



## DCMA Manual 3201-01

# Corporate Alliance Networks

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<b>Office of Primary Responsibility</b>	Corporate Assessment Capability
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<b>Implements:</b>	DCMA-INST 3201, "Corporate Integration," December 21, 2017, as amended
<b>Reissues and Cancels:</b>	DCMA-MAN 3201-01, "Corporate/Sustainment Alliance Networks," December 21, 2017, as amended
<b>Internal Control:</b>	Process flow and key controls are located on the Resource Page
<b>Labor Codes:</b>	Located on the Resource Page
<b>Resource Page Link:</b>	<a href="https://360.intranet.dcmsa.mil/Sites/Policy/CA/SitePages/3201r.aspx">https://360.intranet.dcmsa.mil/Sites/Policy/CA/SitePages/3201r.aspx</a>
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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 3201
- Provides and defines procedures for the establishment and execution of a corporate alliance network
- Establishes CAN Leads

## **SUMMARY OF CHANGES**

This manual has been rewritten. The following identifies the most notable changes:

- Removed references to the Sustainment Alliance Network
- Required Contract Management Office Commanders/Directors to attend corporate alliance network meetings or assign a designee to attend
- Added guidance on designating Tier I and II corporate alliance networks, and for the Regional Commands concerning which corporations should have priority in assigning Tier II corporate alliance networks
- Removed references to the obsolete Director Talking Points Corporate Metric
- Added guidance on corporate alliance network support of the Chief Executive Officer Engagement and corporate assessment dashboard processes

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## **SECTION 1: GENERAL ISSUANCE INFORMATION**

**1.1. APPLICABILITY.** This issuance applies to all DCMA organizational elements involved in corporate alliance networks (CANs).

**1.2. POLICY.** It is DCMA policy to establish and maintain CANs in order to integrate corporate information for the Agency's and DoD's use. It is the intent of this Agency for our personnel to execute this Manual in a safe, efficient, effective, and ethical manner.

## SECTION 2: RESPONSIBILITIES

**2.1. CAPABILITY MANAGER, INTEGRATING CAPABILITY – CORPORATE ASSESSMENT (CA).** The Capability Manager must establish and provide oversight of the CAN activities.

**2.2. EXECUTIVE DIRECTOR, PORTFOLIO MANAGEMENT AND BUSINESS INTEGRATION DIRECTORATE.** The Director, Portfolio Management and Business Integration Directorate must:

a. Ensure relevant CAN issues and/or concerns are shared with the DCMA Director and members of the DCMA Executive Council, as appropriate.

b. Serve as the Agency proponent for the CANs and conduit to the DCMA Executive Council and fulfill responsibilities as delegated.

c. Assign an Action Officer to maintain this DCMA Manual (DCMA-MAN) to document the processes and procedures to allow for standard, repeatable work across the enterprise in accordance with DCMA Manual 501-01, “Policy Issuances Program.”

**2.3. DIRECTOR, CORPORATE INTEGRATION GROUP.** The Director, Corporate Integration Group (CIG) must:

a. Assign a CAN Lead to each Tier I Corporation and ensure Tier I CANs are formed and executed properly.

b. Establish an annual list of companies, designated by Tiers I and II, based upon a set of predetermined criteria. The company list is maintained on the resource page.

c. Assist Tier II CANs as needed.

d. Support the Capability Manager’s oversight of the CANs and component CAN activities.

**2.4. EXECUTIVE DIRECTOR, CONTRACTS.** The Executive Director, Contracts, must ensure appropriate representatives to support the CANs are available as needed.

**2.5. CORPORATE ADMINISTRATIVE CONTRACTING OFFICER AND/OR DIVISIONAL ADMINISTRATIVE CONTRACTING OFFICER.** The Corporate Administrative Contracting Officer (CACO) and/or Divisional Administrative Contracting Officer (DACO) must provide insight into a corporation’s business systems status, Cost Accounting Standards noncompliances, and any other associated issues (Forward Pricing Rates or any corporate changes). The CACO supervisor should be included to maintain situational awareness and provide senior leadership support.

