



# DCMA INSTRUCTION 3101

## PROGRAM SUPPORT

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<b>Office of Primary Responsibility:</b>	<b>Integrating Capability - Program Support</b>
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**Purpose:** This issuance, in accordance with the authority in DoD Directive 5105.64, "Defense Contract Management Agency (DCMA)":

- Establishes policy, assigns responsibility, and prescribes general provisions associated with Program, Customer, and National Aeronautics and Space Administration (NASA) Support processes
- Focuses on fulfilling agency responsibilities pursuant to:
  - Federal Acquisition Regulation (FAR) Subpart 42.3, "Contract Administration Office Functions" (FAR 42.302(a)(31) and (67))
  - Defense Federal Acquisition Regulation Supplement (DFARS) Subpart 242.302, "Contract Administration Functions" (DFARS 242.302(a)(S-75))
  - National Aeronautics and Space Administration (NASA) FAR Supplement Subpart 1815.404-2, "Data to support proposal analysis;" Subpart 1834.2, "Earned Value Management System;" Subpart 1842.2, "Contract Administration Services;" and Subpart 1844.3, "Contractors' Purchasing Systems Reviews"

- Agreement between the National Aeronautics and Space Administration (NASA) and Department of Defense for Performance of Contract Administration and Contract Audit Services in Support of NASA Contracts
- Framework for a series of procedural manuals to address Program, Customer, and NASA support processes

## **SUMMARY OF CHANGES**

This Instruction has been rewritten. Users and stakeholders should read this instruction in its entirety. The following identifies the most notable changes:

- Describes the three Program Support Activities: Program Support, Customer Support, and National Aeronautics and Space Administration (NASA) Support
- Aligns Activities and Processes with the Authoritative Process List
- Removes program definitions from glossary and refers to DCMA Manual 3101-01, “Program Support”

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## SECTION 1: GENERAL ISSUANCE INFORMATION

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

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

a. Deliver global acquisition insight for assigned programs, high visibility commodities and other program categories (as defined in DCMA Manual (DCMA-MAN) 3101-01, “Program Support”) by providing objective, independent, relevant, timely, and actionable information to the Acquisition Enterprise.

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

c. Develop robust relationships with internal and external customers to understand requirements; provide integrated, independent insights; inform and influence acquisition decisions; address issues; host Distinguished Visitors (DVs); and document partnerships through agreements when necessary.

d. Execute the requirements of this Instruction in a safe, efficient, effective, and ethical manner.

## SECTION 2: RESPONSIBILITIES

**2.1. EXECUTIVE DIRECTOR, PORTFOLIO MANAGEMENT AND BUSINESS INTEGRATION.** The Executive Director, Portfolio Management and Business Integration must:

- a. Represent DCMA to the Office of Under Secretary of Defense and Service Secretaries at program review meetings and other engagements as required.
- b. Approve Program Support (PS) requirements as published in the DCMA-MAN 3101 series of manuals.

**2.2. INTEGRATING CAPABILITY MANAGER.** The Integrating Capability Manager must:

- a. Serve as chairperson of the Integrating Capability Board.
- b. Serve as the Agency proponent for the Integrating Capability and conduit to the DCMA Executive Council.
- c. Provide guidance and direction to the PS Working Group (PSWG).

**2.3. COMPONENT HEADS.** The Component Heads must:

- a. Ensure their assigned areas of operation execute the applicable PS processes as published in the DCMA-MAN 3101 series of manuals.
- b. Evaluate agency operational compliance and performance related to PS.
- c. Promote and support PS continuous improvements.
- d. Provide an action officer to the PSWG when required.
- e. Appoint a representative to serve as Customer Support (CS) Administrator to coordinate and facilitate the DV, CS, and Customer Engagement (CE) processes.

**2.4. PROGRAM SUPPORT WORKING GROUP (PSWG) LEAD.** The PSWG Lead must:

- a. Serve as lead of the PSWG.
- b. Serve as the Agency proponent for PS and conduit to the Integrating Capability Board.
- c. Develop, revise, coordinate, and maintain PS issuances and supporting products to allow for consistent, standard, safe, and repeatable work across the enterprise.
- d. Identify and develop measures and metrics to monitor PS compliance and performance.

e. Ensure continuous improvement of PS processes.

f. Assign an action officer to serve as the subject matter expert and primary focal point for PS issuances and associated resource pages.

