders list accounting for capability board assignments.

- Operational Learning Center (OLC) Chief Learning Officer.

The OLC Chief Learning Officer must:

- a. Ensure Leadership Development Program graduates join a capability board.
  - b. Introduce emerging leaders to BCF and capability boards.
  - c. Facilitate capstone project completion.
- Functional Directors, Deputy Directors, Group Chiefs, and Specialists.

Functional directors, deputy directors, group chiefs, and specialists of the grade GS-14 and GS-15 or equivalent must perform a BCF rotational assignment.

- Military Members.

Military O-5 members must participate on a capability board.

- Total Force Military (TFM) Director.

TFM Director must notify O-5 military members to participate on a capability board.

- APL Process Owners.

APL process owners must participate on a capability board.

## **Procedures.**

The new BCF Resourcing procedure in Section 7 of DCMA-MAN 4502-01 is as follows:

## **SECTION 7. BCF RESOURCING**

### **7.1. DESCRIPTION.**

DCMA is committed to developing its workforce and maximizing the effectiveness of its capability boards.

### **7.2. CENTRALIZED DEVELOPMENT (CD) GRADUATE INTEGRATION.**

a. Graduates of the CD program must join a capability board within three months of graduation. The OLC Chief Learning Officer must:

(1) Identify the requirement for the CD program graduates to join a capability board.

(2) Coordinate the assignments of the graduates.

(3) Manage the assignments of the CD program graduates rotation assignments to distribute the graduates to capability boards based on skillsets, experience, and training.

b. CD graduates will serve a 2-year rotation on the capability board. After the first year, and with the approval of the board leadership, CD graduates are encouraged to pursue team lead roles within the board.

### **7.3. EMERGING LEADERS PARTICIPATION.**

a. Emerging leaders will receive the opportunity to complete a capstone project related to the BCF in support of a capability board to reinforce experiential learning and board contribution. The OLC Chief Learning Officer must:

(1) Identify the requirement for the emerging leaders to complete a capstone.

(2) Arrange the opportunity for the emerging leaders to complete a capstone in support of a capability board.

b. This policy ensures practical application of CD program skills, broadens organizational perspective, and maximizes the agency's return on investment in training. The 2-year rotation allows for meaningful contribution and reduces the risk of burnout. Board leadership approval for team lead roles mitigates the risk of forced fit.

(1) Participants in the Emerging Leader Program will have the opportunity to complete a capstone project related to the BCF in support of a capability board. The OLC Chief Learning Officer will coordinate this opportunity.

(2) Projects should align with the board's priorities and provide a tangible contribution to agency goals.

(3) This policy introduces Emerging Leader Program participants to the BCF, provides experiential learning, and allows for potential agency-wide impact. The OLC will provide guidance and mentorship to ensure project value despite limited BCF experience.

#### **7.4. FUNCTIONAL LEADER ASSIGNMENT.**

The BCF capability boards require resources to execute required tasks. The BCF PM will establish and manage a BCF rotational assignment list of functional directors, deputy directors, group chiefs, and specialists (GS-14 and 15 or equivalent) with the intent for these individuals to perform a leadership role such as a team lead role as determined by capability board leadership. The BCF PM will provide an AcqDemo Contribution-Results-Impact entry for functional leaders to insert into their annual contribution plan. Functional leaders will include a contribution result impact entry in their annual contribution plan.

a. The BCF PM will maintain a list of functional leaders (GS-14/15 or equivalent) coordinating with the respective commanders or directors identifying potential rotation assignments and opportunities, as determined by board leadership.

b. Functional leaders will be assigned to capability boards for a defined period, typically 2 years, to contribute their expertise and broaden their agency perspective.

c. Contributions expectations for the capability board role will be included in the AcqDemo contribution plans, while performance expectations related to the role will be included in the Defense Performance Management and Appraisal Program performance plans.

d. The BCF PM will schedule the review of this list annually at the agency summit or equivalent forum. The capability boards will review progress mid-year during the monthly BCF meetings.

e. This policy distributes responsibility across the agency, utilizes leaders across all the agency organizational levels, and promotes a shared understanding of agency priorities. The senior leadership team and BCF meeting reviews ensure accountability and address potential issues.

#### **7.5. MILITARY PARTICIPATION.**

Military members are significant members of the agency. Their service experience brings a unique input to ensure the BCF remains relevant and in alignment with the DoD strategic plan and goals. This policy leverages the leadership skills and experience of military

officers, providing them with exposure to agency-wide challenges and opportunities. The TFM Director will manage a list of O-5 military members. The TFM Director will coordinate with the capability board leadership and respective commanders and directors to ensure O-5 military members participate on a capability board on a 2-year rotation, with the requirement to fill team lead roles upon reaching the 1-year mark.

- a. The TFM group will identify O-5 military members to participate in capability boards on a 2-year rotation.
- b. Military members are expected to fill a team lead role after 1 year in the assignment.

## **7.6. RECOGNITION OF APL PROCESS OWNERS.**

Capability boards will recognize APL process owners as standing members of their respective boards, reinforcing ownership and accountability. Recognizing APL process owners maximizes collaboration amongst process owners, allows capability boards to learn about common issues and identify trends, and promotes a sense of inclusion.

## **7.7. POLICY SUPPORT ROLES.**

Policy writers are a scarce skillset. Headquarters executive directors and directors will identify non-process owner policy writers to support capability boards. The capability boards may assign these individuals to support issuance teams.

## **7.8. OPEN MEMBERSHIP AND SPECIAL PROJECTS.**

Capability boards will routinely advertise opportunities for general membership, inviting participation in special projects and unique roles, to broaden engagement and allows individuals with specific expertise to contribute to agency goals.

## **7.9. DEVELOPMENTAL ASSIGNMENTS.**

Developmental assignments allow for growth opportunities and support succession planning within the agency. Capability boards will establish developmental assignments aligned with strategic goals and career progression and provide the developmental assignments to the OLC.

### **Labor Codes.**

IDS08 – BCF support to policy, processes, and training.

IDS04 – Policy. All policy activities, mission, and non-mission efforts.

### **Resource Page.**

[https://dod365.sharepoint-mil.us/sites/DCMA-BCF-Corporate\\_Governance/SitePages/4502-01r--Corporate-Governance-Structure-.aspx](https://dod365.sharepoint-mil.us/sites/DCMA-BCF-Corporate_Governance/SitePages/4502-01r--Corporate-Governance-Structure-.aspx)

**Releasability.**

Cleared for public release.

**Effective.**

This DCMA-PTM is effective immediately, will be incorporated into DCMA-MAN 4502-01, "Corporate Governance Structure and Procedures," and will expire 12 months from the date of issuance.

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Sonya I. Ebright, SES  
Deputy Director