**2.6. EXECUTIVE DIRECTOR, TECHNICAL DIRECTORATE.** The Executive Director, Technical Directorate must ensure appropriate representatives to support the CANs are available as needed.

**2.7. COMMANDERS/DIRECTORS, REGIONAL COMMANDS.** The Commanders/Directors, Regional Commands must:

a. In conjunction with the CIG Directors and in coordination with the Contract Management Offices (CMOs), determine if a Tier II Company will have a CAN established from the list of Tier II Companies developed by the CIG. Companies on the Tier II list that are identified as one of the OSD prime suppliers for high interest visibility should be given priority when assigning CANs. The Tier I and II lists are posted on the resource page of this Manual.

b. For those Tier II Companies that will have a CAN, assign a CAN Lead and ensure the CAN is executed in accordance with this Manual.

c. When a corporation spans across more than one Regional Command, ensure the appropriate communication occurs among the Regions and affected CMO Commanders/Directors when assigning a CAN Lead.

d. Ensure Tier II CANs are supported by the appropriate Regional Command staff.

e. Support the CIG Director's oversight of CAN activities.

f. Sunset Tier II CANs when appropriate with advance notice to, and input from the CIG Directors.

g. The Director, Special Programs Command must comply with the intent of this Manual to the maximum extent practicable for all Special Access Program and Sensitive Compartmented Information contracts.

**2.8. COMMANDERS/DIRECTORS, CONTRACT MANAGEMENT OFFICE CAN LEAD.** The Commander/Director, CMO CAN Lead must:

a. Lead assigned Tier II CANs.

b. Provide CMO support as needed to the CAN.

**2.9. COMMANDERS/DIRECTORS, CONTRACT MANAGEMENT OFFICE CORPORATE ALLIANCE NETWORK MEMBER.** The Commander/Director, CAN member must:

a. Attend, or assign a designee to attend, assigned CAN meetings and participate in other CAN related engagements to ensure critical contractor information is shared with CAN Lead/CAN members for potential elevation to CA insights to the DCMA Director or for Corporate action.

b. Provide corporate and program information as aware (i.e. Weekly Activity Report) and/or as requested (i.e. Chief Executive Officer (CEO) Engagement White Paper) to the CIG to serve as the DCMA data source for various DoD data calls.

c. Participate in the CAN survey regarding the value of the CAN meeting and other CAN activities for aggregation back to DCMA Senior Leadership.

## **SECTION 3: PURPOSE OF THE CORPORATE ALLIANCE NETWORK**

**3.1. PURPOSE OF THE CORPORATE ALLIANCE NETWORK.** CAN enables rapid collaboration across CMOs and functional DCMA Centers in the delivery of DCMA's Primary Capabilities in relation to a single contractor, provides synthesized and targeted acquisition insight from integrated and aggregated data sources, and provides a vehicle for consistent engagement of contractors in pursuit of Government interests.



## **SECTION 4: ESTABLISH CORPORATE ALLIANCE NETWORKS AND FORM NETWORKS**

### **4.1. ESTABLISH CORPORATE ALLIANCE NETWORK DESIGNATION.**

**a. Establish Tier I CANs.** Tier I CANs will be derived from the Tier I Companies listed in the Tier I and II Companies list established and reviewed by the CIG Director. This list is reviewed at least annually, and may be updated more frequently as needed. Tier I CANs are based on the top Defense-generated revenue companies and are engaged in the Office of the Under Secretary of Defense for Acquisition and Sustainment (OUSD(A&S)) Industry CEO Engagement process.

**b. Establish Tier II CANs.** Tier II CANs will be derived from the Tier II Companies listed in the Tier I and II Companies list. Tier II Companies on the list that are identified as one of the OSD Prime Suppliers for high interest visibility should be given priority when assigning CANs. Regional Commanders will establish Tier II CANs with input from the CIG Directors resulting from reviews of the Tier I and II Companies list.