**2.5. OPERATIONAL UNIT COMMANDERS/DIRECTORS (EAST, CENTRAL, WEST, INTERNATIONAL, AIRCRAFT INTEGRATED MAINTENANCE OPERATIONS, COST AND PRICING, AND SPECIAL PROGRAMS), CENTER DIRECTORS, AND CONTRACT MANAGEMENT OFFICE (CMO) COMMANDERS/DIRECTORS.** The Commanders/Directors must:

a. Execute and oversee their organizations' PS processes as published in the DCMA-MAN 3101 series of manuals.

b. Evaluate their organizations' compliance and performance of PS requirements.

c. Seek and support PS processes continuous improvements.

d. Provide an action officer to the PSWG when required.

e. Appoint a representative to serve as CS Administrator to coordinate and facilitate the DV, CS, and CE processes.

### SECTION 3: GENERAL PROVISIONS

**3.1. DESCRIPTION.** This issuance focuses on three activities: PS, CS, and NASA Support.

a. PS is focused on integrating information from functional specialists within the CMOs as well as applicable Commands, Directorates, or Centers. It enables independent program assessments highlighting contract performance issues and risks by leveraging DCMA's in-plant presence. DCMA's unique perspective provides internal and external stakeholders with the information and insight needed to make program decisions by:

(1) Integrating data from other Contract Administrative Service capabilities to support cross-functional analysis and reporting at the program level.

(2) Providing contract and program assessments based on surveillance of contractual requirements.

(3) Identifying, analyzing and reporting risks, issues, observations and opportunities, including:

(a) Risk, issue, observation, or opportunity description.

(b) Contractor's root cause analysis and DCMA assessment.

(c) Predictive analysis impact relative to contractual requirements (cost, schedule, and/or technical performance).

(d) Contractor's corrective action plan or mitigation plan and DCMA assessment.

b. CS is conducted by executing CEs at all levels of the Agency with DoD acquisition stakeholders. DCMA provides CS by collecting acquisition insights from DoD leadership, contractors and other partners that make up the defense acquisition enterprise. DCMA analyzes information in order to inform acquisition decision makers by providing timely, integrated products with robust intelligence, analyses and recommendations to senior DoD acquisition leaders, Program Executive Officers, Buying Activities, Program Managers, and other acquisition stakeholders.

(1) CEs facilitate the exchange of valuable management information allowing DCMA to properly align agency services to the requirements of the defense acquisition enterprise in order to improve effectiveness, efficiencies, operational capability, and capacity. Accordingly, DCMA leaders determine the appropriate engagement and plan, execute, and document CEs.

(2) Customer Satisfaction processes solicit feedback from both external customers (DoD, and other government and civilian agencies) and internal customers (DCMA employees) to measure the overall health of the agency, promote/improve an agency-wide customer focused culture and streamline agency processes.



c. NASA Support establishes DCMA support to NASA and applies to all DCMA organizational elements performing Contract Administration Services in support of NASA programs/projects as specified in the accepted NASA Letter of Delegation.

(1) DCMA NASA activities support the integrity of the contractual process, and provide a broad range of acquisition management services including independent analysis of contractors' performance, timely program status, and risk assessments, ultimately ensuring on time delivery of high quality, and affordable products and services for NASA. DCMA's professional staff serve as information brokers throughout NASA's acquisition life cycle. It is NASA policy to make maximum use of those contract administration and contract audit services available from DoD. It is DoD policy to accept and perform those contract administration and contract audit services, as requested.

(2) Establishes DCMA oversight/insight activities that directly support the establishment of product configuration/system verification/validation (e.g., launch services, human spaceflight, basic and applied research, design, manufacturing, nondestructive testing, laboratory testing, fabrication, assembly, integration, software, performance testing, maintenance, refurbishment, repair, calibration) and contractor operation of the delivered acquisition product (e.g., hazardous test facility).

**3.2. ACTIVITIES.** The following is a list of activities addressed within PS. Specific responsibilities and processes for these activities are outlined in corresponding manuals.

a. Manage Program Support (See DCMA-MAN 3101-01):

(1) Initiate Program. Program categories and definitions are found in DCMA-MAN 3101-01.

(2) Establish & Maintain PS Plan.

(3) Perform Program Analysis & Provide Functional Inputs.

(4) Report Program Insight.

(5) Transition/Suspend/Terminate PS.

b. Manage Program Customer Support (See DCMA-MAN 3101-04, "Customer Support"):

(1) Manage CE.

(2) Customer Satisfaction.

c. Manage NASA Support (See DCMA-MAN 3101-03, "National Aeronautics and Space Administration (NASA) Support"): Support NASA Programs.

**3.3. PRODUCTS.** Agency information related to PS must be available for collecting and reporting to stakeholders within the acquisition enterprise as needed. Examples of outputs of information that may be available to stakeholders include:

- a. Program Assessment Reports.
- b. OSD and/or Service Assessments.
- c. PS Plans.
- d. OSD/Services meeting inputs.
- e. High visibility commodity reports.
- f. NASA reports.
- g. Memorandums of Agreement.
- h. Functional inputs.
- i. PS Agreements.
- j. Program Information records.
- k. Customer Satisfaction Surveys.
- l. Encrypted CE Pre-visit Notifications.
- m. Standard DV Read-Ahead Packages.
- n. CE After Action Reports (AARs).
- o. Strategic Customer Outreach Report.

## GLOSSARY

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

**AAR.** A summary of significant issues about contractor performance or DCMA support that the CMO has addressed during a visit and requires DCMA leadership awareness. CMO Commanders/Directors, Component Heads determine when to issue an AAR.

**Capability.** The ability to achieve a desired effect under specified standards and conditions through a combination of means and ways across doctrine, organization, training, materiel, leadership and education, personnel, and facilities to perform a set of tasks to execute a specified course of action.

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

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

**CMO.** An organizational unit within DCMA that is assigned functions related to the administration of contracts. The office is responsible for managing and administering assigned contracts from contract receipt to contract closeout.

**CE Pre-Visit Notification.** An encrypted e-mail notification sent to the “CustomerEngagementInbox” to apprise DCMA leadership of scheduled arrivals, departures and recommended personal involvement with the engagements.

**CS Administrator.** Designated by the Component Head and CMO Commander/Director or deputy (or their designated streamlined commander) as the point of contact to manage and coordinate CS related activities in support of the DV, CS, Memorandum of Agreement, and CE processes.

**DCMA Standard DV Read-Ahead Package.** A “standardized agency set of requirements” used for collecting and sharing information with DVs. Step-by-step instructions on where to get the data and how to build these slides are made available under the Tools/Template section of the Resource Page.

**Program.** A directed, funded effort that provides a new, improved, or continuing materiel, weapon or information system, or service capability in response to an approved need.

## GLOSSARY

### G.2. ACRONYMS.

AAR	After Action Report
CMO	Contract Management Office
CE	Customer Engagement
CS	Customer Support
DCMA-MAN	DCMA Manual
DFARS	Defense Federal Acquisition Regulation Supplement
DV	Distinguished Visitor
FAR	Federal Acquisition Regulation
NASA	National Aeronautics and Space Administration
PS	Program Support
PSWG	Program Support Working Group

## REFERENCES

- Agreement between the National Aeronautics and Space Administration (NASA) and the Department of Defense for Performance of Contract Administration and Contract Audit Services in Support of NASA Contracts, June 15, 1969
- DCMA Manual 3101-01, "Program Support," August 1, 2019
- DCMA Manual 3101-03, "National Aeronautics and Space Administration (NASA) Support," February 14, 2019
- DCMA Manual 3101-04, "Customer Support," November 30, 2018, as amended
- Defense Federal Acquisition Regulation Supplement Procedures, Guidance, and Information (PGI) 242.302(a)(S-75), May 28, 2014
- DoD Directive 5105.64, "Defense Contract Management Agency (DCMA)," January 10, 2013
- Federal Acquisition Regulation 42.302(a)(31) and (67), "Contract Administration Functions," July 1, 2014
- National Aeronautics and Space Administration FAR Supplement Subpart 1815.404-2, "Data to support proposal analysis;" Subpart 1834.2, "Earned Value Management System;" Subpart 1842.2, "Contract Administration Services;" and Subpart 1844.3, "Contractors' Purchasing Systems Reviews," September 28, 2015, as amended