### **4.2. ESTABLISH THE NETWORK.**

**a. Establish CAN Lead.** The CAN Lead establishes the network; identifies key constituents; identifies corporate, sustainment, and/or business segment issues; establishes and facilitates regularly occurring network meetings; and serves as the DCMA focal point for the corporation.

#### **b. Establish CAN Membership.**

(1) Tier I and II. The CAN Lead should establish a list of Commercial and Government Entity (CAGE) codes for the corporation which will aid in identifying the CMOs involved. Once an initial list is established, determining which CMOs possess the majority of the workload with the corporation is helpful in determining the appropriate CAN members. The process for identifying CAGEs and which CMOs possess the majority of the workload can be found in DCMA-MAN 3201-02, "Corporate Assessment."

(a) Major Program Involvement. Commander/Director (or designee) of CMOs administering major programs based on DCMA Instruction 3101, "Program Support," and DCMA-MAN 3101-01, "Program Support," should be assigned to the CAN.

(b) CMOs with the majority of the contract administration of the corporation should also be assigned to the CAN. CMOs with the remainder of the workload should be invited on a case-by-case basis.

(c) Regional Commanders, CACO/DACOs, and other functional representatives are encouraged to attend. The multi-level operational and cross-functional communication assures appropriate expertise and insight to apply necessary focus on Primary Capability implementation. This communication also helps to affect results where topics of risk, issues, and

opportunities are identified for consistent engagement with the contractor(s). Refer to the Order of March on the resource page of this Manual for a full list of recommended attendees.

**4.3. ESTABLISH DCMA 360 SITE.** Create a DCMA 360 site in order to assist in the collaboration and coordination efforts of the network. All presentations, minutes, and other documents used in the execution of the network are posted and are available to the network. Examples of current DCMA 360 sites used in existing networks can be found on the resource page for this Manual.

a. It is recommended that a directory on the DCMA 360 site be established to enable participants to quickly connect with network point of contacts and other relevant information (including CAN participants, functional meetings, databases, customer engagements, Order of March, etc.)

b. It is also recommended that a Team Blog or Team Discussion Library be created on the Network's DCMA 360 site. This allows for discussion to be carried out and documented outside of formal CAN meetings.

## **SECTION 5: CONDUCTING THE CORPORATE ALLIANCE NETWORK MEETING**

**5.1. ESTABLISH MEETING FREQUENCY.** To provide business information to DoD decision makers, the CAN should convene through recurring virtual meetings across the DCMA enterprise. The CAN meeting should be held on a timely basis to share lessons learned and provide feedback across the Operational Units associated with the CAN. The recommended frequency for the meetings is monthly, but can change based on mission requirements to support the DCMA Director.

### **5.2. CAN LEAD.**

**a. Tier I CAN Meeting.** The CIG Director or designee has primary responsibility for coordinating the execution of the recurring CAN meeting.

**b. Tier II CAN Meeting.** The CMO Commander or designee assigned by the appropriate Regional Command has primary responsibility for coordinating the execution of the recurring CAN meeting.

### **5.3. ESTABLISHING THE AGENDA.**

**a. Meeting Themes/Discussion Points.** The CAN Lead as identified in Paragraph 5.2. has primary responsibility for determining the CAN meeting theme/discussion points. CMO Commanders or designated representatives are encouraged to nominate topics for broader discussion based on observations at their locations. Possible discussion points/meeting themes:

- (1) corporate metrics
- (2) corporate assessment dashboard (CAD)
- (3) Current (OUSD(A&S) CEO Engagement Topics and the complete CAN topics list
- (4) New Corrective Action Requests with potential Corporate-wide impact (Business systems issues, safety issues, etc.) in accordance with the procedures in DCMA-INST 2303 "Surveillance."
- (5) CMO Weekly Activity Report Submissions
- (6) New DCMA strategic initiatives driving to improved company performance
- (7) Systemic issues across the corporation or business segments
- (8) CMO Best Practices (i.e. On Time Delivery improvements, Contractor Continuous Improvement Opportunities)
- (9) New business/corporate news

(10) Lessons learned

**b. Supporting Products.** Once the meeting theme is established, the CAN Lead should solicit and incorporate perspectives as well as feedback from the CAN stakeholders to stimulate the discussion of issues or insights across the network.

**c. Privacy Restrictions of the Meeting and Its Contents.** CANs are primarily government only collaboration at the For Official Use Only level. Any CAN information that is desired to be sent to the contractor for further collaboration must be approved by the CIG Director for Tier I CANs and by the CAN Lead for Tier II CANs before doing so. Any contractor involvement in the CAN should be limited but is up to the discretion of the CAN Lead.

**5.4. MINUTES AND ACTION ITEMS.** Minutes and action items are recorded and posted to the CAN DCMA 360 page. A template for recording meeting minutes and actions is provided on the resource page for this Manual.

**5.5. ASSESS CAN EFFECTIVENESS.** CAN Leads will continuously assess CAN activities and products for effectiveness and implement changes as needed. The CAN survey is a primary tool used to determine CAN effectiveness and will be utilized by the CAN Leads.

## **SECTION 6: INCLUSION OF CORPORATE ALLIANCE NETWORK INPUT INTO THE CORPORATE ASSESSMENT DASHBOARD AND CEO ENGAGEMENT WHITEPAPERS**

**6.1. GATHERING INPUTS FOR THE CORPORATE ASSESSMENT DASHBOARD AND CEO ENGAGEMENT WHITE PAPERS.** Two primary deliverables generated from the CAN are the CAD and the CEO Engagement White Papers. CAN participants are critical in assuring the right information and data are being delivered to the DCMA Director. The CAN participants should review both deliverables monthly for accuracy and provide input back to the CAN Lead if pertinent information should be added. CAN participants should also be part of the prioritization process of the issues and what ultimately gets elevated to OUSD(A&S).

## GLOSSARY

### G.1. DEFINITIONS.

**CA.** An analysis of a corporation's performance using one or more common measurements to enable objective comparison of the corporation's business units. An overall assessment of the corporation's performance that can be used for relative comparison with performance of other corporations.

**CAD.** A dashboard providing CA insights regarding measurable processes and corporate metrics.

**CAGE.** A unique identifier assigned to suppliers to various government or defense agencies, as well as method of identifying a given facility at a specific location.

**CAN.** A forum of DCMA entities which discuss issues, best practices, and performance of a specific corporate entity.

**Corporate Metrics.** A set of standard measures and information packages that form the basis of consistent CAs.

**Order of March.** A list of CAN attendees that is typically placed at the end of the recurring CAN meeting presentations in order to give the CAN participants an opportunity to share information as the CAN Lead calls on each participant before the meeting concludes.

**Tier I and II Company.** A prime supplier identified in the CIG's annual list of companies, designated by Tiers I and II, and are based upon a set of predetermined criteria. The contractor list is maintained on the resource page.

## GLOSSARY

### G.2. ACRONYMS.

CA	corporate assessment
CACO	Corporate Administrative Contracting Officer
CAD	corporate assessment dashboard
CAGE	commercial and government entity
CAN	corporate alliance network
CEO	Chief Executive Officer
CIG	Corporate Integration Group
CMO	Contract Management Office
DACO	Divisional Administrative Contracting Officer
DCMA-INST	DCMA Instruction
DCMA-MAN	DCMA Manual
OUSD(A&S)	Office of the Under Secretary of Defense for Acquisition and Sustainment

## **REFERENCES**

DCMA Instruction 2303, "Surveillance," November 5, 2018  
DCMA Instruction 3101, "Program Support," September 20, 2018  
DCMA Instruction 3201, "Corporate Integration," December 21, 2017  
DCMA Manual 3101-01, "Program Support August 1, 2019  
DCMA Manual 3201-02, "Corporate Assessment," March 19, 2018  
DoD Directive 5105.64, "Defense Contract Management Agency (DCMA)," January 10, 2013